

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Research

Human resources are a valuable asset because they are the driving force of an organization that will have an immediate impact. Every company wants high-performing human resources, according to Agustina et al. (2016), because the achievement or failure of corporate goals is influenced by the performance of the company's human resources. According to Sedarmayanti (2009: 7), effectively managing human resources will enable an organization to achieve its objectives.

Employees are human resources who are assets for every organization, guaranteeing the achievement of the goals of an organization is the result of the performance of the employees themselves, both individually and in groups. If employees perform well, it will have a positive impact on the company or organization.

A university is a higher education and research institution, which awards academic degrees in various fields. In a university there are several faculties that have their own management in it. The faculty of Animal Science of Andalas University is one of the oldest faculties at Andalas University and has an increasing number of students every year, as we can see in table 1.1.

**Table 1.1 List of Active Students in Faculty of Animal Science, Andalas University**

No.	Year	Padang	
		S1 Regular	S1 Mandiri
1.	2020	284	64
2.	2019	243	70
3.	2018	284	23
4.	2017	191	87
5.	2016	252	11
6.	2015	74	0
Total		1328	255

Source : Archives of the Faculty of Animal Science

With the number of students increasing from year by year, the faculty must improve their quality, not only the performance of the teaching staff but also the educational service worker in helping students and lecturers in terms of service. Educational Service Worker have an important role in a university, as in table 1.2 below, we can see how the division of tasks and services for educational service worker at the Faculty of Animal Science in Andalas University, Padang, West Sumatera.

Employees who work at a university have their own important role to play in achieving the common goals or goals of the Faculty at the University itself, that's why they must maintain their performance well and even improve it to be even better in the future. (Kanzannudin, 2006) In the daily activities of the company, the management will supervise all employees, especially those whose performance has decreased both in quality and quantity, so management must take action to maintain employee performance so that it does not decreasing.

**Table 1.2 Work Performance of Educational Service Worker  
Faculty of Animal Science Andalas University  
2017 - 2019**

Position	Year	Employee Performance Target Value	Behavior				
			Service Orientation	Integrity	Commitment	Discipline	Cooperation
Head of administration	2017	90,15	91	92	93	93	91
	2018	90,55	89	89	89,5	89,5	90
	2019	89,21	90	89,5	89,5	89,5	90
Head of Subdivision of Academic and Student Affair	2017	89,41	93	91	89	90	89
	2018	88,1	89	88	89	89	89
	2019	89,17	90	89	89	89	89
Head of General and Finance Subdivision	2017	90,21	93	91,25	89,25	90,25	89,25
	2018	91,65	88	89	88	88	89
	2019	91,65	88	89	88	88	89
Academic Data Processing	2017	88,39	91	85	85,2	85,2	85,2
	2018	87,78	87	85,17	86	84,67	87
	2019	87,63	88,33	88	87,83	86,17	87,5
Academic Administration	2017	86,48	87,88	82,13	81,06	81,88	82,25
	2018	87,58	89	84,89	84,5	85,11	85,11
	2019	87,35	88,78	86,44	86,11	86,33	86,11
Student and Alumni Administration	2017	86,57	89	86	86	85	87
	2018	88,08	89	88	86	85	87
	2019	86,55	89	87	86	85	87
State Property Manager	2017	89,13	92	85,5	86	86	85,5
	2018	88,97	88	86	86	86	86
	2019	89,97	88	86	86	86	86
Data Manager for Program Implementation and Budget	2017	87,5	88,5	86	86	87,5	86
	2018	88,65	87,5	86,5	86,5	87,5	87
	2019	91,41	87,5	86,5	86,5	87,5	87,5
Correspondence Administration	2017	84,11	92,67	84,17	83,5	86,67	83,67
	2018	88,86	85	80,5	79	79,5	80,5
	2019	89,86	87	85	85	83	85
Personnel Administration	2017	-	-	-	-	-	-
	2018	87,64	86	83	82	81	82
	2019	87,28	88	85	85	84	84

Position	Year	Employee Performance Target Value	Behavior				
			Service Orientation	Integrity	Commitment	Discipline	Cooperation
Security officer	2017	86,66	91	80	79	80	79,5
	2018	86,25	87,5	81	80,4	81	80
	2019	86,41	87,5	81	80,4	81	81
Driver	2017	84,89	91	83	81	81	83
	2018	85,41	88	83	82	82	84
	2019	86,79	89	84	83,5	83	86
Young Learning Technology Developers	2017	93,33	93	88,5	88	88	87
	2018	89,12	90	89,5	88,58	89	88,56
	2019	89,3	90	90	88	89	88,56
First Learning Technology Developer	2017	88,05	89,5	82,5	84	83,5	83,5
	2018	88,23	88,5	87	87	87	87,5
	2019	87,89	89,5	87,5	88,5	86,5	88,5
Youth Expert Education Laboratory Institution	2017	-	-	-	-	-	-
	2018	90,01	83,5	88	80,5	80,5	81,5
	2019	91,08	88,25	89	90,5	87	86,5
Supervisory Educational Laboratory Institutions	2017	87,59	85,75	88,75	89,75	87,13	85,88
	2018	88,02	86	89,4	89,4	88,7	88
	2019	87,96	86,8	88,7	89,6	88,3	87,8
Maintenance of Facilities and Infrastructure	2017	-	-	-	-	-	-
	2018	87,75	86	80	82	82	81
	2019	86,82	86	85	85	84	85
Academic Information Manager	2017	-	-	-	-	-	-
	2018	86,96	87,5	86	85	85,5	85
	2019	87,8	88	88	87,5	85	85
Financial Manager / Assistant Expenditure Treasurer	2017	86,63	86	85,5	87	88	85,5
	2018	82,27	86	86	87	88	86
	2019	90,81	86	87	87	88	86

Source : Archives of the Faculty of Animal Science

The table 1.2 above is the yearly performance score of Educational Service Worker of Faculty of Animal Science Andalas University. Although the average value does not always increase significantly, employees shows a good performance

where they can achieve the target in term of quantity, which will have an impact on the services provided to students.

There are many factors that can affect the performance of employees in the workplace, which will have an impact on the company, both positive and negative. The contribution of human resources in an organization will determine the success or failure of the organization in achieving its goals in accordance with its vision and mission. Thus each individual must know with certainty what his main responsibility is, what kind of performance he must achieve and be able to measure himself according to the indicators of his success. Some of factors that can affect employee performance is work motivation, organizational commitment and work environment.

Kadarisman (2012) states that motivation is attitudes and values affecting individuals to achieve specific goals. According to Robbins (2015), work motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Based on the definition above, it can be concluded that work motivation drives employees of an organization to work together and use their ability to achieve the organization's goals.

In realizing the employee's desire to have high morale, the company must provide certain motivations to employees. Work motivation plays an important role because with this motivation it is expected that every employee will work hard and be enthusiastic and optimistic to achieve high work productivity.

According to Aamodt (2012), giving motivation to the organization aims to encourage the working spirit of employees to be willing to work hard by giving all

of their abilities. If an employee is motivated, he will be more satisfied with his work and will work more enthusiastically, which will ultimately improve his performance. Grote and Grote (2011), as well as Gomez-Mejia, Balkin, and Cardy (2012), argued that increasing employee motivation would lead to improved individual, group, and organizational performance.

The purpose of motivating employees is to create morale and increase the work productivity of the employees themselves. Employees who have high motivation, they will understand what they are doing. According to Mar'at (2000: 87), the commitment of an employee is influenced by several factors such as motivation, compensation, training, leader function, cooperation climate, morale, and conflict that happens in an office.

Highly performing employees will make the organization become easier to achieve its targets and goals. Providing encouragement in the form of motivation from superiors to subordinates that is carried out continuously will create good relationships between superiors and subordinates. Employees who are given encouragement will feel cared for, valued, and feel involved in organizational activities, then a commitment to the organization will grow. The process of commitment, of course, takes a long time, and there are many factors that influence it, one of which is motivation

As previously stated, human resources are critical for organizational effectiveness because they have a significant impact on supporting organizational competitive advantages through teams of dedicated employees. Because of its significant impact on organizational outcomes such as work performance,

organizational commitment has become one of the most popular work attitudes studied by practitioners and researchers (Meyer et al., 1993; Mowday et al., 1982). (Dirani, 2009; Yousef, 2000).

According to Lutans (2012), organizational commitment is attitudes that reflect employees' loyalty to the organization and a continuous process by which members of the organization concern on success and sustainable progress. Efendi & Sutanto (2013) states that organizational commitment is the emotional bonding of employees to the company in which the employees feel that they own the company and responsible for achieving the goals of the company.

Meyer and Allen (1997) defined organizational commitment as a strong belief in and acceptance of an organization's goals and values, as well as a willingness to expend significant effort on behalf of the organization and a strong desire to remain with the organization. In their review of the organizational commitment literature, researchers identified three general themes in the definition of commitment: commitment as an affective attachment to the organization, commitment as a perceived cost associated with leaving the organization, and commitment as an obligation to remain in the organization. They defined commitment as a psychological state or mind-set that increases an employee's likelihood of remaining with an organization. They believe that the view that commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization is shared by the three themes.

Employees can experience varying degrees of all three types of commitment, according to these themes.

The quality of service provided by educational personnel is one of the indicators of the performance of education personnel in higher education institutions including the Faculty of Animal Science, Andalas University. Based on the data obtained from table 1.2 regarding the Performance Evaluation of Educational Service Worker at the Faculty of Animal Science, Andalas University, this of course will also have an impact on the services that will be provided to students.

Moreover, the work environment is also the most important component in employees completing their work. The work environment is everything that is around the employees and can affect the employees themselves in carrying out the tasks assigned to them by the leadership (Nitisemito, 2008). The comfort created from this work environment affects the seriousness of employees at work so as to encourage employees to work better (Budiyanto and Oetomo, 2011). The work of environment in the company is very important for managing to pay attention to. The creation of a work environment that is comfortable, safe and pleasant is one way the company can improve employee performance.

Based on the background above, the writer analysed some variable that have impact on employee performance and decided to do research which titled:

**The Impact of Work Motivation, Organizational Commitment and Work Environment on the Employee Performance of Educational Service Worker at the Faculty of Animal Science Andalas University.**



## 1.2 Research Question

Based on the description in introduction, the research question can be formulated as follow:

1. How does *Work Motivation* give impact on *Employee Performance* of Educational Service Worker in Faculty of Animal Science, Andalas University?
2. How does *Organizational Commitment* give impact on *Employee Performance* of Educational Service Worker in Faculty of Animal Science, Andalas University?
3. How does *Work Environment* give impact on *Employee Performance* of Educational Service Worker in Faculty of Animal Science, Andalas University?

## 1.3 Objectives of the Research

Based on the formulation of the problem, the research objectives are as follows:

1. To examine *the impact of Work Motivation on Employee Performance*
2. To examine *the impact of Organizational Commitment on Employee Performance*
3. To examine *the impact of Work Environment on Employee Performance*

#### 1.4 Contribution of the Research

1. The results of the research conducted by researchers are expected to be learning materials in applying management science, especially human resource management.
2. The results of this study are expected to enrich human resources management, especially in the field of Work Motivation, Organizational Commitment and Work Environment.
3. The results of this study are expected to provide information to the Faculty of Animal Science, Andalas University regarding Work Motivation, Organizational Commitment and Work Environment
4. The results of this study are expected to be used as input and a basis for consideration for decision makers related to human resource development within government agencies in general, especially for education personnel in tertiary institutions related to the work motivation, organizational commitment, work environment and employee performance of educational service worker.
5. The results of this study are expected to be a reference for further research on human resource development related to work motivation, organizational commitment, work environment and employee performance.

#### 1.5 Scope of the Research

The scope of this research is about the Impact of Work Motivation, Organizational Commitment and Work Environment on Employee Performance.

Where the variables of Work Motivation, Organizational Commitment and Work Motivation will be measured through a questionnaire filled out by several respondents and for the scope of this study are educational service worker on duty on the campus of the Faculty of Animal Science, Andalas University in Limau Manis, Padang, West Sumatera.

## **1.6 Outline of Research**

In order to make it easier and moderate the forwarding of content, this research is divided into five chapters, they are:

### **Chapter I INTRODUCTION**

Chapter which contain the background of the research, the problem Statement, the objective of the research, the benefit of the research, the scope of the research and ended with the structure of writing.

### **Chapter II LITERATURE REVIEW**

This chapter contains description of theoretical variables that include the theories that support and underline the variables used in the research and framework. Including organizational culture, total quality management, organizational commitment, and employee performance. This chapter will as well provide the review of previous studies, and hypothesis development.

### **Chapter III RESEARCH METHOD**

In this chapter, the author put forward about the object of study, population data and data sources, techniques data collection, operational definitions of variables, data presentation techniques, and data analysis techniques.

### **Chapter IV ANALYSIS AND DISCUSSION**

This chapter contain about the result analysis of the research, the respondent description, descriptive analysis and respondent answer from the interview.

### **Chapter V CONCLUSION**

This chapter contained the conclusion of the conducted research, the implication, limitation and suggestion of the research.

