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### Increasing Employees Performance through Motivation, Discipline, Work Environment, and Commitment: An Empirical Study on SMEs Employees

**Siti Abadiyah<sup>1✉</sup>, Hatoli Waruwu<sup>2</sup>, Muhammad Johan<sup>3</sup>, Multi Nadeak<sup>4</sup>, Albertus M. Setyastanto<sup>5</sup>**

Universitas Muhammadiyah Tangerang, Indonesia<sup>1</sup>

Universitas Insan Pembangunan Indonesia, Indonesia<sup>2,3</sup>

Sekolah Tinggi Teknologi Bandung, Indonesia<sup>4</sup>

Universitas Indraprasta PGRI, Indonesia<sup>5</sup>

e-mail : [abadi\\_dede01@yahoo.com](mailto:abadi_dede01@yahoo.com)<sup>1</sup>, [waruwuhatoli@yahoo.co.id](mailto:waruwuhatoli@yahoo.co.id)<sup>2</sup>, [muhhammadjohan137@gmail.com](mailto:muhhammadjohan137@gmail.com)<sup>3</sup>,  
[multnadeak28@gmail.com](mailto:multnadeak28@gmail.com)<sup>4</sup>, [setyastantoalbertus@yahoo.co.id](mailto:setyastantoalbertus@yahoo.co.id)<sup>5</sup>

#### Abstrak

Pemberdayaan sumber daya manusia merupakan proses yang tanpa henti, namun juga paling penting, apalagi berkaitan dengan kinerja UMKM di negara berkembang seperti Indonesia. Tujuan penelitian ini adalah untuk mengetahui pengaruh motivasi, disiplin kerja, lingkungan kerja, dan komitmen organisasi terhadap kinerja pegawai UMKM di Tangerang. Sampel penelitian ini diambil dari 205 responden karyawan UMKM di Tangerang dengan menggunakan metode penelitian quantitaif dengan teknik simple random sampling dan menggunakan SEM (*Structural Equation Model*) dan software SmartPLS versi 3.0 sebagai alat statistik. Hasil penelitian ini menunjukkan bahwa motivasi, disiplin kerja, lingkungan kerja, dan komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai UMKM. Implikasi manajerial dari temuan ini menyarankan manajemen UMKM untuk terus memperhatikan faktor-faktor intagibel dari prediktor kinerja pegawainya. Implikasi ekonomi dan sosial dibahas lebih rinci dalam laporan studi ini.

**Kata kunci:** Disiplin kerja, komitmen organisasi, kinerja, lingkungan kerja, motivasi.

#### Abstract

*Empowerment of human resources is a non-stop process, but it is also the most important, especially about the performance of MSMEs in developing countries like Indonesia. The purpose of this study was to determine the effect of motivation, work discipline, work environment, and organizational commitment on the performance of MSME employees in Tangerang. The sample for this research was taken from 205 MSME employee respondents in Tangerang using a quantitative research method with a simple random sampling technique and SEM (*Structural Equation Model*) and SmartPLS version 3.0 software as statistical tools. The results of this study indicate that motivation, work discipline, work environment, and organizational commitment have a positive and significant effect on the performance of MSME employees. The managerial implications of these findings suggest MSME management continues to pay attention to intangible factors as predictors of employee performance. The economic and social implications are discussed in more detail in this study report.*

**Keywords:** Work discipline, organizational commitment, performance, work environment, motivation.

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✉ Corresponding author :

Email : [abadi\\_dede01@yahoo.com](mailto:abadi_dede01@yahoo.com)

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## INTRODUCTION

In a government institution, Human Resources is a determining factor for the success of good service. Therefore human resources have a very important role. In looking for prospective employees, they also have certain criteria and conditions that are quite difficult (Nadeak et al., 2021). This is done for the sake of achieving superior human resources in a government institution. Human resources in government are called Civil Servants. According to Law No. 43/1999 article 1 civil servants are all efforts to increase efficiency, effectiveness, and the degree of professionalism in the implementation of duties, functions, and civil service obligations which include planning, procurement, quality development, placement, promotion, payroll, welfare, and termination (Suroso et al., 2021), therefore, it is important for a government agency to ensure that the employees it has are superior human beings who have good quality and can help the company realize its vision. Employees with good performance are the desire of every government agency/agency (Novitasari et al., 2021).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Ong et al., 2020; Zaman et al., 2020). Performance is said to be important in the progress of a company. It is said to be important because performance is an indicator of the company in assessing employees while working in the company. Good performance can bring the company towards company goals or company goals, while poor performance hinders the achievement of company goals (Gopar et al., 2022; Nugroho et al., 2020). One of the conditions where the employee's performance is lacking, of which is being late to work or traveling during working hours, this phenomenon is often seen in the news on television and electronic media. Performance is influenced by various factors including work discipline, organizational commitment, and work environment.

Work discipline according to Attalia et al. (2022) is a person's awareness and willingness to comply with company regulations and applicable social norms. Every institution or company must have regulations that must be obeyed by every employee. Regulations are made to regulate all rules of conduct in the company. As well as what should be done and what should not be done as well as ethics in working in a company. The phenomenon of work discipline can be seen from the employee entering until the employee finishes work (going home from work) and must comply with the hours that are used as a benchmark while working in the company (Ovi et al., 2021; Puji Astuti et al., 2020a). With discipline, it is ensured that performance is also following the wishes of the company.

Organizational commitment means a strong acceptance within the individual of the company's goals and values so that the individual will work and have a strong desire to remain in the company (Cahyono et al., 2020; Agus Purwanto, Hidayat, et al., 2021). Every individual is required to have commitments that must be obeyed while working in a company/institution. For example, the commitment to be in the office while working and loyal to the company. With commitment, it can be said that employees agree that everything they have is devoted to success in carrying out their duties (Asbari et al., 2019; Chidir et al., 2020).

The work environment is the situation around the workplace both physically and non-physically which can give the impression of being pleasant, secure, reassuring, and the impression of being comfortable working and so on Nugroho et al. (2020). The work environment is a comfort factor in carrying out the duties it carries while working in a company. The work environment is divided into 2, namely physical and non-physical. Visible and invisible work environment. The physical environment is in the form of working conditions ranging from cleanliness to lighting and non-physical in the form of the relationship between each employee. The main objective of setting the work environment is to increase the productivity of the company. Therefore, the provision of facilities for a good work environment is sufficient, so that the workforce does not feel too pampered at work so that the results achieved are not as expected. In this regard, the planning and regulation of the work environment cannot be simply ignored, because it affects the course of the company's operations. The description of the concept was adapted from the opinion of Kailola (2017) describing the concept, employee

willingness, employee loyalty, and employee pride in the organization. Commitment has an indirect effect on performance and work results, affective commitment and normative commitment have a positive relationship to work results, while continuity commitment shows a negative correlation because it is not followed by active employee involvement.

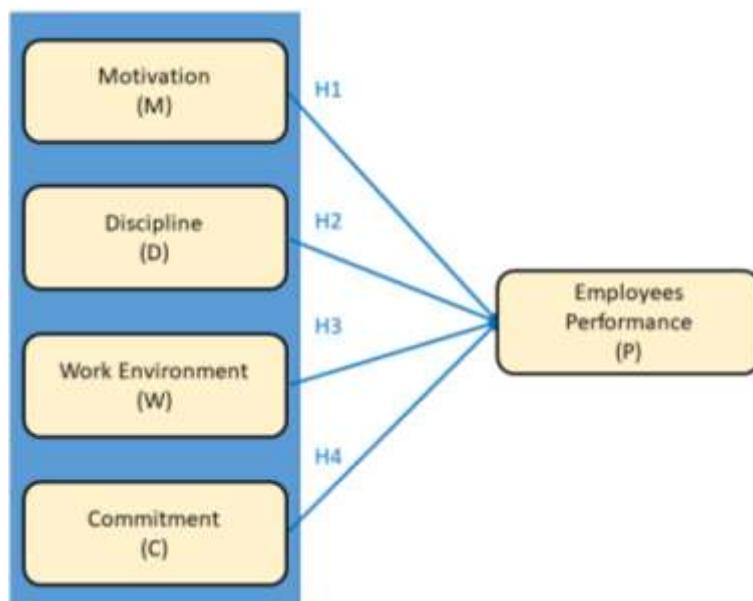
Many studies discuss the variables of motivation, work discipline, work environment, and organizational commitment in their influence on employee performance separately, for example effect of work environment on performance (Gracia Kailola, 2017), effect of motivation on performance (Fiaz et al., 2017; Hue et al., 2022; Kuranchie-Mensah & Amponsah-Tawiah, 2016; Agus Purwanto et al., 2019), effect of work discipline on performance (Puji Astuti et al., 2020b; Riwukore et al., 2022), effect of organizational commitment on performance (Sathyanarayana & Lavanya, 2018). However, very few studies elaborate on these five variables as a single model. Moreover, it is associated with the object of research in Indonesian SMEs. Therefore, this research is important for all further research development efforts related to increasing MSMEs in Indonesia.

## RESEARCH METHOD

The research method that the author will use is descriptive analysis with a quantitative approach. According to Sugiyono (2012), "The descriptive analysis method is a method used to analyze data by describing or describing the data that has been collected as it is. According to Sekaran & Bougie (1993), "Descriptive studies are conducted to find out and be able to explain the characteristics of the variables studied in a situation". There are two variables in this study, namely: First, the dependent variable or dependent variable, which is a variable whose value is influenced by the independent variable. The dependent variable is often called the response variable. The dependent variable in this study is the performance of MSME employees. Second, the Independent Variable or independent variable, namely the variable that is the cause (influenced) of the dependent variable (the dependent variable). Independent variables are often called predictors. The independent variables in this research are motivation, work discipline, work environment, and organizational commitment.

The population in this study were MSME employees in Tangerang. Respondents were asked to voluntarily fill out a questionnaire containing statements about demographics, motivation, work discipline, work environment, and organizational commitment to the performance of MSME employees. The questionnaire contains the names of the respondents on the back which are only used for identification and matching purposes. All research constructs were measured on a five-point Likert scale. Three items measuring motivation variables were adapted from research by Kim et al. (2011), while the 3 items measuring organizational commitment variables were adapted from Allen & Meyer (1990), then the disciplinary variables (3 items) and employee performance variables (4 items) were measured from the study of Riwukore et al. (2022).

According to Sekaran & Bougie (1993), the theoretical framework is the foundation on which all research projects are based. From the theoretical framework, hypotheses can be developed that can be tested to find out whether the theory formulated is valid or not. Then later it will be able to be measured with proper statistical analysis. For this reason, the authors built a research model as referred to in Figure 2 below:



**Figure 1. Research Model**

## RESULTS AND DISCUSSION

### Results

In total, 205 MSME employee respondents participated, consisting of women (71.7%) and men (28.3%). The measurement model testing phase includes convergent validity testing and discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability were used. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model meet the requirements of convergent validity, discriminant validity, and reliability testing. The convergent validity test is carried out by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.7 or more is considered to have strong enough validation to explain latent constructs (Chin W, 1998; Flury et al., 1988; Imam Ghazali, 2017). In this study, the minimum limit for the amount of loading factor received is 0.7, with the condition that the AVE value of each construct is  $> 0.5$  (Imam Ghazali, 2017). After going through SmartPLS 3.0 processing, all indicators have a loading factor value above 0.7 and an AVE value above 0.5. The fit or valid model of this study can be seen in Table 1. Thus, the convergent validity of this research model meets the requirements (Purwanto et al., 2020a, 2020b; Purwanto et al., 2020, 2021b, 2021a). The full loadings, Cronbach's alpha, composite reliability, and AVE values for each construct can be seen in Table 1.

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (value on the diagonal) exceeds the correlation between that construct and other constructs (value below the diagonal) (Ghazali, 2017). The results of discriminant validity testing are by using the squared AVE value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 2. The results of the discriminant validity test in Table 2 shows that all constructs have an AVE square root value above the correlation value with other latent constructs (via Fornell-Larcker criteria). Likewise, the cross-loading value of all items from an indicator is greater than the other indicator items as mentioned in Table 2, so it can be concluded that the model meets discriminant validity (Fornell & Larcker, 1981).

Furthermore, a collinearity evaluation is carried out to determine whether there is a collinearity problem in the model. To find the collinearity, VIF collinearity statistics are needed for each construct. If VIF is greater than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 3, all VIF scores are less than 5, that is, the results of the collinearity structural model reveal VIF values below 5. This indicates that this research

model has no multicollinearity problem. Construct reliability can be assessed from Cronbach's alpha and composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7 (Ghozali, 2017). The results of the reliability test in Table 1 show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 ( $> 0.7$ ). In conclusion, all constructs have met the required reliability.

**Table 1. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)**

Variables	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
M	0,892	0,894	0,933	0,823
D	0,912	0,916	0,945	0,851
W	0,832	0,894	0,891	0,679
C	0,845	0,865	0,896	0,686
P	0,852	0,872	0,910	0,771

Source: SmartPLS Processing Results 3.0 (2023)

**Table 2. Discriminant Validity**

Variables	M	D	W	C	P
M	0,907				
D	0,862	0,922			
W	0,902	0,869	0,824		
C	0,765	0,713	0,788	0,828	
P	0,806	0,754	0,820	0,854	0,878

Source: SmartPLS Processing Results 3.0 (2023)

**Table 3. Collinearity (VIF)**

Variables	M	D	W	C	P
M					2,271
D					3,265
W					1,130
C					2,234
P					

Source: SmartPLS Processing Results 3.0 (2023)

**Table 4. Nilai R Square**

Variables	R Square	R Square Adjusted
P	0,788	0,786

Source: SmartPLS Processing Results 3.0 (2023)

**Table 5. Hypotheses Testing**

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T ( O/STDEV )	Statistics P Values	Decision
H1	M -> P	0,457	0,466	0,081	5,644	0,000	Supported
H2	D -> P	0,881	0,883	0,018	49,746	0,000	Supported
H3	W -> P	0,459	0,450	0,081	5,662	0,000	Supported
H4	C -> P	0,404	0,397	0,071	5,715	0,000	Supported

Source: SmartPLS Processing Results 3.0 (2023)

Hypothesis testing in PLS is also known as the inner model test. This test includes a significance test of direct and indirect effects as well as a measurement of the magnitude of the influence of exogenous variables

on endogenous variables. To determine the effect of motivation, work discipline, work environment, and organizational commitment on the performance of MSME employees, a direct effect test is needed. The influence test was carried out using the t-statistic test in the partial least squared (PLS) analysis model using SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and significance test values were obtained in Table 4 and Table 5. The result is that **all hypotheses (H1, H2, H3, H4) are supported.**

## Discussion

Novitasari et al. (2021) and Purwanto et al. (2019) stated that the stronger the work motivation, the higher the employee's performance. This means that any increase in work motivation will provide a very significant increase in improving employee performance in carrying out their work (Purwanto, 2022; Fikri et al., 2021). Meanwhile, Kumoro et al. (2023) said that work motivation to do a good job will appear if the work done has value or is meaningful for the employee concerned. Based on the results of this study, the motivation that comes from within the employee is due to an interest in an object. Meanwhile, motivation that comes from outside will encourage other people to carry out an activity (Haq et al., 2022).

High discipline will improve employee performance or in other words, the discipline of employees has a positive and significant effect on improving employee performance (Astuti et al., 2020a). The results of statistical tests in this study indicate that employee discipline variables affect employee performance improvement. A positive and significant relationship between discipline and performance has been reported by several previous researchers, such as Hadi & Sullaida (2018); Hasbullah & Moeins (2016); Puji Astuti et al. (2020b) who reported that discipline has a positive and significant effect on employee performance. If employee discipline is improved, there will be high implications for improving employee performance. Although other studies state that employee discipline has a negative or insignificant effect on performance (Prasetyo et al., 2021), it tends to be influenced by perceptions and the work environment that shape individual character and attitudes. Employees who are accustomed to discipline certainly have high performance too (Asbari et al., 2020; Nadeak et al., 2021).

The work environment is closely related to the atmosphere in the environment where a person works (Ashford et al., 2009) with something that is around workers that can affect employees at work, including lighting arrangements, noise control, workplace cleanliness settings, and workplace safety settings. A conducive work environment provides a sense of security and employees will work more optimally (Birdi et al., 2016). The work environment will also affect the emotions of employees. If employees like their work and the environment in which they work, then these employees will be motivated to carry out their activities properly so that work time is used effectively. A good work environment will automatically increase employee ethical morale (Gopar et al., 2022; Puji Astuti et al., 2020b; Singgih et al., 2020).

Fanggidae et al. (2016) said that commitment to the organization is believed to be a driving force for achieving success. Even when facing problems at work, a committed employee will see it as a challenge so he will feel challenged to always try and complete his duties and responsibilities (Ouakouak & Ouedraogo, 2019). Silitonga et al. (2020) stated that organizational commitment possessed by employees is often also called loyalty, which has a very high role in the organization. Organizational commitment has an effect not only on improving performance but can reduce the desire or departure of employees from the organization (Hidayat et al., 2018). The results of this study are in line with the results of previous research which has examined the relationship and influence of organizational commitment on performance and most of the results are stated to be positive and significant (Montani et al., 2017).

## CONCLUSION

The research findings contribute to the existing literature in the following ways. First, the findings of this study can help advance knowledge about the effects of human resource factors such as motivation, work

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discipline, work environment, and organizational commitment on the performance of MSME employees. The findings justify the relevance of the analysis to investigate the behavior of MSME employees in Tangerang, and the authors found that the behavior of MSME employees related to motivational factors, work discipline, work environment, and organizational commitment positively and significantly influenced their performance improvement in their respective workplaces. Second, apart from theoretical contributions, this study offers practical implications for MSME management. The findings of this study indicate that the behavior of MSME employees in Tangerang is found to be quite good in terms of their motivation, work discipline, work environment, and organizational commitment. What's more, the four relatively good factors are used as positive predictors for improving their performance in the company. As a result, MSME management is on the right track in managing their human resources. Next, all that remains is to develop other variables that allow it to be able to improve employee performance and satisfaction at work. Based on this study, further research is expected to complement this study, including using a sample of MSME managers. This will better describe the condition of MSMEs in Tangerang from a management perspective. In addition, future research can use other variables deemed appropriate for elaboration, such as MSME consumers, government regulations, company size, and other factors.

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