

The Effect of Work Motivation, Work Discipline, Work Environment and Job Training on Employee Performance at The Brantas Abipraya Employee Cooperative (KKBA)

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Keywords

Work motivation, work discipline, work environment, job training, employee performance.

ABSTRACT

This study aims to assess the impact of Work Motivation, Work Discipline, Work Environment, and Job Training on Employee Performance at the Brantas Abipraya Employee Cooperative (KKBA). The primary data source for this research consists of questionnaires distributed to 94 respondents affiliated with the Brantas Abipraya Employee Cooperative (KKBA). The sampling technique employed is non-probability sampling, specifically axial sampling, where data is collected from encountered sampling units. Data analysis involves multiple linear regression and hypothesis testing using t-statistics, with the results processed in SPSS 23 to examine regression coefficients. The partial findings of this research indicate that Work Motivation, Work Discipline, Work Environment, and Job Training each exhibit a positive and significant influence on Employee Performance at the Brantas Abipraya Employee Cooperative (KKBA).

INTRODUCTION

The growth of the business world, especially related to the economy in Indonesia, has developed very rapidly, thus pushing it towards a more advanced development direction and impacting on the ability to compete. This competition causes many companies to experience losses or even companies forced to close, moreover competition is increasingly felt with the implementation of the free market and companies are required to make every effort to make improvements to face competition so that these companies can compete.

Human Resources (HR) is the main driver of the company's organization. HR must be managed optimally, continue and be given extra attention and fulfill their rights, besides that HR is a partner of entrepreneurs to achieve organizational goals. In addition to companies, human resources also always have to improve their competence, along with the development of the globalization era. (Ambarita, 2012). Competent human resources in accordance with their work are considered to be able to provide optimal performance for the company. In addition, competent human resources can also produce advantages in competing. The main driving factor to welcome these changes is the improvement of human resource (HR) aspects in every operational activity of the company. HR has an important role in achieving employee performance.

Employee performance has great potential to carry out company activities, this is because employees in carrying out every task mandated to them by the company generally always try to improve their performance in order to achieve company goals. So that employees are required to improve and have good performance for the sustainability of the company as a whole. (Mangkunegara, 2017) which argues that employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out duties according to the responsibilities given.

Brantas Abipraya Employee Cooperative (KKBA) is a Legal Entity in the form of an Employee Cooperative established in Jakarta on November 7, 2007. Started operations in early 2008 and has a passion as well as a goal to improve the welfare of its members. The number of members is dominated by employees of PT Brantas Abipraya. The object of the author's study will be employees of the Brantas Abipraya Employee Cooperative (KKBA). The Brantas Abipraya Employee Cooperative (KKBA) has 123 employees. The phenomenon found in the Brantas Abipraya Employee Cooperative (KKBA) is that there are fluctuations in employee performance levels from 2018 to 2020 more details can be seen in the following table:

Table 1. Kayawan Brantas Abipraya Cooperative (KKBA) Employee Performance Data

| No. | Indicators | Era | | | Target |
|-----|--------------|------|------|------|--------|
| | | 2018 | 2019 | 2020 | |
| 1 | Quality | 80% | 85% | 90% | 100% |
| 2 | Quantity | 95% | 85% | 80% | 100% |
| 3 | Discipline | 80% | 85% | 90% | 100% |
| 4 | Timeliness | 80% | 85% | 90% | 100% |
| 5 | Teamwork | 80% | 85% | 90% | 100% |
| 6 | Speed | 80% | 85% | 90% | 100% |
| 7 | Creativeness | 80% | 85% | 90% | 100% |
| 8 | Work Results | 95% | 85% | 80% | 100% |

Source: Brantas Abipraya Employee Cooperative (KKBA)

The Quantity and Results of Work have decreased in achievement in the last 2 (two) years due to the impact of the Covid-19 pandemic which was determined by the government as a national disaster which greatly impacted all business sectors including the Brantas Abipraya Employee Cooperative (KKBA) business, and other causes, namely several policies of the Parent company regarding the type of business that affects the achievement of the work results of the Cooperative which were originally planned in the work plan The cooperative was not implemented. With the fluctuating phenomenon above, we can see that there is a fluctuating phenomenon, employee performance is influenced by several factors; namely motivation, discipline, environment, training, and others.

One of the efforts to improve employee performance is work motivation. Work motivation is an important subject for a manager in a company, because motivation is an activity to involve, channel and maintain human behavior at work. The work motivation that employees have, if the motivation is high, it will also have an impact on their performance to increase. (Pramadita & surya, 2015) stated, "work motivation has a significant effect on employee performance", meaning that if motivation continues to be carried out and channeled in the form of webinars or by direct contact with employees, the higher the level of employee performance to achieve the goals or results desired by the company.

In addition to work motivation, work discipline also affects the performance of an employee. Work discipline involves the willingness of employees to obey all the rules set by the company. Employees who have good work discipline are expected to have the ability to carry out and complete work effectively and efficiently that has become their responsibility. The regulation aims to prevent employees from carrying out every task they can complete properly and refrain from committing an act that violates the rules. Employees who have a good level of discipline will generally work according to the regulations and obligations that have been given to them. According to (Handoko, 2004) work discipline is the willingness of a person who arises with his own awareness to follow the rules that apply in the organization.

In addition to work motivation and work discipline, in an effort to improve employee

performance, the work environment also needs to be considered. The work environment is the environment around employees in carrying out their daily activities in the company. Companies must create a work environment that must have a sense of security, comfort, and peace for their employees. Because with a good work environment will affect the quality of performance of an employee in a company. (Beno & Irawan, 2019) explained in their research "the work environment has a positive and significant effect on employee performance", meaning that if the work environment can be improved with the availability of sufficient facilities and work aids, an employee will feel more comfortable while working, and with a harmonious work culture in the work environment, a good relationship will be established and will further improve employee performance.

Then in improving employee performance, the work environment also needs to be considered because a less conducive environment also affects employee morale which will later have an impact on the output produced. In this case, the efforts made include maintaining the cleanliness of the work area, and employee work facilities available in the company. The most important aspect in the success of the organization is the management of human resources, therefore to realize a quality workforce must be pursued that cannot be separated from job training. If human resource management is done well, it will form better employee performance, so that it can have a positive impact on the effectiveness of performance within the company as a whole.

From the formulation of the problem above, the objectives that will be discussed in writing this thesis are: 1) To analyze whether work motivation affects employee performance. 2) To analyze whether work discipline has an effect on employee performance. 3) To analyze whether the work environment has an effect on employee performance. 4) To analyze whether job training has an effect on employee performance. This research is expected to increase knowledge and insight related to achieving employee performance levels through work motivation, work discipline and work environment as well as a reference enhancer so that it can be used for further research. To add insight in making useful research, especially in the field of Human Resource Management. As one of the evaluation materials for companies in employee performance problems.

METHODS

This study uses a quantitative approach because the symptoms of observations are converted into numbers that are analyzed using statistics. By using a descriptive method, which aims to describe the state of the data as it is which will then be analyzed according to the objectives and research questions. According to (Sukardi, 2016), the descriptive method is a research method that seeks to describe and interpret objects according to what they are. Data collection in this study used questionnaires. By using questionnaires as a tool for primary data collection using written questions. The survey method is a quantitative research using structured questions, and all answers will be recorded, processed and analyzed (Prasetyo, 2008). The distribution of questionnaires in this study was to collect data on the effect of work motivation, work discipline, work environment and job training on employee performance at the Brantas Abipraya Employee Cooperative (KKBA).

Research Data

Data Sources and Data Types

The source of data to be collected in this study is quantitative data sourced from the Brantas Abipraya Employee Cooperative (KKBA) which is located at Jl. D. I. Panjaitan Kav 14, Cawang, East Jakarta, 13340. The data sources used are primary data and secondary data. Primary data sources are data obtained from the first source of information and secondary sources are data that have been collected by other parties (Kuncoro, 2009).

Primary data obtained, observed, and recorded directly by researchers at the Brantas Abipraya Employee Cooperative (KKBA), such as questionnaire results. Secondary data includes company determination data in ready-made forms such as organizational structure and number of employees.

Population and Sample

Population is an object or subject that has qualities and characteristics used by researchers to be researched and then conclusions drawn. The population in this study is all employees of the Brantas Abipraya Employee Cooperative (KKBA). A total of 123 employees. The sample is part of the population under study whose results will be a picture of the population being studied. The sampling technique in this study uses non-probability sampling or axial sampling. Researchers collected data from the sampling units encountered. The sample in this study was employees of the Brantas Abipraya Employee Cooperative (KKBA).

The method used to determine the number of samples is using the Taro Yamane formula in (Hamidi, 2010) with the Taro Yamane method where the author uses alpha 5% with the aim of suppressing the population so that the sample obtained becomes small due to limited time to conduct research. The following is a calculation with the Taro Yamane method:

$$n = \frac{N}{Nd^2 + 1}$$
$$n = \frac{123}{\{123 (5\%)^2\} + 1}$$
$$n = 94$$

Information:

n = sample size

N = population size (123) 1 = constant

d = level of precision expected not to deviate (5%)

From these calculations, it can be seen that the sample to be used in this study is 94 respondents.

RESULTS

The object of this study is Employee Performance which is influenced by Work Motivation, Work Discipline, Work Environment and Job Training at the Brantas Abipraya Employee Cooperative (KKBA). The target object to be examined in this study is Employee Performance in terms of Work Motivation, Work Discipline, Work Environment and Job Training. The characteristics of respondents were included in this study for descriptive analysis purposes. Respondent characteristics are data about respondents' personal circumstances that are needed to make it easier for the author to analyze respondent data, so that the characteristics of respondents as a whole can be known based on a list of statements. Such as gender, age, education level and job title.

A Brief History of Brantas Abipraya Employee Cooperative

Brantas Abipraya Employee Cooperative (KKBA) is a Legal Entity in the form of an Employee Cooperative established in Jakarta based on Notarial Deed No: 14, dated November 7, 2007. Started operations in early 2008 and has a passion and goal to improve the welfare of more than 800 members and their families. The number of members is still dominated by PT Brantas Abipraya employees who are still active and spread throughout the country, both in Projects and in Regions/Branches.

KKBA's main business fields include Savings and Loans Services, Rental Services and Business Services. Current market opportunities still come from the parent company, however, KKBA remains committed to being able to compete with partners from outside the company and strive to be more professional in serving its clients. In the future, the development of other business fields that are "Profitable" will continue to be developed. The "Non-Profit" business sector based on serving the daily

needs of members is maintained, including retail household staples and canteens.

The advantages of being a member of KKBA are being able to save and borrow, participate in vehicle auctions held by KKBA, be able to make goods purchase transactions with a salary deduction system, and get the remaining operating results per year. Business Services include: Coffee Corner, Epic Coffee Shop, Ticketing, Mobilization, Material Procurement, Official Uniforms, K3 Equipment and other Project Equipment.

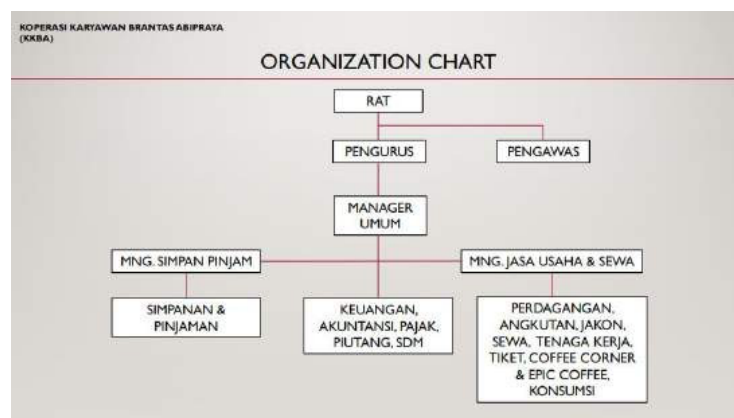
Vision and Mission of Brantas Abipraya Employee Cooperative (KKBA)

Vision: Building a healthy, strong, and large rural bank through products and services that are characteristic for the welfare of the community.

Mission:

1. Serving customers with products and services that suit their needs.
2. Providing a dynamic work environment in order to support the development of professionals who are qualified, dedicated and have high integrity.
3. Having high social responsibility to the surrounding environment as a form of active participation in developing regions and countries.
4. Increase the competitiveness of the company in the midst of rapid industry growth to provide reasonable profits for shareholders and various interested parties.

Organizational Structure of Brantas Abipraya Employee Cooperative (KKBA)



Source : Brantas Abipraya Employee Cooperative (KKBA)

Figure 1. Organizational Structure of Brantas Abipraya Employee Cooperative (KKBA)

Characteristics of Respondents

In this study, the author conducted a study on 94 respondents by giving several questions in the form of questionnaires. Data analysis is carried out using statistical calculation methods whose calculations use tools through the SPSS (Statistical Product and Service Solution) application. To obtain an overview of employee characteristics, the following will be stated the identity of respondents based on the classification of gender, age, last education and job title obtained from the Brantas Abipraya Employee Cooperative (KKBA) through this respondent identity description, it is hoped that a deeper understanding of the background of research respondents can be obtained, so that it is expected to understand the tendency of the answers given by respondents.

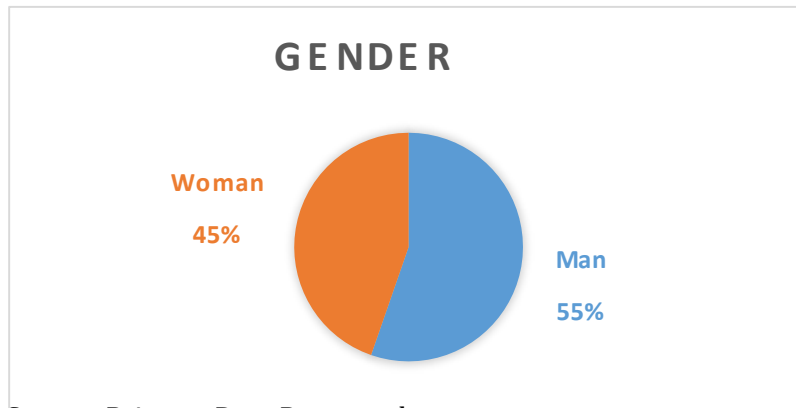
Characteristics of respondents by gender

The profile of respondents is seen based on the gender of employees who work at the Brantas Abipraya Employee Cooperative (KKBA), namely men and women as the object of questionnaire distribution. The total number of respondents who filled out this questionnaire was 94 respondents from the number of both.

Table 2. Percentage of respondent characteristics by gender

| Gender | Number of Respondents |
|--------------|-----------------------|
| Man | 52 |
| Woman | 42 |
| Total | 94 |

Source: Questionnaire Results Data



Source: Primary Data Processed

Figure 2. Percentage Chart of Respondents by Gender

Based on table 2 above, it can be known that 52 employees or 55% of the total respondents are male. As for female respondents, there were 42 employees or 45% of the total respondents. The data shows that the number of employees at the Brantas Abipraya Employee Cooperative (KKBA) who are male dominates more than male employees.

Characteristics of respondents by age

The authors in this study grouped respondents by age, divided into 4 groups, namely 18-22 Years, 23-27 Years, 28-31 Years, > 31 Years. The explanation is in the table below which shows the age of respondents at the Brantas Abipraya Employee Cooperative (KKBA).

Table 3. Characteristics of respondents by age

| Age (Years) | Number of Respondents |
|---------------|-----------------------|
| 18 – 22 Years | 5 |
| 23 – 27 Years | 44 |
| 28 – 31 Years | 35 |
| > 31 Years | 10 |
| Total | 94 |

Source: Questionnaire Results Data



Source: Primary Data Processed

Figure 3. Percentage of respondents by age chart

Based on table 3. It can be seen that the grouping of 94 respondents studied based on age, namely employees aged 18 – 22 years totaling 5 employees, those aged 23 – 27 years totaling 44 employees, while those aged 28 – 31 years totaling 35 employees, and those aged > 31 years totaling 10 employees. From these data, it shows that the Brantas Abipraya Employee Cooperative (KKBA) is dominated by employees aged between 23 – 27 years. This age is the productive age of humans, so that at that age employees can do a good job and are able to develop a job periodically.

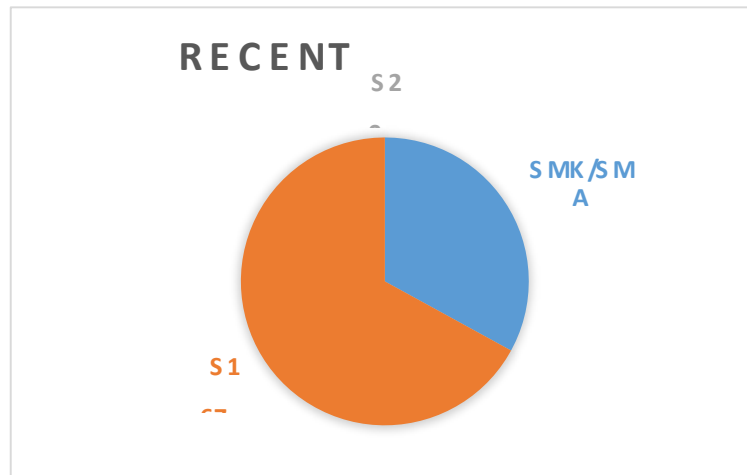
Characteristics of respondents based on recent education

The respondents to be studied must have different levels of education, therefore the researchers grouped respondents based on 3 (three) levels of education, namely SMA / SMK, S1 and S2. The explanation can be seen in table 4 below.

Table 4. Characteristics of respondents based on recent education

| No | Education | Number of respondents |
|--------------|-----------|-----------------------|
| 1. | SMK/SMA | 31 |
| 2. | S1 | 63 |
| 3. | S2 | 0 |
| Total | | 94 |

Source: Questionnaire Results Data



Source: Primary Data Processed

Figure 4. Percentage Chart of Respondents Based on Recent Education

Based on the table above, from the results of research on 94 employee respondents at the Brantas Abipraya Employee Cooperative (KKBA), data on employees with the latest education at the vocational / high school level were obtained as many as 31 employees or 33% of the total number of respondents, employees who had an S1 education level as many as 63 employees or 67% of the total number of respondents. The data shows that more employees are taking the last Bachelor (S1) education because S1 education is the most ideal level of education in accordance with that applied to employees of the Brantas Abipraya Employee Cooperative (KKBA).

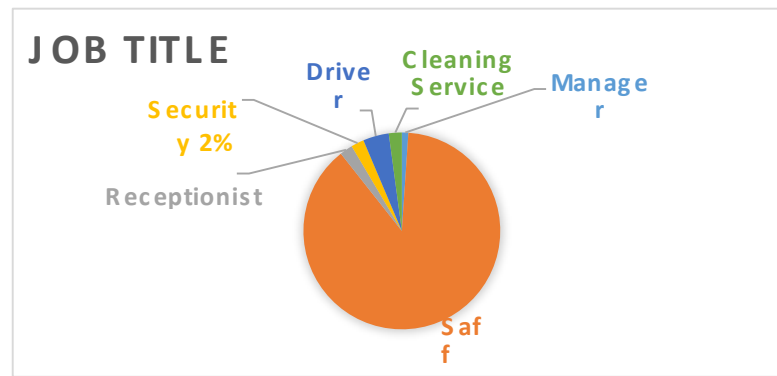
Characteristics of respondents based on job title

The respondents to be studied must have different job positions, therefore the researcher grouped based on the answers of the respondents into 6 (six) job positions, namely Manager, Staff, Receptionist, Driver, and Cleaning service. The explanation can be seen in table 4.4 below.

Table 5. Characteristics of respondents based on job title

| No | Job title | Number of respondents |
|--------------|------------------|-----------------------|
| 1. | Manager | 1 |
| 2. | Staff | 83 |
| 3. | Receptionist | 2 |
| 4. | Security | 2 |
| 5. | Driver | 4 |
| 6. | Cleaning Service | 2 |
| Total | | 94 |

Source: Questionnaire Results Data



Source: Source: Primary Data Processed

Figure 5. Percentage Chart of Respondents by Job Title

Based on table 5. It is known that the majority of respondents have a job position as Manager as many as 1 employee or 1% of the total number of respondents, respondents have a position as staff as many as 83 employees or 89% of the total number of respondents, respondents have a job position as a Receptionist as many as 2 employees or 2% of the total number of respondents, respondents have a job position as Security as many as 2 employees or 2% of the total number of respondents, while respondents have a job position as a Driver as many as 4 employees or 4% of the total number of respondents, and respondents have a job position as a Cleaning Service as many as 2 employees or 2% of the total number of respondents.

Complete Results of Research Estimates

Descriptive Analysis Results

The results of the descriptive statistical test for the average count of each statement on each variable studied consist of independent variables, namely Work Motivation (X1), Work Discipline (X2), Work Environment (X3), Job Training (X4), and the dependent variable, namely Employee Performance (Y), each variable consisting of 5 and 10 questions. Data analysis was carried out using statistical calculation methods using computer tools through the SPSS version 23 program.

Table 6. Average Total Mean and Total Mean of Work Motivation (X1)

| | Responsibility | Mean |
|---------------------------------|--|-------------|
| 1. | Employees have authority and responsibility to the success of the office | 4,39 |
| 2. | I always double-check my work that has Done as a form of responsibility | 4,41 |
| Average Total Mean | | 4.4 |
| Work Performance | | |
| 3. | Every employee does something the job with at best | 4.25 |
| 4. | Job promotion and promotion are carried out based on for the ability and achievements of employees | 3.89 |
| Average Total Mean | | 4,07 |
| Opportunities to advance | | |

| Responsibility | | Mean |
|--|---|-------------|
| 5. | I have always wanted to develop my potential and abilities | 3,89 |
| 6. | I am satisfied with the level of progress of myself | 3,60 |
| Average Total Mean | | 3,74 |
| Recognition of Performance | | |
| 7. | In doing the work every employee wants to get recognition for his work from superiors | 3,17 |
| 8. | I am always punctual in completing program tasks Work that is my responsibility professionally | 4,30 |
| Average Total Mean | | 3,73 |
| Challenging work | | |
| 9. | I get the chance to learn new things within this company | 4,13 |
| 10. | I Given opportunity by leader in giving idea and opinion By Increase employability skills. | 4 |
| Average Total Mean | | 4,06 |
| Average Total Mean Work Motivation (X1) | | 4 |

Source: Data processed December 2021

Based on Based on table 6. above, the average result of the total mean of Work Motivation (X1) as a whole is 4, which means that most respondents agree. The highest average mean value is found in the responsibility indicator with a value of 4.41. And the lowest mean value is found in the indicator of recognition of performance with a value of 3.17.

Table 7. Average Total Mean and Total Mean of Work Discipline (X2)

| Punctuality of coming to work | | Mean |
|---|---|-------------|
| 1. | I came to work according to the appropriate time Company Established | 4,36 |
| Average Total Mean | | 4,36 |
| Accuracy of the clock back home | | |
| 2. | I went home according to the set time Company | 3,91 |
| Average Total Mean | | 3,91 |
| Compliance with applicable regulations | | |

| | | |
|---|---|-------------|
| 3. | I am obedient and obedient in carrying out the rules of conduct company | 4,45 |
| Average Total Mean | | 4,45 |
| Responsibility in carrying out duties | | |
| 4. | I carry out my duties with a sense of responsibility answer | 4,43 |
| Average Total Mean | | 4,43 |
| Be punctual in carrying out tasks | | |
| 5. | I carry out tasks quickly and precisely | 4,37 |
| Average Total Mean | | 4,37 |
| Average Total Mean of Work Discipline (X2) | | 4,30 |

Source: Data processed December 2021

Based on table 7. above, the average total mean of Work Discipline (X2) as a whole was 4.30, which means that most respondents agreed. The highest average mean value is found in the Compliance with applicable regulations indicator with a value of 4.45. And the lowest mean value is found in the indicator Accuracy of returning home hours with a value of 3.91.

Table 8. Average Total Mean and Total Mean of Work Environment (X2)

| | Lighting | Mean |
|---------------------------|---|-------------|
| 1. | The lighting in the workspace is appropriate by necessity | 3,86 |
| Average Total Mean | | 3,86 |
| Temperatures | | |
| 2. | Temperature air in the room work give comfort on me during work | 3,47 |
| Average Total Mean | | 3,47 |
| Air Circulation | | |
| 3. | Air circulation in my workspace is good | 3,32 |
| Average Total Mean | | 3,32 |
| Workspace Size | | |
| 4. | The size of the workspace is in accordance with the needs | 3,31 |
| Average Total Mean | | 3,31 |
| Workspace Layout | | |
| 5. | The workspace layout is in accordance with necessity | 3,37 |

| | |
|--|-------------|
| Average Total Mean | 3,37 |
| Workspace Privacy | |
| 6. Workspace privacy is appropriate | 3,28 |
| Average Total Mean | 3,28 |
| Hygiene | |
| 7. I participate in maintaining cleanliness in the environment work | 4,09 |
| Average Total Mean | 4,09 |
| Noise | |
| 8. The work environment of employees is calm and free from noise | 3,32 |
| Average Total Mean | 3,32 |
| Use of Color | |
| 9. The wall color in my workspace is very support my state of mind to work | 3,35 |
| Average Total Mean | 3,35 |
| Work Equipment | |
| 10. The work facilities available today are sufficient adequate to support work activities | 3,45 |
| Average Total Mean | 3,45 |
| Average Total Mean Work Environment (X3) | 3,48 |

Source: Data processed December 2021

Based on table 8. above, the average result of the total mean of the Work Environment (X3) as a whole is 3.48, which means that most respondents agree. The highest average mean value is found in the hygiene indicator with a value of 4.09. And the lowest mean value is found in the Workspace Privacy indicator with a value of 3.28.

Table 9. Average Total Mean and Total Mean of Job Training (X4)

| Quality of Training Materials | | Mean |
|--------------------------------------|--|-------------|
| 1. | The training materials provided are in accordance with Job needs | 3,77 |
| Average Total Mean | | 3,77 |
| Quality of Training Methods | | |

| | | |
|--|---|-------------|
| 2. | Training methods provided by the company pull | 3,72 |
| Average Total Mean | | 3,72 |
| Quality Training Instructors | | |
| 3. | Instructors work professionally in Training | 3,74 |
| Average Total Mean | | 3,74 |
| Quality of Training Facilities and Facilities | | |
| 4. | Training and backing for Ini using good facilities and facilities | 3,75 |
| Average Total Mean | | 3,75 |
| Training Excellence | | |
| 5. | Training motivates employees to be able to works even better | 3,75 |
| Average Total Mean | | 3,75 |
| Average Total Mean Job Training (X4) | | 3,74 |

Source: Data processed December 2021

Based on table 9. above, the average result of the total mean of Job Training (X4) as a whole is 3.74, which means that most respondents agreement. The highest average mean value is found in the Training Material Quality indicator with a value of 3.77. And the lowest mean value is found in the Training Method Quality indicator with a value of 3.72.

Table 10. Average Total Mean and Total Mean of Employee Performance (Y)

| | Accuracy of Task Completion | Mean |
|----------------------------------|---|-------------|
| 1. | I do the task exactly accordingly with instructions | 4,28 |
| Average Total Mean | | 4,28 |
| Working Hours Suitability | | |
| 2. | I work according to the working hours that have been Determined | 3,98 |
| Average Total Mean | | 3,98 |
| Attendance Rate | | |
| 3. | I rarely miss work when I don't have one urgent or sick needs | 4,34 |
| Average Total Mean | | 4,34 |

| Cooperation Between Employees | | |
|---|---|-------------|
| 4. | I often coordinate with colleagues Work in completing tasks together | 4,17 |
| Average Total Mean | | 4,17 |
| Job Satisfaction | | |
| 5. | I am happy because I got the experience new from my current job | 4,19 |
| Average Total Mean | | 4,19 |
| <u>Average Total Mean Employee Performance (Y)</u> | | 4,19 |

Source: Data processed December 2021

Based on table 10. The average result of overall Employee Performance (Y) was 4.19, which means that most respondents agreed. The highest average mean value is found in the indicator. Attendance Rate with a value of 4.34 And the lowest mean value is found in the Working Hours Conformity indicator with a value of 3.98.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is a form of analysis that discusses the extent of the influence of the independent variable on the dependent variable. The independent variable in this study is Work Motivation (X1), Work Discipline (X2), Work Environment (X3), Job Training (X4), while the dependent variable is Employee Performance (Y). The results of multiple linear regression analysis can be seen in the following table:

Table 11. Multiple Linear Regression Analysis Results

| | | Coefficients^a | | | | |
|------|-----------------------|---------------------------------|------------|--------------|-------|------|
| | | Unstandardized | | Standardize | | |
| | | Coefficients | | d | | |
| | | | | Coefficients | | |
| Type | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 3,060 | 1,677 | | 1,825 | ,071 |
| | Work Motivation (X1) | ,158 | ,047 | ,321 | 3,385 | ,001 |
| | Work Discipline (X2) | ,410 | ,078 | ,428 | 5,271 | ,000 |
| | Work Environment (X3) | ,004 | ,032 | ,011 | ,117 | ,907 |
| | Job Training (X4) | ,140 | ,063 | ,184 | 2,224 | ,029 |

a. Dependent Variable: Employee Performance (Y)

Source: SPSS 23 Data Processing Results

Based on the results of multiple linear regression analysis referring to table 11, it can be seen that the multiple linear regression equation is as follows:

$$Y = 0.321 X_1 + 0.428 X_2 + 0.011 X_3 + 0.184 X_4$$

Information:

Y = Employee Performance Variables
X1 = Work Motivation
X2 = Work Discipline
X3 = Working Environment
X4 = Job Training

The regression equation above shows a constant of 3.060 and can be explained that:

The Work Motivation variable has a regression coefficient of 0.321 meaning that if Work Motivation increases by one unit, then employee performance will increase by 32.1% with a standard error of 0.047 if the variables of work discipline, work environment and job training are constant. The Work Discipline variable has a regression coefficient of 0.428 meaning that if work discipline increases by one unit, then employee performance will increase by 42.8% with a standard error of 0.078 if the variables of work motivation, work environment and job training are constant.

The Work Environment variable has a regression coefficient of 0.011 meaning that if the work environment increases by one unit, then employee performance will increase by 1.1% with an error standard of 0.032 if the variables of work motivation, work discipline and job training are constant. The Job Training variable has a regression coefficient of 0.184 meaning that if job training increases by one unit, then employee performance will increase by 18.4% with a standard error of 0.063 if the variables of work motivation, work discipline and work environment are constant.

The results showed that the four independent variables namely Work Motivation, Work Discipline, Work Environment and Job Training had a positive influence on the variables tied to Employee Performance. Thus, if Work Motivation, Work Discipline, Work Environment and Job Training increase, the Employee Performance variable will also increase.

CONCLUSION

Based on the results of research on the performance of employees of the Brantas Abipraya Employee Cooperative (KKBA) the results of the analysis and discussion that have been carried out, in this study the author draws conclusions that: 1) Conclusions on the variable Work Motivation (X1) have a positive and significant effect on the performance of employees of the Brantas Abipraya Employee Cooperative (KKBA) with multiple linear regression test results of 0.321 or 32.1%. Which is concluded or can be interpreted that if management in providing rewards and encouragement for employees who excel and are able to provide improvements to work results then it can help improve employee performance because employees feel valued and the results of their hard work are not in vain. And it is also very influential to overcome problems in fluctuations in the realization of targets that have been planned by management in order to achieve company goals. Especially on the responsibility indicator with an average yield of 4.4. This can improve overall employee performance at the Brantas Abipraya Employee Cooperative (KKBA). 2) From the results of research and discussion, researchers concluded that the Work Discipline variable (X2) had a positive and significant effect on employee performance at the Brantas Abipraya Employee Cooperative (KKBA) with multiple linear regression test results of 0.428 or 42.8%. This result can be interpreted if the better the understanding of employees about the importance of work discipline, especially in the indicator of compliance with regulations that apply to the Brantas Abipraya Employee Cooperative (KKBA) with an average total result of 4.45. It can also assist in the achievement of targets that have been planned by management in order to achieve common goals. 3) The conclusion on the Work Environment variable (X3) did not have a positive and significant effect on the performance of employees of the Brantas Abipraya Employee Cooperative (KKBA) with multiple linear regression test results of 0.011 or 1.1%. These results can be interpreted that the work environment does not have a risky effect on the performance of employees of the Brantas Abipraya Employee Cooperative (KKBA). It can also be seen that the cleanliness indicator which has the highest total average of 4.09 can also directly affect in terms of creating enthusiasm in working to achieve the targets planned by management in order to achieve common goals. 4) The conclusion on the Job Training variable (X4) has a positive and significant effect on the performance of employees of the

Brantas Abipraya Employee Cooperative (KKBA) with multiple linear regression test results of 0.184 or 18.4%. This can be interpreted that job training affects the spirit of working effectively and is integrated with the understanding and knowledge provided in job training at the Brantas Abipraya Employee Cooperative (KKBA). It can also be seen in the Training Material Quality indicator which has the highest total average of 3.77, it can also directly affect in providing understanding and knowledge in job training to achieve targets that have been planned by management in order to achieve common goals. The conclusions on Work Motivation, Work Discipline, Work Environment and Job Training above which positively and significantly affect Employee Performance at the Brantas Abipraya Employee Cooperative (KKBA) are also supported by the results of research on the coefficient of determination (R^2) explained at 0.548 or 54.8%, meaning that the variables Work Motivation, Work Discipline, Work Environment and Job Training have an influence on Employee Performance variables, While the remaining 45.2% were influenced by other variables that were not analyzed in this study.

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