

**EMPLOYEE PERFORMANCE REVIEWED FROM THE WORK ENVIRONMENT,
TRAINING, AND WORK DISCIPLINE
(Study at RS Ortopedi Prof. DR. R. Soeharso Surakarta)**

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Abstract : *This research aims to be able to know the influence of the work environment, training, and work discipline on variables called the employees performance of RS Ortopedi Prof. DR. R. Soeharso Surakarta). This research method uses a quantitative approach, called the data collected in the form of numbers and tested by statistical methods. The data collection technique used a questionnaire. The population is all employees and the sample obtained is 64 respondents, by taking the sample using the purposive sampling technique. In this study using analytical tools test instruments, classical assumption test, multiple linear regression analysis, F test, t test, and the coefficient of determination (R^2). Research result: 1) F test results prove that the work environment, the training, and work discipline simultaneously have a positive and significant effect on the performance of the RS Ortopedi Prof. DR. R. Soeharso Surakarta. 2) Based on the partial test, the work environment variable has a positive and significant effect on the performance of the RS Ortopedi Prof. DR. R. Soeharso Surakarta. 3) Based on the partial test, the training variable has a positive and significant effect on the performance of the staff of the RS Ortopedi Prof. DR. R. Soeharso Surakarta. 4) Based on the partial test, the work discipline variable has a positive and significant effect on the performance of the RS Ortopedi Prof. DR. R. Soeharso Surakarta.*

Keywords : *Employee Performance, Work Environment, Training, Work Discipline*

1. Introduction

Organizational development has a close relationship with human resources (HR). Human resource management personally and in groups has a significant influence on the success of organizational goals and objectives. Human resources that owned must be managed optimally and maximally with the aim of developing and advancing the company to achieve an excellent and expected performance.

In the present and future, the success of an organization can be determined by employee performance. Performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Good output is produced by employees who have good

performance (Nabawi, 2019). Kristianti et al. (2021) say that many factors can affect employee performance, both related to the workforce itself and related to the organizational environment.

According to Siahaan and Bahri (2019), the work environment means of supporting the smooth working process, where comfort and safety at work, a conducive and pleasant work atmosphere for employees so that they can support employee performance. Work environment is quite important for the continuity of employees work in carrying out work which will then lead to interactions between individuals and the work environment. A good and pleasant environment will be able to generate enthusiasm and enthusiasm for work which will then have an impact on performance. On the other hand, if the work environment is not pleasant, it will reduce enthusiasm for work (Elizar & Tanjung, 2018).

Furthermore, employee development can be carried out in the form of providing training for employees. Appropriate training and according to employee needs will create quality employees and improve the quality of employee performance. Pratama and Wismar'ain (2018) argue that training is a process to form and prepare employees by increasing capabilities, knowledge, and action. Meanwhile, according to Marjaya and Pasaribu (2019), training is an effort in the learning process related to increasing the abilities, knowledge, attitudes, and skills of employees who have occupied a particular job or task.

One of the most common problems found in various government and private agencies regarding employees is the issue of discipline. Work discipline can provide great benefits, both for the organization and its members. The application of work discipline will ensure order and smooth execution of tasks, so that maximum results are obtained (Athins et al., 2018). Kristianti et al. (2021) argue that work discipline is an attitude, behavior that is carried out voluntarily and with full awareness to follow the rules set by the organization, both written and unwritten. Employees who have work discipline attitude will be responsible for their work so that it has an impact on their performance. Without employee awareness of discipline, it is difficult for organization to achieve an optimal result.

2. Literature Review

A. Employee Performance

Performance according to Sinaga et al. (2020:13) is the achievement of a person's work or activity in an organization that influenced by several factors to achieve goals with certain deadlines. Performance is calculated periodically in terms of quantity and quality based on predetermined targets, standards and criteria as a result of the authority and responsibility of a job in an organization. Performance indicators are tools to measure the extent to which employee performance is achieved. Here are some indicators to measure employee performance (Robbins, 2016: 260):

- a. Work quality, The quality of work can be seen from the good and bad what results of employees work, as well as the abilities and skills of employees in carrying out responsibilities.

- b. Work quantity, Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees, so that employee performance can be measured through the number (units/cycles).
- c. On time, Performance can be measured through the timeliness of employees in completing the work assigned to them, so that it does not interfere with other work.
- d. Effectiveness, Organizational resources in the form of manpower, money, raw materials, and technology are used to the maximum extent possible with the aim of increasing the results of each unit.
- e. Independence, Independent employees are employees who can carry out their work without needing to be supervised and can carry out their work functions without assistance, guidance, and supervision.

B. Work Environment

The work environment is all the atmosphere surround the workplace, in the form of rooms, layouts, facilities and infrastructure, and working relationships with fellow co-workers (Kasmir, 2018: 192). Sedarmayanti (2017: 60) argues that the indicators of the work environment are:

- a. Equipment.
- b. The atmosphere is conducive.
- c. Work relationship.
- d. Achievement at work

C. Training

According to Dewi and Harjoyo (2019: 46) competence through capabilities, knowledge, and behavior, can be done by providing training. The organization hopes that training makes employee behavior in accordance with the organization, equipped with various capabilities, knowledge, and action according to their work. The training program is not limited to big companies. The results and benefits of training certainly are bigger than the costs or time must be provided. This is not in vain (Kasmir, 2018:126). Sedarmayanti (2017:164) suggests that some of the training indicators are:

- a. Education.
- b. Systematic procedure.
- c. Technical skills.
- d. Learn knowledge.
- e. Prioritizing practice over theory.

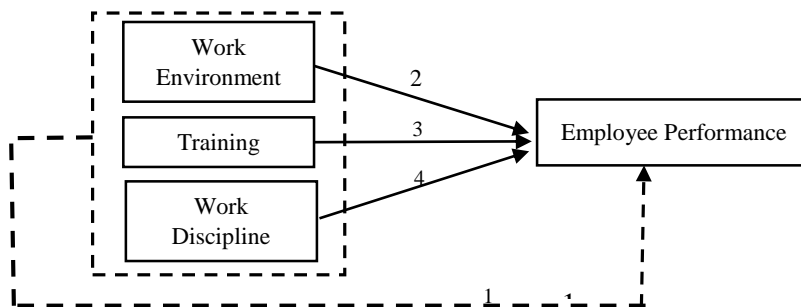
D. Work Discipline

Work discipline according to Istiatin and Diyah (2016: 96) is an orderly state, where someone in an organization must obey and carry out organizational regulations, both written and unwritten, based on awareness of the achievement of the expected conditions, so that members have a high discipline attitude so that they can achieve the goal of increasing their productivity.

Increased productivity indicates that a person's performance is considered good. Basically, there are many indicators of employee discipline level in an organization (Hasibuan, 2012: 211). Indicators of discipline are:

- a. Ability Aim, The dimension of the ability objective is measured by the presence of employees on time at work and the intensity of employee attendance during work.
- b. Alert Level, The dimension of alertness level is measured by being alert and careful at work, as well as maintaining and caring for work equipment
- c. Adherence to work standards, The dimension of obedience to work standards is measured by having a sense of responsibility at work, working according to functions and duties and working according to working hours.
- d. Compliance with Work Regulations, The dimension of obedience to work regulations is measured by employees' understanding of work regulations and completing work according to work regulations.
- e. Work Ethics, The work ethic dimension is measured by having a good attitude at work and having good behavior at work.

Research Framework and Hypothesis



1. There is an Influence of Work Environment, Training, and Work Discipline on An Employee Performance

H1: Work Environment, Training, and Work Discipline have an influence on the employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.

2. There is an Influence of Work Environment Variables on An Employee Performance Variable

Elizar and Tanjung (2018), Athins et al. (2018), Pratama & Wismar'ein (2018), Frizilia et al. (2021), and Sipahelut et al. (2021) stated that the work environment has a positive and significant effect on employee performance.

H2: Work Environment influences on the employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.

3. There is an Influence of Training Variables on An Employee Performance Variable
 Elizar and Tanjung (2018), Yusuf (2019), Pratama & Wismar'ain (2018), Marjaya and Pasaribu (2019), Septyandi and Susanto (2020), and Hartono and Siagian (2020), stated that training has a positive and negative effect on significant to employee performance.

H3: Training influences on the employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.

4. There is an Influence of Work Discipline Variables on An Employee Performance Variable

Atins et al. (2018), Ekhsan (2019), Septyandi and Susanto (2020), Hartono and Siagian (2020), and Kristianti et al (2021), Panjaitan et al (2018), stated that work discipline has a positive and significant effect on employee performance.

H4: Work discipline influences on the employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.

3. Research Methodology

Research has been used a quantitative approach. Quantitative research is a scientific method because it follows scientific principles that are concrete, objective, calculable, logical, and structured. The population is all the elements that will be used as a generalization area. The population element is the entire subject to be measured, which is the unit to be studied (Sugiyono, 2018: 130). The population is employees who work at RS Ortopedi Prof. DR. R. Soeharso. Surakarta. The sample is part or interpreter of the population to be studied (Arikunto, 2019: 109). Sampling for research (Arikunto, 2019: 112), if the subject is large or more than 100 people, then 10%-15% or 20%-50% or more can be taken. The sample in this study was taken as much as 10% of the population, 64 people, by taking the sample using the purposive sampling technique.

4. Result and Discussion

A. Multiple Liniar Regression Test

Table 1
Multiple Linear Regression Test

Variabel	Koefisien Regresi (B)	Description
(Constant)	7,124	Positive
Work Environment	0,194	Positive
Training	0,244	Positive
Work Discipline	0,475	Positive

Based on the table above, the regression equation that has been formed, namely:

$$Y = 7,124 + 0,194X_1 + 0,244X_2 + 0,475X_3$$

Can be explained that:

a. Constant = 7.124

This means that if the work environment, training, and work discipline value does not increase or equal to 0, then the employee's performance is worth 7.124.

b. Coefficient $b_1 = 0.194$

It means, if the value of work environment increased by one unit, the value will increase by 0.194, assuming that the variables other than the work environment, namely training and work discipline, have a fixed value.

c. Coefficient $b_2 = 0.244$

It means, if the value of training increased by one unit, then the value will increase by 0.244, assuming variables other than training, namely the work environment and work discipline, have a fixed value.

d. Coefficient $b_3 = 0.475$

That is, if the value of work discipline increased by one unit, then the value will increase by 0.475, assuming variables other than work discipline, namely the work environment and training, have a fixed value.

B. F-test

Table 2
F-test Result

Model	F _{score}	F _{table}	Sig.	Standart	Description
Regresion	29,640	2,76	0,000 ^b	0,05	Accepted

The results obtained $F_{score} > F_{table}$ of $29.640 > 2.76$ with a significance value of 0.000 with a current significance level of <0.05 , the value of H_0 will be denied and H_a will be approved. It means that there is a simultaneous and significant influence between work environment, training, and work discipline on employee performance variables at RS Ortopedi Prof. DR. R. Soeharso Surakarta.

C. t-test

Table 3
t-test Result

Variabel	t _{score}	t _{table}	Sig.	Standart	Description
Work Environment	2,310	2,00	0,024	0,05	Accepted
Training	2,778	2,00	0,007	0,05	Accepted
Work Discipline	6,808	2,00	0,000	0,05	Accepted

Based on the calculation of the result, can be explained like this:

a. The Impact of A Work Environment on An Employee Performance

The Work Environment has a $t_{score} > t_{table}$ ($2,310 > 2,00$) and also Sig. value $0,024 < 0,05$, the conclusion is H_0 result will be rejected And H_a will be accepted. There is positive and significant influence of work environment on an employee performance in the RS Ortopedi Prof. DR. R. Soeharso.

b. The Impact of A Training on An Employee Performance

The Training has $t_{score} > t_{table}$ ($2,778 > 2,00$) and also Sig. value $0,007 < 0,05$, then it can be concluded that H_0 result will be rejected And H_a will be accepted. There is a positive and significant influence of training on an employee performance in the RS Ortopedi Prof. DR. R. Soeharso.

c. The Impact of A Work Discipline on An Employee Performance

The Work Discipline has $t_{score} > t_{table}$ ($6,808 > 2,00$) and also Sig. value $0,000 < 0,05$, the conclusion is H_0 result will be denied and H_a will be approved. There is a positive and significant influence of work discipline on an employee performance in the RS Ortopedi Prof. DR. R. Soeharso.

D. Coefficient Test Determination (R^2)

Table 4
Coefficient Test Determination Result

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0,773 ^a	0,597	0,577	0,711

The result of *Adjusted R Square* is 0.577. It means that the work environment, training, and work discipline contribute to employee performance by 57.7%, while as much as 42.3% is influenced by variables that not examined in this study, such as motivation, competence, communication, leadership style, and more.

Discussion

a. The influence of work environment, training, and work discipline on employee performance. The test presented in the table number 2. Based on the results of the F-test, it shows that the work environment, training, and work discipline simultaneously have a significant effect on employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.

b. The influence of work environment on employee performance.

The results of the t-test, it shows that the work environment partially has a positive and significant effect on the performance of the employees in RS Ortopedi Prof. DR. R. Soeharso Surakarta. In order to improve employee performance, it is also necessary to review it from an environmental perspective. If a good and conducive environment is created, it will create a comfortable atmosphere at work and will improve performance.

This study supports previous research conducted by Elizar and Tanjung (2018), Athins et al. (2018), Pratama & Wismar'ain (2018), Frizilia et al. (2021), and Sipahelut et al. (2021) states that the work environment has a positive and significant effect on employee performance

c. The influence of training on employee performance.

Based on the results of the t-test, it shows that the training partially has a positive and significant effect on the performance of the employees in RS Ortopedi Prof. DR. R. Soeharso Surakarta. If training provides benefits and can support employees in carrying out their duties, then this can have an impact on improving employee performance.

This research supports previous research conducted by Elizar and Tanjung (2018), Yusuf (2019), Pratama & Wismar'ain (2018), Marjaya and Pasaribu (2019), Septyandi and Susanto (2020), and Hartono and Siagian (2020)., states that training has a positive and significant effect on employee performance.

d. The influence of work discipline on an employee performance.

Based on the results of the t-test, it shows that the work discipline partially has a positive and significant effect on the performance of the employees in RS Ortopedi Prof. DR. R. Soeharso Surakarta. Work discipline is an employee's awareness to comply with written and unwritten rules in the workplace. Employees who carry out their duties according to the rules will work

well, avoid violations of regulations and penalties, so they can work with focus and will have an impact on their performance.

Research supports previous research conducted by Athins et al. (2018), Ekhsan (2019), Septyandi and Susanto (2020), Hartono and Siagian (2020), and Kristianti et al (2021), Panjaitan et al (2018), state that work discipline has a positive and significant effect on employee performance.

5. Conclusion

- a. From the results of the analysis and discussion, it can be concluded that the work environment, training, and work discipline simultaneously have a significant effect on the employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.
- b. The work environment partially has a positive and significant effect on employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.
- c. The training partially has a positive and significant effect on employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.
- d. The work discipline partially has a positive and significant effect on employee performance in RS Ortopedi Prof. DR. R. Soeharso Surakarta.

6. Suggestion

- a. Create workflows between spaces to be well coordinated, implement organizations or associations based on interests and hobbies (sports, arts, etc.) to improve relations between employees. Agencies must pay more attention to employees in terms of comfort in the workspace, for example by adding adequate ventilation so that more fresh air enters the workspace, as well as arranging the layout so that employees can move comfortably.
- b. Organizations should be conduct a selection for employees who will conduct to training. Preference will be given to employees who are carrying out new assignments and those who will be transfered to another section. It is intended that employees can work well, without experiencing difficulties in doing their jobs.
- c. Organizations must be firm in enforcing applicable rules and give punishment to employees who violate the rules. Also, creating a pleasant atmosphere at work so that employees are always eager to come to work and carry out their work to the fullest.

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