

THE INFLUENCE OF WORKING FACILITIES AND ENVIRONMENT ON THE MOTIVATION AND THE IMPACT ON THE PERFORMANCE OF THE EMPLOYEES OF UNIVERSITY OF MUHAMMADIYAH JEMBER

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ABSTRACT

This study aimed to examine empirically whether there was an influence of the working facilities and working environment on the motivation and the impact on employee's performance at University of Muhammadiyah Jember. The expected benefits of this research hopefully can contribute to the development of the theory mainly work facilities, work environment, motivation and the impact on employee performance. To achieve these objectives, the data for the study both the primary data and the secondary data were gotten by using population or census of 170 employees at the University of Muhammadiyah Jember. Hypotheses testing were done by using the Statistical Package for the Sciences (SPSS) program Analysis Of Moment Structure (AMOS) version 16.0. by Prof. Dr. Imam Ghozali, M.Com. Akt.

The Results showed that: (1) Work Facilities significantly and positively affected the employees motivation at University of Muhammadiyah Jember (C.R. = 2.775), (2) Work environment significantly and positively affected the employees motivation at University of Muhammadiyah Jember (CR = 5.518), (3) Work facilities significantly and positively affected the employees performance at University of Muhammadiyah Jember (CR = 3.704), (4) Work environment significantly and positively affected the employees' performance at University of Muhammadiyah Jember (CR = 4.594), (5) Motivation significantly and positively impact the employees' performance at University of Muhammadiyah Jember (CR = 4.893).

Keywords: work facilities, work environment, motivation and performance

INTRODUCTION

Human resources is the basis of national development, therefore the quality of human resources must constantly be developed and directed in order to achieve the expected goals. Talking about human resources can actually be seen from two (2) aspects, namely: the aspect of quantity and quality. The quantity aspect includes the total number of human resources available, while the quality aspect includes the ability of human resources, both physical and non-physical, intellectual and mental in carrying out development, so in the proses of the development requires the development of human resources. A large quantity of human resources without the support of good quality of human resources will be the encumbrance of the development of a nation (Eko Esthy Wati, 2005: 1).

Human resources require individuals who always qualified, dedicated and professional to provide a significant contribution to the organization to performance of basic tasks, responsibilities and authority in the field of activities from the bottom level to the top leader.

It is important to conduct a research on employees as one of the implementers of educational activities. Frequently, employees who lack passion in performing their duties would achieve goals less successfully. All organizations certainly have a strategy in developing human resources. Working facilities are means used to support the activities of the company that has a period of relatively permanent usability and provide benefits for the future. Working facilities are very important for the company because it can support the employee's performance. Similarly, the working environment is one factor that can affect the performance of the employees.

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. The attitudes and values is something invisible that gives power to encourage people to behave in achieving the objectives. Basically, motivation encourages the employees to work hard to achieve the goal; this will increase the employees productivity and therefore contributes to the achievement of the objectives.

To improve the performance of the employees needs supporting ability and skills of each employee. In fact, there are employees who have high motivation to work, but have less capability in working so that they achieve less satisfactory results or low expected results that disappoint their leaders. This is due to inadequate education level. In addition, the experience is also still limited. To overcome this problem, each employee is required to have high level of education in his/ her respective sectors. The aim is to increase the professionalism and productivity performance or to increase the quality of human resources, so that good quality of human resources that have good ability and skills will facilitate them in performing the tasks assigned to meet the targets or the expected targets.

Irawan (2002: 11) says that performance is work result that is concrete, observable, and measurable. If we recognize three kinds of the objectives, namely the organization's goals, unit goals and objectives of employees, then we also recognize three kinds of performances, the performance of the organization, the performance of units, and the employee performance. Dessler (2000: 87) argues work performance of the employees is the actual achievements of employees compared with the achievements expected from the employees. Expected performance is a standard achievement set as a reference to see the performance of employees in accordance with its position compared to the standards made. Moreover, work permormance sees the performance of the employee against another employee. On the other hand, Payaman Simanjuntak (2005: 1) argues performance is the level of result achievement on the implementation of certain tasks. The company's performance is the level of achievement in order to realize the company's goals. Performance management is the overall activities

undertaken to improve the performance of the company or organization, including the performance of each individual and group work at the company.

Seeing the development of the colleges in Jember, then there are some universities that deserve attention. University of Muhammadiyah Jember, is a university that always and continuously makes changes to the leadership, faculty and employees, builds physical construction, adds books, as well as facilities for student learning.

The success of an organization in the form of "organizational achievement" as pointed out by the University of Muhammadiyah Jember is an interesting phenomenon to study. Leaders in this college have a great vision that is able to capture the needs of good quality education of the society in the future, and are able to welcome the opportunities provided by the government that are 'aligned' to the world of education.

The success of the organization is impossible if the employees do not have a strong motivation to succeed. Therefore, to arrive at a high organizational performance, then a leader must first be able to motivate subordinates. Related to the leadership in college, a leader can motivate subordinates directly or indirectly. Leaders can provide direct motivation in various ways such as incentives, awards for achievement. The indirect way is to create a conducive working environment.

Based on the observation of the researcher, by looking at the current employees, there were employees who often arrived late to work, left work early, left the tasks of the working hours. There were employees who did not complete the tasks immediately, so the work was not completed on time as expected. There were employees who had lack of skills and expertise in mastering the work charged because the levels of education that were not appropriate. There were employees who had lack of ability and willingness to understand or accept the information tasks given by their leaders, so that it resulted in low performance as expected by the leaders. It attributed some of the problems for the leaders at the University of Muhammadiyah Jember. There had been a research on those issues.

Based on the business phenomena above, then a further empirical study that examined and analyzed the "Influence of Working Facilities and Working Environment on Motivation, and Its Impact on Employees' Performance of University of Muhammadiyah Jember" was conducted.

RESEARCH OBJECTIVE

The research objective was to examine the influence of the working facilities and working environment on the motivation and the impact on employees' performance of University of Muhammadiyah Jember.

LITERATURE REVIEW

Working facilities

Working facilities and working environment are interrelated, since the working facility is also a working environment. Good and comfortable working facilities and environment then increase the employees' motivation which increases the employees' performance. Suharsimi Arikunto (2006: 55) argues, the "Facilities" can be defined as everything that can facilitate and expedite the implementation of all the effort. Everything which can facilitate and expedite this need can be either objects or money, so facilities can be defined as the existing facilities at the office. Facilities are means to expedite and facilitate the implementation of the functions. The involvement of librarians and administrative staff largely determines the provision of the college library, so the availability of the library collection becomes meaningful because of the support of well-designed facilities. Meanwhile, according to Tjiptono (2006) facility is the physical resources that must exist before a service offered to consumers. Further, Harmizar

(2003: 155) states facility is a physical means to process an input into output. Indicators facility according to Faisal (2005; 22) are: 1) As required, 2) Able to optimize the performance, 3) Easy to use, 4) Accelerate the process of work, 5) arranged correctly.

Working environment

The working environment includes working relationships between subordinates and superiors as well as the physical environment where employees work. Sihombing (2004: 134) states that "Working Environment is factors beyond human physical and non-physical in an organization. Physical factors include work equipment, workplace atmosphere, density and crowding, commotion, spacious workspace while non-physical includes a working relationship formed between superior and subordinate agencies as well as among the employees ". Working environment that supports the productivity of labor will lead to job satisfaction for workers in an organization. Work environment indicators are: 1) The working facilities 2) salary and benefits, 3) employment (Sihombing, 2004: 134).

Working condition said to be good or appropriate if a worker can undertake optimal, healthy, safe, and comfortable work. The suitability of the working environment can be seen from long term consequences, further, working environment that is less appropriate able to cause a labor needs more time in doing the task and does not support the labor in obtaining an efficient work system design (Sedarmayanti, 2001: 12).

According to George R. Terry (2006: 23) working environment can be defined as the forces that affect, either directly or indirectly to the performance of the organization or company.

Another understanding of the environment disclosed by Haris Amirulah Budiyo (2004: 51) that working environment refers to the institutions or forces that are inside or outside the organization and potentially affect the performance of the organization.

Furthermore, according to Fautisno Cardoso Gomes (2003: 25) working environment is a working process in which the environment interact with each other according to a specific pattern, and each has certain characteristics and/or values of the organizations that will not be separated from the environment in which the organization is located, and the human as the central of everything.

Supardi (2003: 37) states working environment is a condition around the workplace, both physical and non-physical that can give the impression of loving, securing, reassuring and can give impression of content in working and so forth. The working environment plays an important role on the quality of employees' performance. A comfortable and good working environment and communication among employees result on maximum performance.

Supardi (2003 : 37) , stating the work environment is keadaan around the workplace, both physical and non-physical that can give the impression of loving, mengamnakan , reassuring and impression of home working and so forth . The work environment plays an important role towards both the poor quality of employee performance. When a comfortable working environment and communication among employees goes well, then we can be sure the resulting performance will be maximized.

Motivation

Motivation is something that raises the spirit or boosts the performance Gerungan (1982: 23). The greater the motivation the higher the job performance is. Thus, it can be said that motivation is a very important factor in improving performance.

According to Gitosudarmo (1986: 77), motivation is an encouragement of employees to be willing to work together to achieve common goals or objectives of the company. There are two kinds of motivations, they are:

- a. Financial motivation is an encouragement done by giving financial rewards to employees. The financial rewards are often called incentives;
- b. Non-financial motivation is an encouragement which is given non-financially, for instance by praising, awarding, and doing other humane approaches.

Stephen P. Robbins (2002: 55) defines motivation as a willingness to do a high level of effort toward organizational goals, conditioned by the ability to do the effort to satisfy an individual requirement. Generally, motivation is concerned with the effort toward each goal. The three key elements are the effort, the organization's goals and the needs.

Meanwhile, Gibson et al (1996: 185) defines motivation is the force that drives an employee that raises and directs behavior. Yukl (1997: 98) defines motivation as a process whereby energy is applied and directed. Motivation cannot be observed directly. Berendoom (in Sedarmayanti, 2000: 20), defines motivation is a mental condition that encourages activity and puts energy in meeting the needs to give satisfaction or reduces the imbalance.

Need Hierarchy Theory Abraham Maslow, stating that human needs consists of increasing levels or having a hierarchy of needs from low to high priority, Stephen P. Robbins (2002: 56), as for human needs consists of several levels in the following order :

- 1) . Physical;
- 2) . Sense of security;
- 3) . Social / community ;
- 4) . Appreciation;
- 5) . Self-actualization.

Performance

According to Mc. Cormick in Mangkunegara (2000: 97) performance can be defined as the result of the quality and quantity of work that can be achieved by an employee in performing duties in accordance with the responsibilities given to him. Whitmore (2002: 104) states that "performance" has an origin word "perform" means the activity carried out by someone or an organization to do tasks that becomes his job. Performance is an act, a feat of skill or general appearance. Cascio (1995: 275) said that performance is an achievement of an employee in performing a set of duties as his tasks. Soeprihantono (1988: 7) said that performance is a result of the work of an employee during a certain period compared with a range of possibilities, for example: standard, target / goal / criteria that have been determined dan agreed in advance.

Furthermore, it is said by Mathis & Jackson (2002), in Nursiah (2004: 124), employee performance is affecting how much s/he gives a contribution to the organization among other things include: quantity, quality, timeliness, attendance at work, and cooperative attitude , with the following explanation:

1. Quantity is a quantitative measure that involves the calculation of the process or the execution of activities. It is with regard to the amount of output produced to determine the high or low performance of the employee, so that the realization of the work of the employee compared to the standard specified quantity.
2. Quality is a qualitative measure that reflect the level of satisfaction, i.e., how well the completion of an agency or organization. Although it is difficult to quantify qualitative standards or to determine, it is still important as a benchmark achievement of the completion of a job.
3. Puncuality is the ability of an employee to perform the task planned by the company for him in exact time. One way to determine the level of employee performance is by

measuring the quantity of work, the quality of work and timeliness/ punctuality to finish the job.

4. Attendance in the workplace refers to the relentless timetable of work as assigned.
5. Cooperative attitude relies on cooperation and communication with supervisors and co-workers.

Based on the description above, it can be concluded that performance is the work performed by employees as an effort to reach the goal on the fulfillment of specific tasks based on the standards that has predeterminedly planned by the organization. Various types of work performed by employees, of course, need clear criteria in which each type of job would have different standards to achieve the results. More complicated work needs more determined operating procedures as the basic requirements that must be obeyed.

CONCEPTUAL FRAMEWORK

The conceptual framework of this research shown in the picture below:

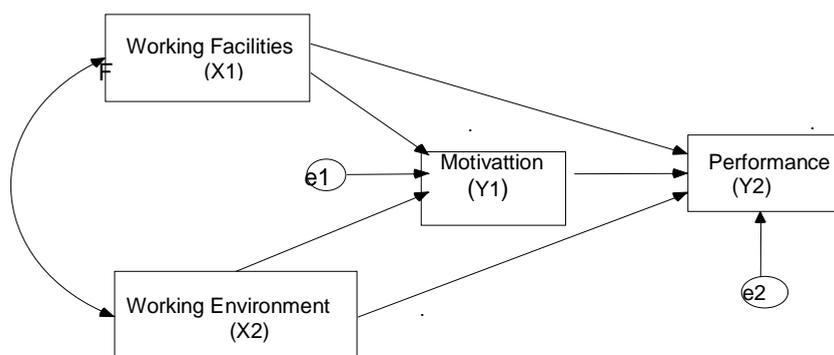


Figure 1. Conceptual Framework

Hypothesis

Based on the subject matter and the objective of the research, the hypothesis were:

1. Working facilities and working environment significantly influence the motivation of the employees of University of Muhammadiyah Jember.
2. The working facilities and working environment have a significant effect on the performance of employees of the University of Muhammadiyah Jember.
3. Motivation significantly affects the performance of the employees of University of Muhammadiyah Jember.

RESEARCH METHODS

The research conducted to 175 respondents that were asked to answer the questionnaires. The respondents were the employees of University of Muhammadiyah Jember.

The data were analyzed as follows:

Validity

Validity test done used SPSS v.20, software for Window by looking at the Pearson correlation value. A model is valid if it qualifies positive Pearson correlation value (≥ 0.50).

Reliability

Reliability is a tool to measure a questionnaire, an indicator of variables or constructs, which refers to the degree to which each of the indicator indicating a construct. In other words, how specific things help each other in explaining a common phenomenon. Reliability test can be seen from the Cronbach Alpha value (≥ 0.60) and P (sig. F) ≤ 0.05 .

Hypothesis Verification

Having tested the validity and reliability on each latent variable, then the next step was testing the classical assumption to examine whether the necessary requirements in the modeling had been met, namely the absence of multi-collinierities, did not happen heteroscedasticity, normal distribution and negative autocorrelation on the model and the correct specification. The analytical method used in this research was SPSS v.20 software program for Windows and an Analysis Of The Moment Structure (AMOS) version 16.0.

RESULTS

Result of Validity Test

Validity test done aims to determine the accuracy of the questionnaire used in a research. An instrument is valid if it measures what it is supposed to measure. Validity test was done by using the correlation between the scores of each of the questions with the total score.

From the data above, the result showed that the level of significance of the Pearson correlation was positive (≥ 0.50). It means that all indicators were valid.

Result of Reliability Test

The indicators that had been noted as valid indicators, then tested with the reliability test to measure a questionnaire as an indicator of variables or constructs, which refers to the degree to which each of the indicator indicating a construct. In other words, how the specific things help each other in explaining a common phenomenon. Reliability test can be seen from the Cronbach's Alpha (≥ 0.60) and P (sig. F) ≤ 0.05 . So all items declared reliable and bias, then it was possible to proceed to subsequent analysis.

a. Classic Assumption test

1. Test of Multi-collinearity

The results of Multi-collinearity test by calculating VIF (Variance Inflation Factor) indicates that there was no single independent variables of working facilities and environment that is worth more than 10. Working facilities variable showed 3.990 VIF and working environment variable showed 4.504 VIF. It means that there was not any multi-collinearity between independent variables, working facilities and working environment in the regression model.

2. Heteroscedasticity Test

Based on the test results of heteroscedasticity referring to the graphic residual plot, it showed that there was no clear patterns as well as the points spread above and below 0 (zero) on the Y axis. It means that there was no heteroscedasticity in the regression models, so the regression model fit to be used for predicting employee performance based on input variables, working facilities, working environment and motivation.

3. Test of Normality

Normality test was done using graphic analysis and statistical tests as follows:

a. Graphic Analysis

The results of the graphic analysis on the organizational circumstances, the organizational culture towards the motivation and working facilities, working environment, the motivation of the employee performance showed that the distribution forms a straight diagonal line and histogram graph as well as

normal plot graph showed normal distribution pattern. Because the normal plot graph points spread around the diagonal line or the histogram graph showed a normal distribution, it means that the regression model met the assumption of normality.

b. Statistical Test

The statistical test used was non-parametric statistical test of Kolmogorov-Smirnov (KS), the results of the residual data on the dependent variable e1 (error 1) with a value of 0.613 and a significance above 0.05 was 0.847 and the dependent variable e2 (error 2) with a value of 0.891 and a significance above 0.05 was 0.405. This indicates that the residual data normally distributed, so the regression model met the assumption of normality.

4. Linearity

Linearity test using Durbin Watson (Dw) test is to see whether there is autocorrelation in a regression model.

Test Durbin Watson 1 :

Working facilities and working environment towards the motivation in the respect of (n = 170, the independent variable = 2). Durbin Watson value dl = 1.7254, du = 1.7730, while the result of Durbin Watson test was above 1.833 of dl and du. It indicates that there is no autocorrelation (negative autocorrelation) on the main model and the correct specification.

Test Durbin Watson 2 :

Working facilities, working environment and motivation to meet the needs of the employees towards employees performance with (n = 170, the independent variable = 3) Durbin Watson value dl = 1.7134, du = 1.7851, while the result of Durbin Watson test was above 1.931 of dl and du. It infers that there is no autocorrelation (negative autocorrelation) on the main model and the correct specification.

b. Path Analysis

Testing the hypothesis can be seen from the results of regression coefficients weight. By looking at the value of Critical Ratio (CR) if the result is greater than 2 (≥ 2.00) and the value of P (probability) smaller than 0.05 (≤ 0.05), it means that the variable has an influence or is significant.

DISCUSSION

Based on statistical test results, a description of each affecting variable described as follows:

1. Results of hypothesis testing had proven that the working facilities and working environment had a significant effect on the motivation of the employees of University of Muhammadiyah Jember. This suggests that the hypothesis was accepted. The test results of this study support the Princess Salasa Ifani (2014; 103) which states simultaneously and partially the variables of working facilities, working situation, and compensation significantly effect on the employees motivation, supports research results of Edy Sutrisno (2009; 118) which states that the working environment can improve morale or motivation of the employment, and also supports research results of Eka Desy Wulandari, (2015) working environment and work facilities are together positive and significant impact on employee performance. This Study support the theory of Maslow (*Need Heirarchi Theory*) : a theory in [psychology](#) proposed by [Abraham Maslow](#) in his 1943 paper "A Theory of Human Motivation" in [Psychological Review](#). Maslow subsequently extended the idea to include his observations of humans' innate

curiosity. His theories parallel many other theories of human [developmental psychology](#), some of which focus on describing the stages of growth in humans. Maslow used the terms "physiological", "safety", "belongingness" and "love", "esteem", "self-actualization", and "self-transcendence" to describe the pattern that human motivations generally.

2. The results of hypothesis testing had proven that the working facilities and working environment had a significant effect on the performance of the employees of University of Muhammadiyah Jember. It shows that the hypothesis was accepted.
3. The results of hypothesis testing had proven that motivation significantly influenced the performance of the employees of University of Muhammadiyah Jember.

CONCLUSION AND SUGGESTION

Based on the analysis and discussion, this study can be summarized as follows:

1. Working Facilities and working environment had a significant and positive impact on the motivation of the employees of University of Muhammadiyah Jember,
2. Working facilities and working environment had a significant and positive effect on the performance of the employees of University of Muhammadiyah Jember.
3. Motivation had a significant or positives effect on the performance of the employees of University of Muhammadiyah Jember.
4. Motivation significant and positive impact on employee performance Universitas Muhammadiyah Jember.

Based on the results of the analysis, discussion and conclusions that have been raised, then there are some suggestions that should be considered, especially for the University of Muhammadiyah Jember.

Below are things that should be considered:

1. Working facilities and environment have significant and positive effect on employee motivation. Therefore, it is necessary to get the attention of the top management of the University of Muhammadiyah Jember to improve the facilities and create a better working environment for the performance of employees in order to increase the employee's performance.
2. The quantity and quality of the employees need to be evaluated so that it can be seen the high and low performance of employees.

In addition to the description above, the expected results of this study can be a reference for other researchers who are interested to look at other factors that have not been known yet.

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Jurnal EMBA Vol.1 No.4 Desember 2013, Hal. 1208-1218

Jurnal Sains edisi I Volume II/2013