

The Effect of Ability and Work Environment on Employee Performance Through Motivation in Staff Personnel Army

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Abstract: The purpose of this study is to analyze the effect of ability and work environment on employee performance through employee motivation. This explanatory research is an unstructured and informal research with the aim to get information about the general nature of the research problem. The population in this study is all civil servants Staff Personnel Army that is as much as 45 employees. The sampling technique used in this research is census sampling technique that is the number of samples as much as the total population of 45 employees. Analyzer used is regression analysis and path analysis. The result of the research of the influence of the variable of the ability to the employee performance variable is 0.315, the influence of the working environment variable to the employee performance variable is 0.233, the influence of the variable of the capability to the employee motivation variable is 0,539, the influence of the work environment variable to the motivation variable, the variable influence of the motivation to the employee performance variable 0,598, direct influence of ability variable and work environment variable to employee performance variable equal to 0,748, indirect effect of variable ability and work environment variable to employee performance variable equal to 0,447. Then the result of analysis of motivation variable as intervening variable can be proved that motivation variable able to give indirect influence on variable ability to employee performance and work environment variable to employee performance.

Keywords: Ability, Work Environment, Employee Performance, Employee Motivation.

INTRODUCTION

Improving the quality of each individual human resources is a program that continues to be campaigned by the leaders of organizations or companies. Management of employees there are two main issues of work quality and quantity of work dominates in achieving organizational goals. Improving the quality of human resources perceived not enough without balanced quantity needs of human resources in an organization. Likewise, an increase in the quantity of human resources which become the foundation being offset by the quality of human resources also will not have a positive meaning for the organization in achieving its objectives. Work environment is a condition that reflects human resources perform routine activities within an organization.

A good working environment will contribute to high employee turnover and in turn will have a positive impact on the organization. With benefits that can be felt directly by the employee is to provide a sense of

security so that employees can work with the maximum. On the other hand a good working environment can affect the feelings and emotions of employees, if employees like the environment where employees work, then employees feel comfortable and tend to be comfortable in doing work activities and working time is used to be effective and the results of his work can be optimistic increases.

On the other hand in discussing employee performance is not less important factor in discussing about the work of employees. In achieving the target of the work is closely related to the capabilities possessed by each individual employee. Ability is all the effort that a person devotes to perform and perform the task given in accordance with the skills and knowledge possessed. In the implementation also encountered someone who has the ability and qualifications are good, unable to achieve the target work provided. This condition can be possible because everyone who performs activities including work has a different

motivation in accordance with the background.

The motivation of each individual employee is the driving force that is implemented on the behavior in achieving goals for one's satisfaction. Generally one assumes that work motivation can grow by giving a good and fair reward, but the condition occurs that rewarding does not guarantee superior employee performance. Everyone has a variety of reasons to do activities in different types of activities or work, why one person works hard, while the other is normal. All of this has grounds and reasons that drive a person to work like that, or in other words there must be some motivation.

LITERATURE REVIEW

Ability

Hasibuan [1] defines the ability is a result achieved in conducting a variety of activities given the company based on the skills, time, sincerity and experience. Another opinion expressed by Soelaiman [2] is the ability as a nature that was born or learned that allows a person able to finish his work focused on the mental and physical aspects. Abilities and skills play a role in one's work behavior. Skills are skills that are connected to a task and used by someone at the right time.

Robbins [3] argues that ability is the capacity of individuals to perform various tasks in a particular job. In general there are two factors forming a person's ability, among others, intellectual ability and Physical ability. Buyung [4] reveals the ability as the natural aptitude and learned capabilities required to complete a task (the ability is the natural intelligence and competencies that are learned and required to complete a job). Intelligence is a natural talent possessed by a person in understanding a particular task more quickly and provide optimal results. Buyung [4] argues that the ability to be divided into two, namely the intellectual ability that includes the capacity to perform various tasks related to rational ability and physical ability are identified in capacity in physical work activities.

From some sense of work ability proposed by the experts above can be concluded that the ability of work is someone who has the ability and willingness to perform work activities and realized through his actions to improve the results of his work.

Ability component

Sinamo [5] reveals several important components of the ability of employees such as:

Skills

The skills possessed by the employee are based on the experience he or she has made during the work. Skills can be improved if someone has a longer working life.

Ability

The ability possessed by the employee is based on the talent that is under it since childhood or obtained at the time of education. The better a person's education is followed by increased ability

Working ethic

The work ethic is linked to a person's behavior and motivation to work. The basis of work ethic is implemented on a tireless work principle possessed by a person.

Sinamo [5] reveals that humans as psychological creatures can be seen from several capabilities possessed, among others:

- a) The ability to think rational-perceptions;
- b) Ability to think creatively-imaginatively;
- c) The ability to think critically and have strong arguments
- d) Ability to choose some of the options provided;
- e) Ability to act freely; and
- f) Ability to feel any change.

The principle of work ability

Robbins [3] suggests that the whole ability of an individual is essentially composed of two basic tools of intellectual ability and physical ability. that is :

- Intellectual ability principle, Ability needed for decision making and risk.
- Principle of Physical Ability, Ability required to perform work with demands of physical strength, stamina, and dexterity.

Efforts to improve skills

According to Robbins [3] to improve the employee's work skills there are three components that include:

- The way to develop and nurture spiritual and physical growth and health care. If someone has a strong physical and psychic then a person can be said to have the potential and great opportunities to develop his abilities.
- The focus of the effort is not only focused on the ratio and physical ability to solve the problems faced in the short term, but the long-term problems that include mental resilience and physical resilience in overcoming various obstacles and work pressure.
- How to develop someone who already has the ability to work can be done by maximizing the person in the field he mastered.

Dimensions of ability

Robbins [3] reveals several dimensions to measure the ability of work, among others:

Ability to work

Working ability is a condition where a person

is perceived to be able to complete a given job.

Education

Education is an activity to increase one's knowledge which includes the improvement of theoretical mastery and skills in deciding issues regarding the success of carrying out the work.

Years of service

The period of work is the time it takes for an employee to work for the organization.

Work Environment

Sutrisno [6] suggests that the work environment associated with the overall facilities and infrastructure in implementing the work and able to affect the successful implementation of the work. Work environment includes workplace comfort, work facilities and work tools, workplace hygiene, workspace lighting, workplace calm including work relations. Sofyandi [7] defines the work environment as an environment where employees perform their daily work. Sedarmayanti [8] defines the work environment as all work tools and materials needed, the environment around a person carry out the work, methods and how to do the work and work arrangements either individually or in teams or groups.

From some definition of work environment can be interpreted that work environment is a condition that allows one to do routine work activity covering physical environment of work and non physical environment.

Type of work environment

Sedarmayanti [9] divides the work environment in two aspects, namely (a) physical work environment and (b) non physical work environment. Explanation of physical and non-physical work environment such as:

1. Physical work environment is all physical conditions that exist in the workplace and can affect a person either directly or indirectly. Physical work environment is divided into two factors, among others:
 - Environment directly related to employees, such as; work space, and amenities.
 - Common environments can be identified as work environments that affect a person's condition such as working-room temperature, humidity in the workspace, air circulation, workroom lighting, workplace noise, mechanical vibrations in the workplace, etc.
2. Non-physical work environment is a condition related to the relationship in working between superiors with subordinates and employees with other employees. This non-physical work

environment is a condition that can not be avoided by a person in carrying out various jobs provided.

Work environment requirements

According to Gie [10] one example applied in England in 1963 has been established a law on offices (act offices act) which among others specify the requirements of physical work environment (physical conditions) that must be cultivated in every office. They include the following:

- Cleanliness, buildings, equipment, and furnishings should be kept clean.
- The area of office space should not be jammed with employees.
- Air temperature. Decent temperatures should be maintained in the workspace.
- Ventilation. Circulation of fresh air / cleaned air should be attempted in the workspace.
- Light illumination. Natural lights or matching lights and should be enough.
- Health facility. The washroom provided for the employees and kept clean.
- Laundry facilities. Washroom / hands with soap and towels should be provided.
- Clean water. Clean water in this context is used for drinking purposes.
- Place of clothes. Organized clothing venues are used to facilitate employees in keeping certain uniforms used for a specified time such as fieldwork, vest and other clothing.
- Seat. Seating is provided for employees doing work.
- Floor, alley, and stairs. Good floor should be kept clean especially in the absence of puddles or garbage scattered. Then the ladder is well handled for the hand, and on the side of the stairs is given a fence.
- Machine. Good engine parts are covered so that the machine does not come into direct contact with employees and engine sound can be muted.
- Heavy load. Lifting load capacity should be limited so as not to injury in moving or carrying goods.
- First aid. In the study room should be provided with a medicine box for first aid and an officer trained in providing the assistance.
- Fire custody. Fire tools should be adequately supplied, including the bell sign that a fire has occurred.
- The accident notifier. Work accidents that cause permanent or non-permanent disabilities should be informed administratively reported to the authorities.

Factors that affect the work environment

Factors related to the physical work environment according to Sedarmayanti [8] include:

1. **Lighting / light at work**
In the provision of light and lighting must be considered well, because if the light or illumination makes the employee uncomfortable in work. Vice versa if the light and lighting less make employees less comfortable in work.
2. **Temperature at work**
In a normal state, every human being has different temperatures. Everyone is always trying to maintain the state of normal temperature, a healthy body and perfect so as to adjust to various temperature changes that occur. But the ability to adjust the temperature there is a limit on a person, that is, the body of a person can adjust himself. The results show that temperature levels will have different effects for humans. This condition is very varied where differences in immunity of each person is different then the level of adaptation of a person also varies.
3. **Humidity in the workplace**
Humidity is a condition where the amount of water contained in the air around the workplace, commonly expressed in percentage.
4. **Circulation at work**
Oxygen is the air needed by humans to maintain its survival. Air is said to be good if it has enough oxygen levels. Likewise the opposite of air is not good if the oxygen levels are reduced and mixed with other gases or harmful smells.
5. **Noise at work**
The problem of noise is quite difficult for a person to focus with the work he does. In the long run will result in permanent or non permanent disability for a person especially on the sense of hearing.

There are three factors in determining the quality of sound that can cause interference to someone in the work, among others, namely:

- The duration of noise
- Intensity of noise
- Frequency of noise

Factors relating to the non-physical work environment (psychological) according to Simamora [11], among others:

1. **Interpersonal relationship**
Management must create a close working relationship between employees. Close relationship between employees can improve morale. According Pabundu [12] states that human relationships in the organization can occur horizontally, vertically and diagonally. Horizontal relationship is the relationship between fellow co-workers both between subordinate relationships and relationships among superiors. Vertical relationship is a relationship formed from superiors

to subordinates, while the relationship diagonal is the relationship of the boss with a group of employees on a particular unit.

2. **Supervision**
The role of supervision in a work environment is quite important, especially in terms of motivating subordinates. Supervisors of the work of a person would be nice is that someone has experienced in certain field of work so that a supervisor can direct his subordinates to work better with the effort to train and evaluate and provide experience related to its success in carrying out the task given. Good communication is expected also owned by a supervisor so as to provide feedback from employees on the variety of jobs provided.
3. **Rules and policies**
Balanced regulatory and institutional policies can create a comfortable working environment that is a driving force. Rules are rules or behavior guidelines in decision-making for lower-level leaders. Regulations and policies relating to the rights of a person's obligations may reflect fairness and ultimately a person is satisfied in performing his or her work.

Dimension of work environment

Sedarmayanti [8] states that the work environment can be measured through indicators as follows:

- a. **The physical environment**
 - Work equipment
 - Lighting or light
 - Air temperature
 - Work security
- b. **Non-physical work environment**
 - Employee relationships with superiors
 - Employee relationship with colleagues
 - Work relationship with subordinates.

Motivation

Ranupandojo and Husnan [13] argued that motivation reflects a person's personal circumstances that encourage the desire to perform certain aktivitas in order to achieve the desired goals. So the motivation in a person can form behavior that is directed to the goal to be achieved.

Sedarmayanti [14] cites Terry to define motivation as an individual's desire to take action. Sedarmayanti [14] cites Siagian which defines motivation as a whole process of giving encouragement to employees so that employees are willing to work to achieve company goals. From this opinion can be emphasized that the motivation is a person's impetus to carry out activities and activities that are reflected in the spirit in meeting expectations are also supported by the conditions of the work environment.

Factors that affect motivation

The achievement of organizational goals is influenced by the productivity of employees.

Productivity is influenced by the motivation of employees to achieve these goals. Therefore, the leadership of the organization must try to make the employees have high motivation in performing their duties. The identification of factors that may affect employee motivation is a reality that management must understand so they can motivate employees. According to Sabma [15] quotes Stoner, saying that the work motivation which is a system is influenced by three factors: individual, job characteristics, work situation characteristics.

a. Individual characteristics

Stoner in Sabma [15] defines individual characteristics as "the interests, attitudes, and needs that one brings to the work situation". Thus it can be seen that the individual characteristics include interest, attitudes toward himself, his job, and the needs he wants.

b. Characteristics of work

A work that is intrinsically rewarding will motivate most people, rather than unsatisfactory work. According to Herzberg there are two sets of conditions that affect a person in his work. The first set of conditions is called the "cause of satisfaction" factor, while the latter is called the "cause of discontent" factor. Factors that cause satisfaction about achievement of results, recognition, responsibility, and progress. The cause of this satisfaction relates to the nature of the job and the rewards generated directly from the performance of the job task. While the factors causing dissatisfaction include factors such as salary, working conditions and organizational policies, where this factor arises due to a person's relationship to the organization's environment (work atmosphere) where the work is carried out.

Purpose of motivation

Hasibuan [1] states that motivation is given for the following purposes:

- Encourage and remind someone of the goal to be achieved.
- Increasing one's work productivity.
- Improve human resources in improving job performance through various opportunities provided.
- Innovative organizations are always thinking about effective work, so that the work easily controlled and assessed its implementation, so easy to determine the performance of employees. Motivation is the impetus for employees to further improve the quality and productivity of himself so that later they will improve the performance of employees.

Type of motivation

Motivation has a very important role to improve employee performance. Without motivation or encouragement to work on the employee, then the job

given the leadership and the responsibilities of employees will not be resolved. A leader must be able to determine the type of motivation that will be given to subordinates, because each individual has various types and kinds of needs and desires.

Ranupandojo and Husnan [13] divide the motivation into (two) types, among others, namely.

a. Positive Motivation

Positive motivation is the process of influencing others to run what we want. The way that can be used in meeting the needs of employees using positive motivation is by providing incentives.

b. Negative Motivation

Negative motivation is a process to influence others by scaring or encouraging someone to do a job that results in an unfavorable goal. Because accompanied by coercion, threats, such as scare with demotion, pay cuts, and so forth.

Dimension of motivation

Munandar [16] revealed there are several dimensions or measurements of employee motivation, among others:

- Behavior active / proactive, that is behavior try to improve ability or can also be said behavior seek / find / create opportunity.
- Reactive behavior, ie the wait behavior of opportunities from the work environment, or can also be interpreted as a lazy behavior awaiting instructions from the leadership.

Employee Performance

Nawawi [17] defines performance as achievable; the achievements shown; work ability. The definition of employees according to Waskito [18] is a person who is in an institution (office / company) with a salary / wage. Moeheriono [19] defines performance as a description of the level of achievement of the implementation of an activity or policy program in realizing organizational goals, objectives, vision and mission as outlined through strategic planning of the company. According to Ratundo and Sackett [20] performance is defined as an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of corporate goals. Rivai [21] suggests that performance is the result or success rate of a person as a whole over a period of time in carrying out the task compared with various possibilities, such as predefined work standards, targets or targets.

From some of the understanding put forward above experts, it can be concluded that employee performance can be defined as an outcome achieved by an employee in accordance with standards and criteria that have been set within a certain time.

Factors that determine employee performance

Wirawan [22] said employee performance is the result of synergy of a number of factors. Factors include among others the following internal factors employees, internal environmental factors and corporate factors external environment. Internal factors of employees are the factors of the inside of the employee which is the innate factor of birth and the factors obtained when it develops. Innate factors are exemplified in talent, personal characteristics, as well as physical, and psychological states. Meanwhile, factors that can be improved and obtained someone in the form of knowledge, work ethic, discipline, experience, motivation, and satisfaction. Once influenced by the organization's internal environment and external environment, these internal factors determine employee performance. So it can be assumed that the higher the internal factors, the higher the performance of employees. So did the opposite.

Internal environmental factors of the company, where in carrying out its duties, employees need the support of the company where he works. This support affects the high fluctuations of low employee performance. For example, if the system of compensation and work climate of the organization and corporate culture bad performance of employees will decrease. Other internal factors such as company strategy, resource support needed to carry out work, technology (robot, production system and so on) and management system, and compensation. Therefore, the management of a company must create a company's internal environment that is conducive so that it can support and improve employee productivity. Factors of the company's external environment are the circumstances, events, or situations that occur in the external environment of the company that affect employee performance. For example, the economic crisis, and financials in Indonesia increase inflation and reduce the value of wages and salaries of employees and further reduce the purchasing power of employees. If inflation is not followed by an increase in wages or salaries of employees commensurate with the rate of inflation, then their performance will decrease.

The purpose of employee performance appraisal

The success or failure of the performance achieved by the organization is influenced the level of performance of employees individually or in groups. Assuming the better the employee performance the better the performance of the company or organization. To that end, the organization needs to establish the performance goals of its members. The purpose of employee performance appraisal by Basri and Rivai [23] are as follows:

- To improve the work of employees, both in quality and quantity.
- Provide new knowledge that will assist employees in solving complex problems, with a range of activities that are limited and

regular, through the tasks and responsibilities of the organization.

- Improve the relationship between employees' personal in the work activities within the company

Benefits and performance appraisal steps of employees

According to Simamora [24] in an organization performance appraisal is an important mechanism for management to be used in explaining objectives, and performance standards as well as motivating individual performance in a sustainable manner. In knowing the good or bad performance of a person needs to do performance appraisal that is based on the work. Performance appraisal is a process flow in which companies evaluate the performance of individual work, further Dessler [25] performance appraisal is an activity to provide feedback to employees with the aim of motivating subordinates to eliminate performance deterioration or perform better.

Every employee wants and needs feedback regarding their work performance, and assessment provides an opportunity to provide feedback to them. If the performance is not in accordance with the targeted standards, then the assessment provides an opportunity in reviewing the progress of employee work, as well as preparing an employee improvement plan later in identifying how well the employee's work is matched against the standard targets set by the company.

Employee performance dimensions

Sudarmanto [26] reveals dimensions or performance indicators are aspects that become measures in assessing performance. Dimensions or sizes that can be used as benchmarks in assessing employee performance are as follows:

- Quality of work, that is the level of error, damage, accuracy.
- Quantity of work, that is the amount of work produced.
- Use of time in work, that is absenteeism, delays, effective working time / hours lost.
- Cooperation with others and co-workers in work.

RESEARCH METHODS

Research Design

The approach of this research is explanatory analysis and descriptive analysis with the aim to know how far the influence of independent variable (ability, work environment) to dependent variable (employee performance) is mediated by motivation as the core variable of discussion. This study analyzes the causal relationships of the ability variables, and the work environment on employee performance directly and indirectly through the motivation variable. The research

analysis used path analysis. With the path of analysis as follows.

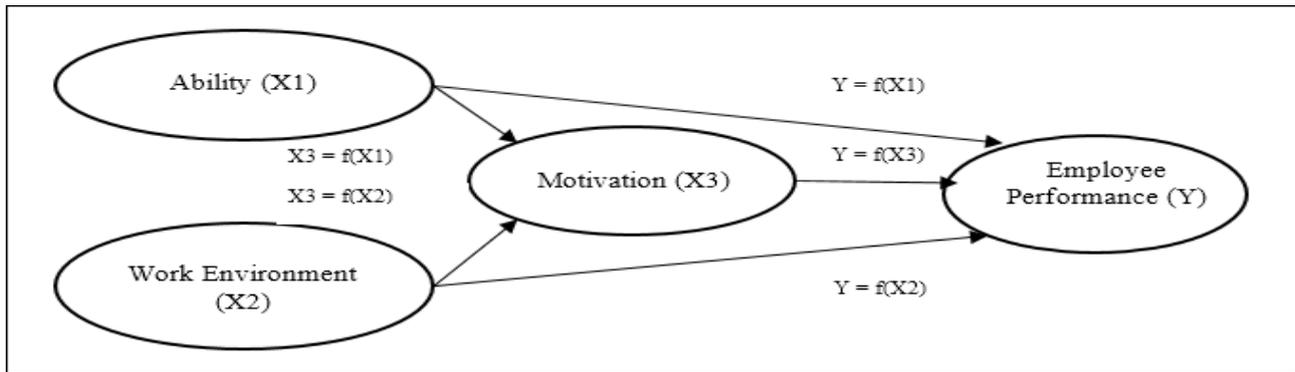


Fig-1: Conceptual Framework of Research Model

Population and Sample

The population according to Umar [27] is defined as a set of elements having the same characteristics and having equal opportunity to be elected as a sample member. The population in this study is all civil servants Staff Personnel Army that is as much as 45 employees. Suharsimi [28] defines the sample of the representative population studied. The sampling technique used in this research is census sampling technique that is the number of samples as much as the total population of 45 employees.

Data Collection Technique

The data needs of this study using primary data and secondary data. Primary data collection using questionnaire compiled from each variable by making parameters of the indicator as a question item or questionnaire statement, while secondary data obtained through access to third parties. Questionnaire used with closed question means the author has provided an alternative answer so that respondents can choose one of the options provided answers. The scoring scales provided strongly agree and strongly disagree.

Data Processing Technique

The method of collecting data used in this research needs to be further processed in order to be able to analyze and taken a right conclusion. Therefore it is necessary to set data processing techniques in accordance with the purpose of research to be achieved, also to test the truth of the hypothesis.

Validity Test

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured [29]. Testing the validity of each item used item analysis is the instrument in this study conducted internal consistency approach that correlates the score of each item with total score of grains which is the number of each item score. The correlation used is

Pearson's Product Moment correlation. In testing the validity used Statistical Package for Social Science (SPSS) program. Pearson correlation test is done by correlating the score of each item item item with the total score of the variable. Rule in decision decision is that if there is relation between question items with total question as a whole and the value of P value under the real level (α) 0.05, then the questionnaire is valid.

Test Reliability

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are reflected in the use of multiple times to measure the same object will produce the same data [29]. In this research the reliability test is done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in variables are said to be reliable if they have Cronbach's alpha greater than 0.6 [30].

RESEARCH RESULTS AND DISCUSSION

The results of the study describe the profile of respondents then the average index of answers focused on each variable topic discussion. But before the author further describes the analysis and discussion of the proposed problem first described the reliability and validity test instrument variables (ability, work environment, motivation and performance of employees). The test results of validity and reliability of the instrument can be explained in the table below.

Test Validity

Validity test used to test each item of research variables, the overall research variables include 40 statements and then answered by 45 respondents. The criterion in determining the validity of the item of this research statement is with the level of trust = 95 percent (probability or $\alpha = 5\%$), degrees of freedom (dk) = $n - 2 = 45 - 2 = 43$, $r = 0.294$. If r count is greater than r table and the value of r is positive, then the statement item is said to be valid (Ghozali, 2005: 17).

Table-1: Validity Test Results Instrument Variable Ability

Variable	Statement	R arithmetic	R table	Description
Ability (X1)	Question 1	0,909	0,294	Valid
	Question 2	0,876	0,294	Valid
	Question 3	0,938	0,294	Valid
	Question 4	0,941	0,294	Valid
	Question 5	0,939	0,294	Valid
	Question 6	0,946	0,294	Valid
	Question 7	0,865	0,294	Valid
	Question 8	0,898	0,294	Valid
	Question 9	0,882	0,294	Valid
	Question 10	0,932	0,294	Valid

Source: Primary Data, processed in 2017

Table-2: Validity Test Results Instrument Variable Work Environment

Variable	Statement	R arithmetic	R table	Description
Work Environment (X2)	Question 1	0,867	0,294	Valid
	Question 2	0,939	0,294	Valid
	Question 3	0,937	0,294	Valid
	Question 4	0,936	0,294	Valid
	Question 5	0,892	0,294	Valid
	Question 6	0,813	0,294	Valid
	Question 7	0,938	0,294	Valid
	Question 8	0,889	0,294	Valid
	Question 9	0,887	0,294	Valid
	Question 10	0,915	0,294	Valid

Source: Primary Data, processed in 2017

Table-3: Validity Test Results Instrument Variable Motivation

Variable	Statement	R arithmetic	R table	Description
Motivation (X3)	Question 1	0,799	0,294	Valid
	Question 2	0,949	0,294	Valid
	Question 3	0,936	0,294	Valid
	Question 4	0,935	0,294	Valid
	Question 5	0,867	0,294	Valid
	Question 6	0,955	0,294	Valid
	Question 7	0,740	0,294	Valid
	Question 8	0,920	0,294	Valid
	Question 9	0,917	0,294	Valid
	Question 10	0,819	0,294	Valid

Source: Primary Data, processed in 2017

Table-4: Validity Test Results Instrument Variable Employee Performance

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,904	0,294	Valid
	Question 2	0,862	0,294	Valid
	Question 3	0,932	0,294	Valid
	Question 4	0,963	0,294	Valid
	Question 5	0,963	0,294	Valid
	Question 6	0,926	0,294	Valid
	Question 7	0,950	0,294	Valid
	Question 8	0,954	0,294	Valid
	Question 9	0,949	0,294	Valid
	Question 10	0,916	0,294	Valid

Source: Primary Data, processed in 2017

Based on Tables-1, 2, 3 and 4 above, it can be seen that from 40 items of variable question used (ability variable, work environment, motivation, and employee performance) the result is valid

Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In Table 5, it is identified that all variables have alpha above 0.6 This statements means that all variables in this study are reliable.

Table-5: Reliability Test Results Instrument Variable Research

Variable	Cronbach Alpha (α)	Description
Ability (X1)	0.980	Reliable
Work Environment (X2)	0.978	Reliable
Motivation (X3)	0.974	Reliable
Employee Performance (Y)	0.985	Reliable

Source: Primary Data, processed in 2017

Based on Table-5, the results of cronbach alpha reliability test can be summed up all statements form a reliable measure of the variables ability, work environment, motivation and employee performance form a reliable measure of each dimension.

variables such as employee development, job satisfaction, and so forth.

The result t calculated is 37,112 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of the ability on employee performance can be seen in Table 6.

DISCUSSION

Influence ability to employee performance

R square value of 0.970 means the contribution of variable ability to employee performance of 97% while the remaining 3% is contributed by other

Table-6: Partial Effect of Compensation on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.969	.183

Predictors: (Constant), Ability

The partial effect of the ability variable on the performance of employees can be seen from the equation which is composed that is $Y = 0,498x1$

Table-7: Partial Influence Ability to Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,355	,066		2,208	,000
	Ability	,417	,026	,315	37,112	,000

a. Dependent Variable: Work performance

In Table-7, it can be seen that the partial ability variables have a positive and significant effect on employee performance. The value of standardized coefficients capability is a coefficient of regression variable compensation of 0,315, meaning that if the employee's ability to increase one time then the performance of employees will increase by 0,498 times. From the analysis described in the analysis of partial influence of the variable of ability to the performance of employees can be concluded that the hypothesis which states "the ability to positively and significantly affect the performance of personnel staff of Army Personnel" hypothesis proved and accepted.

The influence of work environment on employee performance

R square value of 0.957 means the contribution of work environment variables to employee performance of 95.7% while the rest is 4.3% contributed by other variables such as compensation, competence, and so forth. The result of t the partial influence of work environment variable on employee performance can be seen from the equation which is composed that is $Y = 0,223X_2$ arithmetic is 31,016 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t

table. The value of partial influence of the work environment on employee performance can be seen in

Table 8.

Table-8: Partial Effect of Work Environment on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,978 ^a	,957	,956	,406
a. Predictors: (Constant), Work environment				

Table-9: Partial Effect of Work Environment on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,994	,382		2,720	,000
	Work Environment	,301	,033	,223	31,016	,000
a. Dependent Variable: Employee performance						

In Table-9, it can be seen that the partial working environment variables have a positive and significant effect on employee performance. The value of standardized coefficients of work environment is the coefficient of regression of work environment variable equal to 0,223, meaning that if the work environment increases one time then employee performance will increase equal to 0,223 times. From the analysis described in the analysis of the partial influence of the working environment variable on the performance of employees can be concluded that the hypothesis which states "work environment have positive and significant effect to the performance of personnel staff of Army Personnel" proven and hypothesis accepted.

Influence ability to motivation

R square value of 0,938 means the contribution of variable ability to motivation of 93.8% while the rest of 6.2% is contributed by other variables such as work environment, recruitment, and so forth. The result of t arithmetic is 25,434 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of ability on motivation can be seen in Table 10.

Table-10: Influence of Partial Ability against Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,968 ^a	,938	,936	,767
a. Predictors: (Constant), ability				

Partial influence of variable ability to motivation can be seen from the equation which is

composed that is $X_3 = 0,597X_1$

Table-11: Partial Influence Ability against Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,542	,593		5,968	,000
	Ability	,598	,039	,539	25,434	,000
a. Dependent Variable: Motivation						

In Table-11 it can be seen that the partial variables of ability have a positive effect on motivation. The value of standardized coefficients capability is a variable regression coefficient of ability. If the factors that influence the success of the increase in employee skills are noticed will increase the motivation of 0,539. In the research model this equation can be seen in the model picture below. From the analysis described in the analysis of partial influence of the variable ability to motivation can be concluded that the hypothesis that states "the ability to positively and significantly affect the motivation of staff of Staff Personnel Army" can be proven and hypothesis accepted.

Effect of work environment on motivation

R square value equal to 0,967 mean contribution of work environment variable to motivation equal to 96,7% while the rest that is equal to 3,3% donated by other variable like placement, recruitment, and so on. The result of t arithmetic is 35,776 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of the work environment on motivation can be seen in Table-12.

Table-12: Partial Effect of Work Environment on Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,984 ^a	,967	,967	1,276

a. Predictors: (Constant), Work environment

The partial influence of work environment variables on the motivation can be seen from the

equation which is composed that is $X_3 = 0,598X_2$

Table-13: Partial Effect of Work Environment on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,860	,255		11,279	,000
	Work environment	,592	,030	,598	35,776	,000

a. Dependent Variable: Motivation

In Table-13, it can be seen that the partial working environment variables positively affect the motivation. The value of standardized coefficients of the working environment is the coefficient of regression of environmental variables. If the organization takes into account the factors that influence the formation of a conducive working environment then the employee motivation will increase by 0,598. In the research model this equation can be seen in the model picture below. From the analysis described in the analysis of the partial influence of work environment variables on the motivation can be concluded that the hypothesis which states "work environment have positive and significant effect to the motivation of personnel staff of Army Personnel" can be proved and hypothesis accepted.

The influence of motivation on employee performance

R square value of 0.898 means the contribution of motivation variable to the employee performance of 89.8% while the rest is equal to 10,2% contributed by other variables such as work environment, recruitment, and so forth. The result of t arithmetic is 19,504 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of motivation on employee performance can be seen in Table-14.

Table-14: Partial Effect of Motivation on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,948 ^a	,898	,896	2,166

a. Predictors: (Constant), Motivation

Partial influence of motivation variable on employee performance can be seen from the equation which is composed that is $Y = 0,748X_3$

Table-15: Partial Influence Motivation against Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,602	1,964		11,834	,000
	Motivation	,910	,047	,748	19,504	,000

a. Dependent Variable: Employee performance

In Table-15, it can be seen that the partial variable of motivation has a positive effect on employee performance. The value of standardized coefficients motivation is a regression coefficient of motivation variables. If the organization takes into account the motivation of each individual employee will improve employee performance of 0,748.

the partial effect of motivation variable on employee performance can be concluded that the hypothesis which states "motivation has positive and significant effect on the performance of personnel staff of Army Personnel" can be proven and hypothesis accepted.

Indirect influence on employee performance through motivation

From the analysis described in the analysis of

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

Equation I $Y = f(X_1) = b1X_1$
 $Y = 0,315X_1$

Equation II $Y = f(X_2) = b2X_2$
 $Y = 0,223X_2$

Equation III $X_3 = f(X_1) = b3X_1$
 $X_3 = 0,39X_1$

Equation IV $X_3 = f(X_2) = b4X_2$

$$X_3 = 0.598X_2$$

Equation V $Y = f(X_3) = b5X_3$
 $Y = 0,748X_3$

The direct effects that can be arranged are: $Y = 0,315X_1$ and $Y = 0,223X_2$

Indirect influence on the performance of employees that can be prepared are:
 $(0,748) (0,539) = 0,403$

In the research model this equation can be seen in the model picture below.

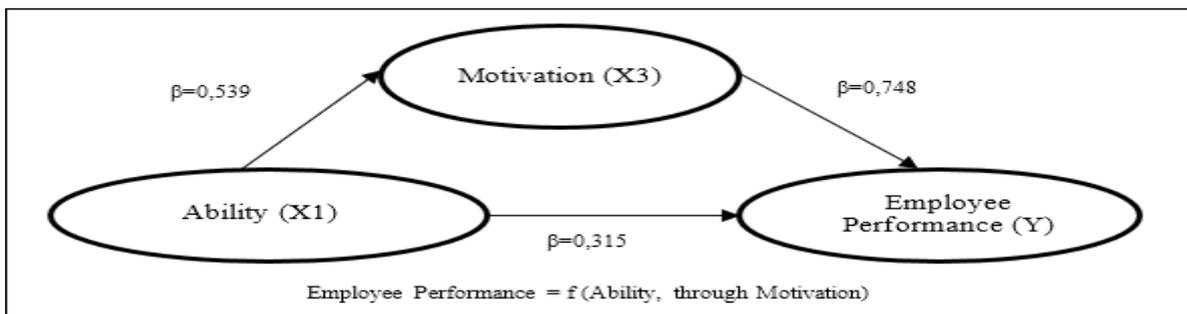


Fig-2: Model Analysis 1

From the direct and indirect influence described can be explained that the magnitude of the direct influence of the ability to employee performance that is equal to 0,315, while the magnitude of indirect influence ability to employee performance through the motivation of 0,403. From the above description can be concluded that the value of indirect influence greater than the value of direct influence which gives the meaning that the motivation variable capable of mediating the ability to the performance of employees. With these values proven, the hypothesis stating that

"there is an indirect influence of ability on the performance of employees through the motivation of personnel staff of Army Personnel" can be proven and hypothesis accepted.

Indirect influence of work environment on employee performance through motivation

Indirect influence of work environment on employee performance that can be prepared that is:
 $(0,748) (0,598) = 0,447$

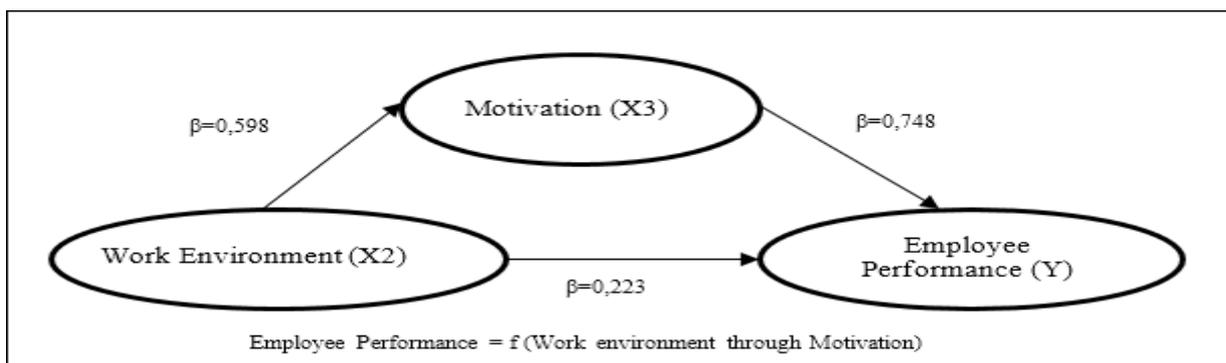


Fig-3: Model Analysis 2

From the direct and indirect influence described can be explained that the magnitude of the direct effect of work environment on employee performance that is equal to 0,223, while the amount of indirect influence of work environment on employee performance through the motivation of 0,447. From the above explanation can be concluded that the value of direct influence is smaller than the

value of indirect influence that gives the meaning that the motivation variable able to mediate the work environment to the performance of employees. With these values proven, the hypothesis that "there is an indirect influence of work environment on employee performance through motivation of staff of Army Personnel Staff" can be proven and hypothesis accepted.

To see the direct and indirect effects of the compiled equations can be seen in the picture below.

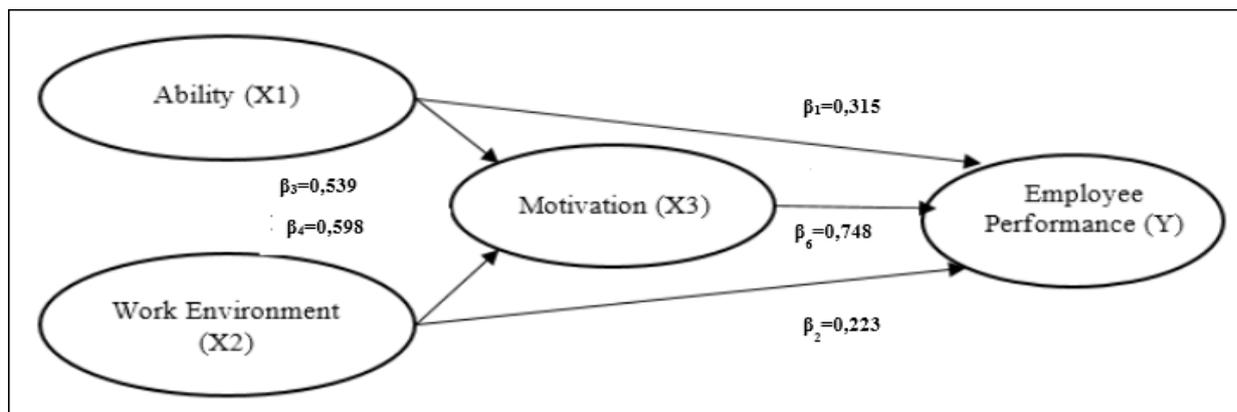


Fig-4: Diagram Line

CONCLUSION

Departing from result of analysis and discussion which can be concluded that partially each independent variable ability, work environment and motivation have influence to employee performance at Staff of Army Personnel. Then the result of analysis of motivation variable as intervening variable can be proved that motivation variable able to give indirect influence on variable ability to employee performance and work environment variable to employee performance. This statement can be proved by the extent of indirect influence (ability to employee performance and work environment on employee performance) through greater motivation compared with direct influence.

Suggestion

Based on the analysis and discussion that has been done, the following recommendations:

- The work environment variables measured in this study relate to the physical condition and nonphysical conditions in the organization. A conducive working environment will greatly support employees in performing the tasks assigned by the company. For that in an effort to achieve goals and objectives that have been established through the achievement of work (performance) of each individual employees is expected to create a conducive working environment. It is expected that with the creation of a conducive working environment in addition to the work (performance) of each individual employee is achieved will have an impact also for employee loyalty in this case is an employee of Army Personnel Staff.
- Various efforts in improving the work skills of employees not only focused on the number of activities increased employee work enhancement but can be focused on the evaluation of employee skills improvement program. Where a positive contribution can

also be seen on how much the evaluation results of the program implemented as input for the implementation of future plans on improving employee work skills.

- In the motivation indicators of respondents' answers dominate on external motivation indicators. External motivation can be implemented on the support of leaders or organizations in directing, encouraging, and fostering employees to carry out the tasks assigned to them.
- For further research that want to raise employee performance variable, it should be able to relate other variables assumed can influence improvement of employee performance outside work environment variable, employee ability and motivation such as organizational culture, giving financially and nonfinancial compensation and can pay more attention to the use of measurements on each of the variables used, especially on indicators that have less precise answers or less agree. So it is expected to pay attention to the variables and measurements of each variable is expected to enrich the research in the field of human resource management, especially in this case is related to employee performance variables.

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