

Influence Of Work Motivation, Work Environment And Work Discipline On The Work Productivity Of Employees In Bebek Hi Restaurant. Slamet Bandar Lampung During The Covid-19 Pandemic

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THE INFLUENCE OF WORK MOTIVATION, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE WORK PRODUCTIVITY OF EMPLOYEES IN BEBEK HI RESTAURANT, SLAMET BANDAR LAMPUNG DURING THE COVID-19 PANDEMIC

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ABSTRACT

ARTICLE HISTORY

23 KEYWORDS

Work Motivation, Work Environment, Work Discipline, Work Productivity.

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Pak Slamet's fried duck restaurant has been around since 1986, Pak Slamet's first stall, standing on the side of the Solo-Yogya road. Initial observations found problems related to employee productivity at Bebek Hi Restaurant. Slamet Bandar Lampung, namely employee productivity which has decreased, one of which is due to the impact of Covid-19 which has an impact on decreasing employee productivity and restaurant income. The purpose of this study was to determine the effect of work motivation, work environment and work discipline on the work productivity of Bebek Hi Restaurant employees. Slamet Bandar Lampung during the Covid-19 pandemic. This study uses quantitative research methods. Data analysis used multiple linear regression analysis. Based on the results of research and discussion, it can be concluded that there partial work motivation on work productivity of Bebek Hi Restaurant employees. Slamet Bandar Lampung. There partial the work environment on the work productivity of Bebek Hi Restaurant employees. Slamet Bandar Lampung. There partial work discipline on the work productivity of Bebek Hi Restaurant employees. Slamet Bandar Lampung. There simultaneous work motivation, work environment and work discipline

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on work productivity at Bebek Hi Restaurant. Welcome to Bandar Lampung.

INTRODUCTION

The existence of human resources in an organization, both government and private, plays a very important role. Labor has great potential to carry out organizational activities. The potential of every human resource in the organization must be utilized as well as possible so as to be able to provide maximum results. Any form of organization and employees are two things that need each other. If employees succeed in bringing progress to the organization, the benefits will be reaped by both parties. For employees, success is the actualization of self-potential as well as an opportunity to fulfill their life needs. Meanwhile, for organizations, success is a means to the growth and development of the organization itself.

In carrying out their duties, an employee is required to increase professionalism so that he is ready to face various demands of tasks, developments and changes that require employees to produce meaningful values that contribute to the organization. Along with the development of the existence and use of employees in a government agency, it often ignores the management of its human resources. Even though issues are often heard about the importance of managing human resources in an organization's environment, handling them in a planned and focused manner, both by organizations and individuals as employees themselves, is rarely carried out.

Meanwhile, the world is currently facing two main challenges. First, the rapid changes in the business environment/climate are accompanied by increasing quality and consumer needs. On the one hand, this rapid change has resulted in job dynamics in the form of changes and developments that demand more skills and expertise than before. The increasing existence of an organization requires every organization to carry out its operational activities in a more efficient, effective and productive way. To face this main challenge, organizations need to demand high work productivity from their employees.

In this study, the authors focused on three factors thought to have a significant influence on work productivity, namely work motivation, work environment and work discipline. As is known, motivation is an encouragement from within a person to take action in an effort to meet his needs, desires and goals, this is also influenced by external factors. To increase the motivation of his employees, an office leader can do many things, including by providing better work facilities, salary increases, promotion opportunities and appreciation for the work performance of his employees.

Work environment. The work environment is an atmosphere where employees carry out activities every day. The work environment in a company is

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very important to note management. Even though the work environment does not carry out the production process within a company, the work environment has a direct influence on the employees who carry out the production process

Discipline is a mental attitude that is reflected in the actions, behavior of individuals, groups or communities in the form of obedience or observance of the regulations set by the Government or ethics, norms and rules that apply in society. Good discipline reflects the magnitude of a person's responsibility to the tasks assigned to him, this can increase an employee's work enthusiasm so that organizational goals are achieved.

The three variables of work motivation, work environment and discipline are interrelated, because with a good work environment, an employee will be more disciplined and motivated at work. Conversely, with a low level of discipline and work motivation, the level of employee productivity will decrease.

Pak Slamet's fried duck restaurant has been around since 1986, Pak Slamet's first stall, standing on the side of the Solo-Yogya road. However, in 1992, the stall moved 100 meters deeper due to road widening. The shop now occupies a private yard, precisely at Sedahmoro Lor Rt 1/7 Kartasuro Sukoharjo, Central Java. Now there are Pak Slamet's fried duck stalls in various regions, namely Jakarta, Bekasi, Yogyakarta, Semarang, Gresik, Bogor and Bandar Lampung.

The results of initial observations found problems related to employee productivity in Hi Duck Restaurant. Slamet Bandar Lampung namely decreased employee productivity, one of which is due to the impact of Covid-19 which has a diminishing effect on employee productivity and restaurant revenue. The results of interviews with the person in charge of the restaurant stated that there were several influencing factors on employee productivity during Covid-19 such as decreased work motivation due to a decrease in the number of customers during PPKM implementation, a work environment that was not conducive for employees and decreased employee work discipline, especially during the Covid-19 pandemic. The following is the data obtained by the author regarding the category of work productivity as follows:

Table 1. Employee Productivity Category

Value Range	Work productivity	Information
98 – 100	PK1	Special
90 – 98	PK2	Very well
80 – 90	PK3	Good
70 – 80	PK4	Less
> 70	PK5	Less than once

Source: Hi Duck Restaurant. Slamet Bandar Lampung (2021)

From Table 1.1 regarding the categories of employee work productivity it can be seen that range grades less than 70 are in the K5 category (5th work

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productivity), which means very little, while values 98 to 100 are in the K1 category (1st work productivity), which means special work productivity category.

Table 2. Recapitulation of Employee Productivity Assessment Results at Bebek Restaurant Hi. Slamet Bandar Lampung Period 2019-2020

The value of work productivity	2019 year		The value of work productivity	2020 year	
	Number of employees	Percentage (%)		Number of employees	Percentage (%)
PK1	3	4,16	PK1	2	2,77
PK2	31	65,27	PK2	22	48,61
PK3	5	11,11	PK3	14	27,77
PK4	6	16,66	PK4	8	19,44
PK5	2	2,77	PK5	1	1,38
Total	47	100	Total	47	100

Source: ³⁹Hi Duck Restaurant. Slamet Bandar Lampung (2021)

Based on Table 1.2 it is clear that the assessment of the work productivity of the employees of the Bebek Hi Restaurant. ⁴⁴met Bandar Lampung in the last two years has varied. It can be seen that there is a decrease in the work productivity of employees in the special category, in 2019 the number of employees who were able to get the special category was three people, but in 2020 it has decreased, namely there were two people who were able to achieve special work productivity. The decline in employee work productivity was caused by several factors including discipline, quantity, quality, responsibility, and initiative within the employees themselves. But there are still employees who experience a decrease in employee productivity in the less category, in 2019 the number of employees in the less category is six people, but in 2020 it has increased, namely eight people who achieve less work productivity and there are also employees who are in the less category once, in 2019 the number of employees who received the very less category was two people, but in 2020 it decreased, namely one person who achieved very less work productivity. This is because employees who achieve less and less work productivity have not been able to reach the standards for assessing employee work productivity that have been set by the company. Based on the interview results, the low work productivity of employees at the Hi Duck Restaurant. Slamet Bandar Lampung is caused because employees do not have a high will to do better. It can be seen from the accuracy of employees in completing work that is less satisfactory. Cooperation between employees and superiors is considered less effective, as well as the factor of not wanting to compete and there are still many employees who do not respond to consumer wishes or complaints.

Human resource management according to Gary Dessler (2013:2) "Human resource management is the policies and practices involved in carrying out the people or human resource aspects of a management position, including

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recruiting, screening, training, rewarding, and appraisal²¹ (Human resource management is the policies and practices that relate to the human empowerment or HR aspects of a management position including recruiting, selecting, training, rewarding⁴⁶ and evaluating).

The definition of human resource management according to Sadili Samsudin (2014: 22) suggests that: Human resource management are activities carried out so that human resources within the organization can be utilized effectively and efficiently to achieve various goals.

Another opinion regarding the definition of human resource management according to Rivai and ⁶⁰vani (2012: 49) suggests that: "Human resource management (HRM) is a ¹⁰section of knowledge about how to manage (manage) human resources which includes aspects of planning, organizing, implementation and control of production, marketing, and ⁷²ing functions in achieving company goals". Meanwhile, the unders⁴iding of human resource management according to Hasibuan (2013: 118) is "the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping the realization of company, employee and community goals".

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Based on the various definitions of human resource management experts above, it can be concluded that human resource management is a process carried out by superiors to obtain, maintain a ⁸⁰ develop workforce, both in terms of quality and quantity ⁴⁷ that workforce can be utilized effectively and efficiently to achieve company goals. The focus of human resources is the issue of human labor, which is regulated according to a combination of management functions and HR operational functions, among others ⁵³planning, organizing, actuating and controlling, in carry³g out activities ⁵³recruitment, development, maintenance, integration, separation to be effective and efficient in realizing the goals of the company, employees and society.

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A company or organization cannot achieve its goals efficiently and effectively if employee productivity is low. There ³⁹re, humans as workers are a very important element and play a major role in achieving the goals of an organization ⁶⁹ company, so a stimulus is needed to increase work productivity, so that results are in acc⁴⁰ance with the goals set by the company.

Productivity is a level of efficiency in producing goods or services, productivity expresses how to properly use resources in producing goods. When talking about productivity product issues, paradoxical (contradictory) problems arise because there is no general agreement on the meaning of productivity and its criteria for measuring productivity indicators and there are no conceptions, methods of application, or ways of implementing that are free from criticism (Hasibuan, 2012 :126). ²⁷

Berg (2010: 8) defines productivity as the ratio between the total expenditure at a certain time divided by the total expenditure at a certain time

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divided by the total input during that period. According to this definition, productivity is also defined as: (1) the comparison of the size of prices for inputs and outputs and (2) the difference between a collection of total expenditures and inputs expressed in common units (units).

Productivity is the relationship between tangible and physical results (goods or services) with actual income. For example, "productivity is a measure of productive efficiency. A comparison between output and input or output: input. Input is often limited by labor input, while output is measured in terms of physical form and value (Muchdarsyah, 2010: 8).

Productivity is generally defined as a comparison between what has been produced (output) and what is used (input). As stated by Swasta (2012: 142) is: Productivity is a concept that describes the relationship between results (amount of goods or services produced) with results (number of employees, capital, energy, and so on) used to produce these results.

Meanwhile, the National productivity center of the Ministry of Manpower of the Republic of Indonesia (2011: 12) suggests the notion of productivity, namely as a measure of the level of efficiency and effectiveness of each source used during production by comparing the amount that has been produced with all sources that have been used or all sources that have been used.

According to the definition of Stoner (2012: 290) employee productivity as the ratio of output to input is a measure of the efficiency of managers in using scarce organizational resources to produce goods and services. The greater the value of the ratio, the greater the efficiency. Productivity is the ratio or ratio between the results of activities (*output*) and all sacrifices (*cost*) to realize the result (*input*). (Nasution, 2012:203).

2 RESEARCH METHODOLOGY

This research is a quantitative type research. The population in this study amounted to 73 employees of Bebek Hi Restaurant. Welcome to Bandar Lampung. Retrieval of population uses purposive/Judgement techniques. According to Notoatmodjo (2012: 79) A sample is a portion of objects taken in the entire object studied and considered to represent the entire population. In this study, a saturated sampling technique was used, namely a sampling technique in which all members of the population were used as samples (Sugiyono, 2015: 65). The number of samples (n) in this study were 73 people.

The data source is the subject where the data can be obtained. In this study, the data used were primary data, which is a source of data obtained directly from original data sources in the form of interviews, discussions with individuals or groups, as well as observations from an object under study. The primary data source used in this research is the employees of Bebek Hi Restaurant. Welcome to Bandar Lampung. Secondary data sources are data sources obtained through

intermediary media or indirectly, namely in the form of books, company annual report books (*annual report*), existing evidence, or archives, both publicly and unpublished. In this study the secondary data used were documentation, annual report books (*annual report*) company, other necessary documents related to the research title.

The model used for data analysis in this study uses Multiple Linear Regression analysis. Linear regression is a statistical tool used to determine the effect of one or more independent variables on the dependent variable. Multiple regression analysis is a dependency technique. Variables will be divided into dependent/bound variables (Y) and independent/free variables (X). This analysis shows that the dependent variable will be affected (depend) on more than one independent variable. The multiple regression equation according to Sugiyoni and Wibowo (2002) is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots \dots \dots (1)$$

Information :

- Y = work productivity
- X₁ = work motivation
- X₂ = work environment
- X₃ = Work discipline
- b₁, b₂, b₃ = Regression Coefficient
- a = Constant
- It is = Error Term

RESULTS AND DISCUSSION

Based on the results of research and data processing, the data obtained from multiple linear regression analysis are as follows:

Table 3. Multiple Regression Analysis

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	9,379	2,188		8,287	,000
	Work motivation	,953	,059	,140	7,606	,011
	Work environment	,438	,070	,027	5,279	,011
	Work discipline	,577	,087	,594	6,608	,013

a. Dependent Variable: Work productivity

Source: Data processed in 2022

Based on the table above, then put in the equation:
 $Y = 9.379 + 0.953 X_1 + 0.438 X_2 + 0.577 X_3 + \text{and}$
 The results of this equation indicate that work motivation and work environment have a positive and one-way effect on work productivity

1. Every time there is an increase in the value of the work motivation variable, work productivity will increase by 0.953 times.
2. Every time there is an increase in the value of the work environment variable, work productivity will increase by 0.438 times.
3. Every time there is an increase in the value of the work discipline variable, work productivity will increase by 0.577 times.

Based on the information above, it can be concluded that the value of the regression coefficient of work motivation is greater than the work environment and work discipline on the work productivity of the employees of the Hi Duck Restaurant. Welcome to Bandar Lampung.

The t-test is used to show whether an independent variable individually affects the dependent variable (Ghozali, 2011). The test criteria with a significance level (α) = 0.05 are determined as follows:

If $t_{count} > t_{table}$, then H_0 is rejected and H_a is accepted.

If $t_{count} < t_{table}$, then H_0 is accepted and H_a is rejected.

Based on the results of research and data processing, it is obtained:

Table 4. t-test

Model	Coefficients ^a		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
1 (Constant)	9,379	2,188		8,287	,000
Work motivation	,953	,059	,140	7,606	,011
Discipline	,438	,070	,027	5,279	,011
Work discipline	,577	,087	,594	6,608	,013

a. Dependent Variable: Work productivity

Source: Data processed in 2022

Based on Table 4.19 it is known that:

1. t test results for the work motivation variable 7.606 ($t_{count} = 7.606 > t_{table} = 1.658$) and $sig = 0.000 < 0.05$ which means that there is an influence of work motivation on the work productivity of the employees of the Hi Duck Restaurant. Welcome to Bandar Lampung.
2. t test results for the work environment variable of 5.279 ($t_{count} = 5.279 > t_{table} = 1.658$) and $sig = 0.011 < 0.05$ which means that there is an influence of the work environment on the work productivity of the employees of the Hi Duck Restaurant. Welcome to Bandar Lampung.
3. t test results for the work discipline variable of 6.608 ($t_{count} = 6.608 > t_{table} = 1.658$) and $sig = 0.013 < 0.05$ which means that there is an influence of work discipline on the work productivity of the employees of the Hi Duck Restaurant. Welcome to Bandar Lampung.

The simultaneous F test is used to show whether all the independent variables included in the model have a joint effect on the dependent variable. F test is done by comparing F_{count} and F_{table} . F_{table} can be searched based on

statistical tables at significance 0.05 $df_1 = k-1$ or $3-1 = 2$ and $df_2 = n-k$ or $73-3 = 70$ (k is the number of independent variables), the amount obtained is 2.120. From the results of the analysis, the output results are obtained in the following table:

Table 5. F Test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	333,530	2	166,765	17,490	,000 ^a
	Residual	548,261	69	7,946		
	Total	881,792	71			

a. Predictors: (Constant), work motivation, work environment, work discipline
b. Dependent Variable: Work productivity

Source: Data processed in 2022

Based on the simultaneous test results from the table above, $F_{count} = 17,490 > F_{table} = 2.120$ which means that there is an influence of work motivation, work environment, and work discipline on the work productivity of the Hi Duck Restaurant employees.

The coefficient of determination aims to measure how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is $0 < R^2 < 1$. The coefficient of determination that is close to one means that the independent variables provide almost all the information needed to predict the dependent variable. R^2 is biased towards the number of independent variables included in the model. Any additional independent variables into the model, R^2 must increase regardless of whether the independent variable has a significant effect or not. Unlike R^2 , $adjusted\ R^2$ can go up or down when there are additional independent variables into the model (Ghozali, 2011).

Table 6. Determinant Coefficient Test Results ($Adjusted\ R^2$)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,862 ^a	,538	,357	2,18346

a. Predictors: (Constant), work motivation, work environment, work discipline

Source: Data processed in 2022

The results of the R value test table are 0.861, meaning the relationship between the independent variables (work motivation, work environment and work discipline) to the dependent variable (work productivity) is 86.1%. While the results of the coefficient of determination are R^2 of 0.538. This means that all independent variables (X) which include work motivation, work

environment and work discipline have a significant contribution of 53.8% to the related variable (Y) work productivity while the rest is explained by other factors outside of this study.

1. Effect of work motivation on work productivity

Based on the results of the t test_{count} for the work motivation variable of 7.606 ($t_{\text{count}}=7,606 > t_{\text{table}} = 1.658$) and $\text{sig} = 0.000 < 0.05$ which means that there is an influence of work motivation on the work productivity of the employees of the Hi Duck Restaurant, Slamet Bandar Lampung. Work motivation is a process of directing and influencing activities related to work and group members. Work motivation is an effort to influence and direct a group. Work motivation in the organization is directed to influence the people they lead, so they want to do as expected or directed by other people who lead them. (Wahjosumidjo, 2012:32).

According to Elpis Anto Manalu's research (2014) that work motivation influences the work productivity of employees of the Forestry and Plantation Office of Central Tapanuli Regency. Likewise research results by Faizal Akbar (2017) who mentioned that there is a significant and positive influence of work motivation on the work productivity of employees of the Muhammadiyah Education Institute in Kartasura. While the research results of Arif Yusuf Hamali (2013) employee work productivity at PT X Bandung is not associated with work motivation. Rafika Faris (2016) employee work productivity at UD Food Sukses Makmur is not associated with work motivation. Ardika Sulaiman (2014) the productivity of Subang Regency Carving Crafts employees is not associated with work motivation. Sis Wartono (2016) employee work productivity at PT Dua Putra Utama Makmur in Pati Regency is not associated with work motivation. Dwi Tanto et al (2012) productivity workers on light steel roofing at Green Hills Housing Malang are also not related to work motivation.

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2. The influence of the work environment on work productivity

Based on the results of the t test_{count} for the work environment variable of 5.279 ($t_{\text{count}}= 5,279 > t_{\text{table}} = 1.658$) and $\text{sig} = 0.026 < 0.05$ which means that there is an influence of the work environment on the work productivity of the employees of the Hi Duck Restaurant, Welcome to Bandar Lampung, Malayu SP. Hasibuan (2013: 193) states that the work environment is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to comply with all company regulations and applicable social norms.

According to the results of Elpis Anto Manalu's research (2014) discipline affects the work productivity of employees of the Forestry and Plantation Office of Central Tapanuli Regency. Likewise research results by Faizal Akbar (2017) who mentioned that there is a significant and positive influence of the work environment on the work productivity of employees of the Muhammadiyah Education Institute in Kartasura. Sis Wartono's research (2016)

shows that there is influence of the work environment on employee work productivity at PT Dua Putra Utama Makmur in Pati Regency. While the research results of Arif Yusuf Hamali (2013) employee work productivity at PT X Bandung is not related to the work environment. Rafika Faris (2016) employee work productivity at UD Food Sukses Makmur is not related to the work environment. Ardika Sulaiman (2014) The productivity of Subang Regency Carving Crafts employees is not related to the work environment. Dwi Tanto et al (2012) productivity workers on light steel roofing at the Green Hills Malang housing complex are also not connected to the work environment.

3. Effect of work discipline on work productivity

t test results for the work discipline variable of 6.608 ($t_{count} = 6,608 > t_{table} = 1.658$) and $sig = 0.013 < 0.05$ which means that there is an influence of work discipline on the work productivity of the employees of the Hi Duck Restaurant. Slamet Bandar Lampung. Work discipline is all income in the form of money, direct goods or indirect goods received by employees as compensation or services provided to the company. As well as additional financial or non-financial work discipline given based on company policy to all employees and efforts to improve their welfare such as holiday allowances and pensions.

According to the research results of Rafika Faris (2016) states that work discipline has a significant and positive impact on employee work productivity at UD Food Sukses Makmur. Likewise research results of Faizal Akbar (2017) who mentioned that there are significant and positive influence of work motivation on the work productivity of employees of the Muhammadiyah Education Institute in Kartasura. According to Yusuf Hamali (2013) in his research, he stated that he did not discuss the effect of compensation on employee work productivity at PT X Bandung. Likewise with the results of Elpis Anto Manalu's research (2014) which states that employee work discipline has a significant effect on the work productivity of employees of the Forestry and Plantation Office of Central Tapanuli Regency. Furthermore, Sis Wartono's research (2016) shows that there is an effect of work discipline on employee work productivity at PT Dua Putra Utama Makmur in Pati Regency. Ardika Sulaiman (2014) The productivity of Subang Regency Carving Crafts employees is not associated with work discipline. Dwi Tanto et al (2012) productivity workers on light steel roofing at Green Hills Housing Malang are also not associated with work discipline.

CONCLUSION

Based on the results of research and discussion, it can be concluded that

- a. There is **influence** partially work motivation on work productivity of Duck Restaurant employees Hi. Welcome to Bandar Lampung.
- b. There is **influence** partially work environment on the work productivity of Hi Duck Restaurant employees. Welcome to Bandar Lampung.
- c. There is **influence** partially work discipline on work productivity of Hi Duck Restaurant employees. Welcome to Bandar Lampung.
- d. There is **influence** simultaneously work motivation, work environment and work discipline on work productivity at Hi Duck Restaurant. Welcome to Bandar Lampung.

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SUGGESTIONS

Based on the conclusions above, the suggestions that can be given by researchers are:

- a. Preferably the head of the Hi Duck Restaurant. Slamet Bandar Lampung can provide good work motivation at work, so that it can support better work productivity in the future.
- b. It is hoped that the leadership of the Hi Duck Restaurant. Slamet Bandar Lampung can maintain a work environment, motivation and work discipline so that it can support the work productivity of its employees.
- c. Preferably employees of Hi Duck Restaurant company. Slamet Bandar Lampung can improve the work environment and work motivation and discipline so that it can make a good contribution in achieving optimal work productivity.

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