



# The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange

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## ABSTRACT

In the face of the Asean economic community role of capital market demanded to be pro-active. The capital market expected to have contribution to the Indonesian economy by preparing regulations in accordance with the actual of economic conditions which would require of human resources who has a good performance at Indonesia stock exchange (IDX) as the regulator of capital market in Indonesia. This research aims to know the influence of working motivation toward employee performance at IDX, to know the influence of working environment toward employee performance at IDX and to know the influence of working motivation and working environment toward employee performance in IDX. The research design was descriptive and verification with survey method. The population all employees of IDX in Jakarta. The sampling technique based on the calculation Slovin found 150 respondents with a probability sampling with the type of simple random sampling. Data analyzed using multiple linear regression analysis. The results showed that there is a simultaneous effect on working motivation and working environment on employee performance. Working motivation and working environment partially significant influence on employee performance. Suggestion for IDX can provide good motivation and give more attention and achievement for employees as well as providing a working environment that can support employee performance.

**Keywords:** Working Motivation, Working Environment, Employee Performance

**JEL Classification:** M52, M53, M54

## 1. INTRODUCTION

Human resource is the most critical component in an organization, because it has a role as the driving and controlling the activities of the organization. All organizations will certainly make every effort to fix the shape and improve the quality of employee performance with the management of human resources is good.

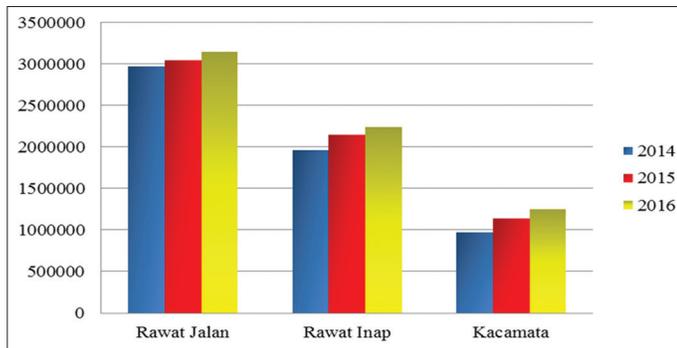
In the application of good human resources by prioritizing employee performance as a driver of the company, Indonesia stock exchange (IDX) as the capital market regulator in Indonesia today still has problems related to work motivation, work environment and employee performance that is feared could hamper the pace of the company.

Good employee performance will be achieved if the company is able to identify what factors may improve employee performance, one of the factors that can affect the performance of employees is

the motivation to work, increase employee motivation can be done in many ways, one of which is with the health insurance (Samson and Wainganjo, 2015).

According Hasibuan (2011. p. 152), health insurance is one of the indicators for increased motivation to work, but at IDX healthcare is still not able to increase the motivation of employees well, so the impact on the decrease employee performance, it can be seen from the results of the data from the health insurance provided by the company as follows.

Data from Employee Health Insurance during 2014-2016 as shown in Figure 1 above shows that there is slow growth or low improvement in three (3) years, so that the feared impact on the performance of employees who are eager to be sufficient needs health insurance provided by the company. In addition to the health insurance pre-survey conducted interviews related to employee motivation to the majority of employees at IDX, as follows.

**Figure 1:** Employee health insurance data 2014-2016

Based on the results of pre-survey interviews by employees at IDX as many as fifty (50) employees shown in Table 1 above, the motivation given by the company has not been able to properly, this proves that IDX have not been able to provide motivation for employees.

A good working environment will provide motivation to work so well that would improve employee performance, one indicator of the working environment is good communication between employees according Sedarmayanti (2012. p. 28).

Communication is done among employees at IDX has been quite good but tended to decline in 2016, it can be seen from the achievement of the target per-directorate shown on the following (Table 2) data.

With the co-operation and good communication from each division that leads to the achievement of the target per-directorate, it appears that the target achievement is quite good, but the achievement of a good enough is not necessarily a good impact on the work environment, it is evident there is still a decline in 2016 where in the year there is a change or a change of the layout of the workspace, as shown in Table 2.

Still there are employees who complained about changes to the layout or working space where previously they were familiar with the concept of cubicles are quite extensive, there are privacy and is transformed into the concept of open space where the concept carrying area open workspace and a work desk are quite small or minimalist from the previous concept. Here are the results of interviews conducted by the author of the employees at IDX.

From the results of a pre-survey conducted to find out how the respondents responded to the work environment as shown in Table 3 seen that the working environment at IDX did not provide comfort for employees shown that employees at IDX prefer layouts with cubicles scheme than the scheme of open space.

Employees also feel disturbed if there are changes to the layout of the company thus causing inconvenience in the work. In the actualization there are still problems in the performance of employees at The IDX, it can be seen from the data growth performance tends to decline from the year 2014-2016 and there is

**Table 1: Pre survey results of working motivation**

| No.   | Question   | Yes | No  |
|-------|--|-----|-----|
| 1.    | Does IDX always motivate their employees   | 23  | 27  |
| 2.    | Does IDX to motivate their employees with earnings according to the needs of employees | 15  | 35  |
| 3.    | Are leaders in IDX able to motivate employees with good                                | 32  | 18  |
| 4.    | Does IDX to provide comfort for employees in work                                      | 21  | 29  |
| 5.    | Does IDX provide adequate facilities for employees                                     | 19  | 31  |
| Total |  | 110 | 140 |

Source: Survey Interview Results in IDX (2016). IDX: Indonesia stock exchange

**Table 2: Target achievement data per directorate period 2014-2016**

| No. | Directorate                           | Target achievement (%) |      |      |
|-----|---------------------------------------|------------------------|------|------|
|     |                                       | 2014                   | 2015 | 2016 |
| 1.  | Main                                  | 73                     | 80   | 75   |
| 2.  | Listing company                       | 64                     | 66   | 59   |
| 3.  | Trading and exchange member           | 54                     | 58   | 61   |
| 4.  | Transaction monitoring and compliance | 59                     | 63   | 59   |
| 5.  | Development                           | 85                     | 89   | 82   |
| 6.  | Technology and risk management        | 66                     | 72   | 70   |
| 7.  | Finance and human capital             | 75                     | 78   | 71   |

Source: Strategic division of IDX (2016)

**Table 3: Pre survey results of employee working environment**

| No. | Question  | Yes | No |
|-----|---|-----|----|
| 1.  | Is the cubicle layout provides employees comfort                        | 47  | 3  |
| 2.  | Is open space layout provides comfort to employee well                  | 3   | 47 |
| 3.  | Are employees uncomfortable when the company made changes to the layout | 37  | 13 |
| 4.  | Are employees disrupted while the company did repair work               | 17  | 33 |

Source: Pre survey interview results in IDX (2016)

a small percentage of the level of employee performance at IDX, following growth data performance at IDX period 2014-2016.

Data on employee performance growth during 2014-2016 as shown in Table 4 illustrated that there are many employees who have not yet reached the highest achievement at the very top, or 6.2% (2014), 6.8% (2015) even down to 5.7% (2016) of the total number of employees and significantly above peers of 26.2% (2014), 24.6% (2015) to 25.1% (2016). Based on these data can be seen that the growth performance experienced very little growth, so the need for a significant performance boost.

## 2. LITERATURE REVIEW

### 2.1. Working Motivation

Motivation comes from the Latin word move which means a push or move. Motivation (motivation) in addressed only to the management of human resources in general and subordinates in

**Table 4: Employee performance growth data 2014-2016**

| Performance rating        | 2014 | %    | 2015 | %    | Growth (%) | 2016 | %    | Growth (%) |
|---------------------------|------|------|------|------|------------|------|------|------------|
| At the very top           | 30   | 6.2  | 33   | 6.8  | 0.10       | 28   | 5.7  | -0.160     |
| Significantly above peers | 127  | 26.2 | 120  | 24.6 | -0.06      | 123  | 25.1 | 0.020      |
| Above peers               | 169  | 34.9 | 173  | 35.5 | 0.02       | 179  | 36.5 | 0.030      |
| Consistent with peers     | 158  | 32.6 | 162  | 33.2 | 0.02       | 160  | 32.7 | -0.015     |
| Population*               | 484  |      | 488  | 100  |            | 490  | 100  |            |

Source: Human capital of IDX (2016)

particular. Motivation questioned how the power and potential directing subordinates to co-operate productively and successfully achieve the intended purpose.

In the opinion of Veithzal and Rivai (2011. p. 83) states that motivation can be summed up as follows:

- Conditions that move people towards a certain goal.
- Expertise in directing employees and the company in order to work successfully, so that the wishes of employees and the company's goals can be achieved simultaneously.
- As the initiation and direction of behavior, learning motivation is actually a lesson in behavior.
- As the energy to generate a boost in self.
- As conditions that affect evoke, directing and maintaining behavior related to work environment.

According Sedarmayanti (2012. p. 233), motivation is the willingness to expend a high level of effort toward organizational goals is conditioned by the effort's ability to meet individual needs.

According to Abraham Maslow in Hasibuan (2011. p. 152) dimensions of work motivation is divided into five, namely Physiological, Security, Social Choice, Esteem Needs and Self Actualization.

## 2.2. Working Environment

Environment is everything that is outside the company but have an influence on the growth and development of the company (Surjosuseno, 2015). In general, the environment cannot be controlled by the company so the company had to adjust to the environment. By paying attention to a good working environment or create working conditions that can provide the motivation to work (Sofyan, 2013. p. 22).

This working environment consists of physical work environment and non-physically attached to the employee that cannot be separated from the business development of employee performance (Bushiri, 2014). The dimensions of the working environment according to Sedarmayanti (2012. p. 34-37) is divided into the work environment physical and non-physical.

## 2.3. Employee Performance

Performance is influenced by variables associated with the work includes a role-conflict stress and work/non-work (Riyanto, 2002; Jayaweera, 2015). A person's performance is a combination of capabilities, businesses and opportunities that can be judged from their work (Handayani, 2015). Performance of individuals affected by the effort, ability and the environmental situation (Riyanto, 2016).

Another understanding regarding performance expressed by Riyanto et al. (2017) states that the performance is a result achieved by a person under the measure applies to the work concerned. Setyo et al. states that the performance is a record out-come is generated from a particular employee function or activities performed during a specific time period. The overall performance of a position equal to the number (average) of the performance of functions or activities undertaken employees.

According Mangkunegara (2011. p. 67) the dimensions of employee performance is divided into five, namely the quality of work, quantity of work, responsibility, co-operation and initiatives.

## 2.4. Framework

Each of the dimensions mentioned in the study of theory will then be used as a dimension in this study as outlined in the conceptual framework as follows.

The relationship of all variables analyzed in this study is illustrated as the diagram that shown in Figure 2 above.

## 2.5. Research Hypotheses

- H<sub>1</sub>: Working motivation influence on employee performance.  
H<sub>2</sub>: Working environment influence on employee performance.  
H<sub>3</sub>: Working motivation and working environment influence jointly on employee performance.

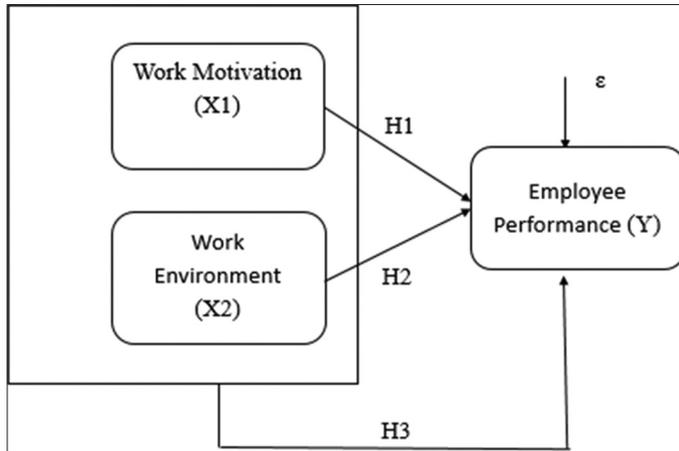
## 3. RESEARCH METHODS

Study is a descriptive research and verification. The approach taken for this study is quantitative research where information or data to be analyzed or processed using the SPSS for Windows version 22. The method used in this research is survey method with multiple linear regression analysis techniques, to find the influence of the independent variables and the dependent variable. The population is all employees of the central office in Jakarta with the number of 395 people. The sampling technique used is the method of sampling probability sampling with simple random sampling. Based on the theory and the number of population, the sample can be determined as 150 respondents.

To perform data analysis, using multiple linear regression analysis were formulated or equation  $Y = a + b_1X_1 + b_2X_2 + \varepsilon$  where Y is the variable performance of employees, a is a constant coefficient of multiple,  $b_1, \dots, b_2$ : The regression coefficient of the allegations,  $X_1$  is work motivation and  $X_2$  is the work environment.

Prior to analysis using multiple linear regression analysis to first do some testing began on the instrument test the questionnaire

Figure 2: Conceptual framework



Source: Hasibuan (2011); Sedarmayanti (2012); and Mangkunegara (2011)

with validity and realibilitas test and classical assumption of indicators, data normality test, test and test multicollinearity and heteroscedasticity. As well as do some analysis comprising analysis of the correlation coefficient (r) was conducted to determine the closeness between the independent variables and the dependent variable, then the coefficient of determination (r<sup>2</sup>) was conducted to see how much the independent variables are able to explain or can form a dependent variable. Testing the hypothesis partially (t-test) and simultaneous (F-test) the error tolerance level of 5%.

## 4. RESULTS AND DISCUSSION

### 4.1. Validity

Validity is done by comparing the value  $r_{test}$  with  $r_{table}$ , by comparing the value  $r_{test}$  of the output (corrected item-total correlation) with  $r_{table}$ , if  $r_{test} > r_{table}$  then the questions are valid, but if  $r_{test}$  smaller than the  $r_{table}$  the grain the question is not valid (Ghozali, 2013. p. 54). Found  $r_{table}$  value of 0.159. Derived from the number of cases - 2, or  $150 - 2 = 148$ , 5% significance level, the importance of the  $r_{table}$  0.159. Here is the validity of the test results on the study variables (motivation to work, an environmental work and employee performance).

As shown in Table 5 on the test results of motivation variable validity above, it appears that the overall dimensions of each of the variables studied are valid, so that the results of this study can be expected to provide information to be obtained.

### 4.2. Reliability

Reliability test is used to test the consistency of the data within a certain period, namely to determine the extent of measurement used reliability analysis. These variables Cronbach alpha is said to feature a larger value of 0.70, which means that the instrument can be used as a data collector that is good is relative coefficient measurement results if performed repeated measurements. The following reliability test results.

According to the Table 6 above shows that the variables which consist of work motivation, work environment and performance

Table 5: Test results of motivation variable validity

| Variable                        | Corrected item-total correlation (rtest) | rtable | Description |
|---------------------------------|--|--------|-------------|
| <b>Working motivation (X1)</b>  |  |        |             |
| MK1                             | 0.710                                    | 0.159  | Valid       |
| MK2                             | 0.593                                    | 0.159  | Valid       |
| MK3                             | 0.493                                    | 0.159  | Valid       |
| MK4                             | 0.665                                    | 0.159  | Valid       |
| MK5                             | 0.605                                    | 0.159  | Valid       |
| MK6                             | 0.520                                    | 0.159  | Valid       |
| MK7                             | 0.617                                    | 0.159  | Valid       |
| MK8                             | 0.508                                    | 0.159  | Valid       |
| MK9                             | 0.535                                    | 0.159  | Valid       |
| MK10                            | 0.573                                    | 0.159  | Valid       |
| <b>Working environment (X2)</b> |  |        |             |
| LK1                             | 0.560                                    | 0.159  | Valid       |
| LK2                             | 0.501                                    | 0.159  | Valid       |
| LK3                             | 0.482                                    | 0.159  | Valid       |
| LK4                             | 0.469                                    | 0.159  | Valid       |
| LK5                             | 0.581                                    | 0.159  | Valid       |
| LK6                             | 0.572                                    | 0.159  | Valid       |
| LK7                             | 0.691                                    | 0.159  | Valid       |
| LK8                             | 0.622                                    | 0.159  | Valid       |
| LK9                             | 0.544                                    | 0.159  | Valid       |
| LK10                            | 0.697                                    | 0.159  | Valid       |
| <b>Employee performance (Y)</b> |  |        |             |
| KP1                             | 0.490                                    | 0.159  | Valid       |
| KP2                             | 0.523                                    | 0.159  | Valid       |
| KP3                             | 0.525                                    | 0.159  | Valid       |
| KP4                             | 0.496                                    | 0.159  | Valid       |
| KP5                             | 0.531                                    | 0.159  | Valid       |
| KP6                             | 0.576                                    | 0.159  | Valid       |
| KP7                             | 0.685                                    | 0.159  | Valid       |
| KP8                             | 0.463                                    | 0.159  | Valid       |
| KP9                             | 0.501                                    | 0.159  | Valid       |
| KP10                            | 0.451                                    | 0.159  | Valid       |

Source: Primary data are processed (2016). MK: Working motivation, LK: Working environment, KP: Employee performance

Table 6: Reliability test results variable research

| Variable                 | Cronbach's alpha | Number of item | Description |
|--------------------------|------------------|----------------|-------------|
| Working motivation (X1)  | 0.867            | 10             | Reliable    |
| Working environment (X2) | 0.862            | 10             | Reliable    |
| Employee performance (Y) | 0.834            | 10             | Reliable    |

Source: Primary data are processed (2016)

of employees have reliable data, it is seen from Cronbach alpha values >0.70. This proves that this research can continue (Sugiyono, 2008).

### 4.3. Classical Assumption

Classic assumption test conducted to provide assurance that the regression equation obtained has accuracy in estimation, unbiased and consistent. In this research will be to test whether there is a disruption of normality, multicollinearity and heteroscedasticity.

Normality test there are two ways to detect whether residual normal distribution or not is by analysis of graphs and statistical tests (Kolmogorov-Smirnov). In the normal graph plots dots spread

around the diagonal line, and its distribution follows the direction of the diagonal line. Both graphs show that the regression model utilizable for the assumption of normality.

In addition to the analysis of the chart should be encouraged with a statistical test, in order to achieve better accuracy. Normality test statistically viewable by Kolmogorov-Smirnov test. Normality test results are statistically 0758 Asymp. Sig. (two-tailed). Based on the Kolmogorov-Smirnov test can be seen that the value unstandardized residual value Asymp. Sig.  $>0.05$ , this means that data is distributed normally.

Multicollinearity test was conducted to test whether the regression model found a correlation between the independent variables. Using the value of tolerance and variance inflation factor (VIF) and the magnitude of the correlation between the independent variables. Multicollinearity test results obtained VIF is under 10 ( $10 > 1.100$ ), and a tolerance value of  $0.567 > 0.1$ , it can be concluded not happen multicollinearity between independent variables.

Heteroscedasticity test aims to test whether the regression model occurred inequality residual variance from one observation to another. In heteroscedasticity errors that occur are not random but shows the systematic relationship in accordance with the amount of one or more variables.

Scatterplot of the graph in the Figure 3 above can be seen that the dots randomly spread, and spread both above and below zero on the Y axis.

#### 4.4. Multiple Correlation Coefficient (R)

This analysis is used to determine the relationship among three variables: The independent variable (work motivation, work environment) and the dependent variable (employee performance). Based on the results of the calculation of the  $R = 0.882$ , or 88.2%, this proves that all variables have a very strong relationship.

#### 4.5. The Coefficient of Determination

Based on the calculations, the value of adjusted  $R^2 = 0.775$  (77.5%), this shows that by using a regression model obtained in which

the independent variables, motivation and work environment has an influence on employee performance variable of 77.5%. While the rest ( $100\% - 77.5\% = 22.5\%$ ) is explained by factors or other variables that are unknown and not included in the regression analysis, such as leadership style, career development, organizational culture and others.

#### 4.6. The Coefficient of Determination ( $R^2$ )

Based on the results obtained from the regression coefficients above, it can be made a regression equation as follows:

$$Y = 3.023 + 0.404X_1 + 0.516X_2$$

In the regression equation showing the constant value of 3.023. It states that if the work motivation and work environment are considered constant or be 0 (zero), then the performance of employees will be increased by 3,023.

The regression coefficient on the variable work motivation of 0,404, this means that if work motivation increased by one unit then the variable performance of employees will be increased by 0,404. With a record of other variables held constant.

The regression coefficient on the variable working environment of 0.516, it means that if the work environment is incremented by one unit then the variable performance of employees will increase by 0.516. With a record of other variables held constant.

Based on the coefficient of determination regression test, there are many other factors that can affect employee performance, working motivation and working environment such as job satisfaction, leadership style, work discipline, morale and so forth.

1. Motivation and job satisfaction have positive and significant influence to performance either partially or simultaneously or in this context bias also to employee performance in general in company and other organization. The higher the motivation and job satisfaction of employees will have a positive impact on performance (Riyanto et al., 2017);
2. Work motivation and job satisfaction have positive and significant impact on organizational commitment and impact on employee/employee performance, (Masydzulhak et al., 2016) and;
3. Work discipline and morale have a positive and significant impact on Padang Dua primary employee service employee performance, either partially or simultaneously, (Agussalim et al., 2016).

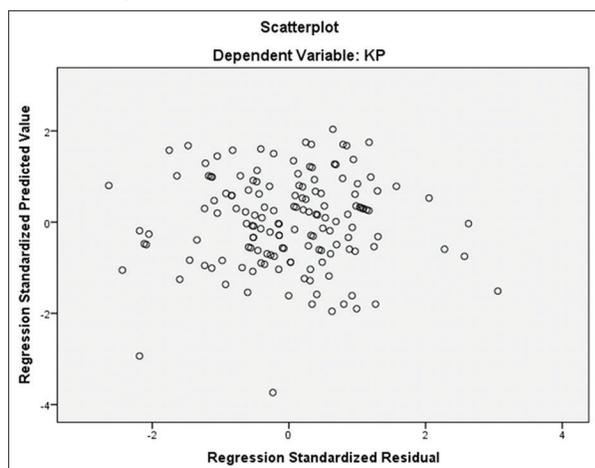
#### 4.7. Test Model and Hypothesis

Testing hypothesis: Research that aims to test the hypothesis generally explains the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation, (Ali and Nandan, 2013. p. 72).

#### 4.8. Simultaneous Test (F-test)

Simultaneous hypothesis testing aims to measure the influence of the independent variables together against the dependent variable. From the obtained value calculation  $F_{test} = 256.919$ . With

Figure 3: Test results of heteroscedasticity



a significance level of 5% and  $df1 = 2$  and  $df2 = 147$ , obtained  $F_{table} = 3.06$ . Because the value of  $F (256.919) > F_{table} (3.06)$  it can be concluded that two independent variables significantly contributed greatly to the dependent variable. It can be concluded that  $H_0$  is rejected and  $H_a$  accepted.

#### 4.9. Partial Test (t-test)

Hypothesis testing is partially intended to determine whether or not the partial influence of independent variables on the dependent variable. Based on t-test results to determine the influence of each independent variable partial (individual) on the dependent variable is as follows.

- a. Employee performance significantly influenced by work motivation:

Seen that work motivation  $t_{test}$  coefficient is 8.453, Medium  $t_{table}$  can be calculated in the table t-test, with  $\alpha = 0.05$ , for use hypothetical two-way, when looking  $t_{tabel}$ , the value  $\alpha = 2$  is divided into 0,025 and  $df = 148$  (obtained from formula  $n-2$ , where  $n$  is the number of data,  $150-2 = 148$ ).  $T_{tabel}$  obtained was 1.97.

Work motivation has a  $P = 0.000$ ,  $< 0.05$  means that a significant, whereas  $t_{test} > t_{tabel}$ , ( $8.453 > 1.97$ ), then  $H_a$  accepted and  $H_0$  rejected, so it can be concluded that the coefficient of work motivation is partially significant effect on employee performance.

- b. Employee performance significantly influenced by work environment.

Seen that  $t_{test}$  working environment coefficient is 10.277, medium  $t_{table}$  can be calculated in the t-test, with  $\alpha = 0.05$ , for use hypothetical two-way, based on  $t_{tabel}$ , the value  $\alpha$  is divided into 0,025 and  $df = 148$  (obtained from formula  $n-2$ , where  $n$  is the number of data,  $150-2=148$ ).  $T_{table}$  obtained was 1.97.

Work environment has a  $P = 0.000 < 0.05$  means that a significant, whereas  $t_{test} > t_{tabel}$ , ( $10.277 > 1.97$ ), then  $H_a$  accepted and  $H_0$  rejected, so it can be concluded that the coefficient of the working environment is partially significant effect on employees job satisfaction.

#### 4.10. Correlation between Dimensions

Based on the elaboration of the correlation between dimensions in the variable work motivation and performance of employees is seen that the relationship between the greatest dimension is the relationship between physiological dimension and the dimension of co-operation that is equal to 0.564 or 56.4%. While the relationship between the smallest dimension is the relationship between the dimensions of the award to the dimensions of co-operation that is equal to 0.249 or 24.9%.

Based on the elaboration of the correlation between the dimensions of the work environment variables with the performance of employees is seen that the relationship between the greatest dimension is the relationship between the dimensions of the physical environment with the dimensions of the initiative that is equal to 0.520 or 52%. While the relationship between the smallest dimension is the relationship between the dimensions of non-physical environment with the quantity of labor dimension that is equal to 0.289 or 28.9%.

## 5. CONCLUSION AND SUGGESTION

### 5.1. Conclusion

Based on the analysis and hypothesis testing has been done, the obtained dimensional variables are dominant and non-dominant which can be summarized as follows:

1. Based on the correlation between dimensions variable, where the correlation in variable work motivation (MK) with employee performance (KP) dimension variables that have the largest or most influential relationship is the relationship between the dimensions of physiological variables (MK1) with variable dimensions co-operation (KP4).
2. The correlation between work motivation (MK) with employee performance (KP) has the smallest or no dominant relationship especially relationship between award (MK4) with co-operation (KP4).
3. Based on the correlation between working environment (LK) with employee performance (KP), the dimension that have the greatest or most closely ties in effect, is the relationship between the dimensions of the physical environment (LK1) with initiative (KP5).
4. Based on hypothesis test, there are smallest correlation between non physical environment (LK2) with employment quantity (KP2).

### 5.2. Suggestions

Based on the research found that work motivation and work environment has an influence on employee performance, to improve the performance of employees may be given the following advice.

1. Suggestions relating to the work motivation variable affects the performance of employees:
  - a. Better remuneration and given an adjustment for staff working in accordance with the standards or achieve key performance indicators on IDX. Given this expected physiological side employees can be lifted and then be able to work so well that would trigger other employees to demonstrate performance or a good performance for the company.
  - b. The management of IDX is expected to pay more attention to rewards for employees in various ways including the provision of annual awards both for individuals or groups or divisions in exchange for gifts or domestic destination for holiday trips abroad, such religious pilgrimage trip and so on. With the award is expected to maintain good co-operation and in line with the good co-operation can increase the motivation of the employees.
2. Suggestions relating to the work environment variables affect the performance of employees:
  - a. Indispensable application of the working environment, especially physical work environment was good to support employee performance, it can be done with one of them is to review the application workspace is open space layout, so that then a good work space can create initiatives and ideas that are useful for companies and raises employee performance is good.
  - b. In improving the work environment in particular non-physical work environment, IDX is expected to provide

education and training improvements in order to increase the quantity of work of employees so that employees are expected to improve their competence and is able to give a good contribution to the company.

3. For those academics who wish to conduct similar research, it is advisable to examine the other variables in addition to motivation and work environment, because of the research done there are still other factors or variables that affect employee performance.

Of the suggestions that have been raised can be taken a few steps and strategies are operational and organizational include:

1. Operational strategy
  - a. To increase the remuneration and achievement through the provision of support tools to improve the performance and motivate employees.
  - b. Physical work environment by giving more attention to the room soundproof divider which sometimes cause noise and disturb other environments. For non-physical work environment as good relations between employees and management is enhanced, one of which can be realized with the program servant leaders in which a managerial role to provide services for their employees.
  - c. Every beginning of the year or once every 3 months is expected to drop right managerial role and provide motivation to employees through forums, speaking directly, or the inspection and do town hall meeting if necessary.
  - d. Conducting feasibility study or feasibility study for the concept of workspace that is open space to provide comfort for employees in the workplace to create a good performance for the company.
2. Organizational strategy
  - a. Creating a climate of organizational support.
  - b. Providing training in accordance with the competence of employees.
  - c. Hearing directly with the employee aspirations as wide open door or bulkhead that is by providing coaching clinic or career aspiration.
  - d. Applying the method whistleblowing system to employees in the workplace to get feedback and gain constructive suggestions from employees.

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