

# **The Influence of Work Environment on Employee Performance at PT XYZ Through Work Discipline**

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## **Abstract**

The industrial growth in Indonesia has experienced significant progress, especially in the automotive sector, which has greatly contributed to the country's economy. One of the companies operating in the automotive industry is PT XYZ, which focuses on heavy machinery in the fields of mining, construction, and energy—sectors that require strong and reliable heavy equipment support. In providing the best service to the public, PT XYZ is supported by the performance of its employees, particularly those in the Human Capital division who manage all employees at PT XYZ to ensure a well-organized operation that maintains the expected service quality. However, maintaining the stability of all employees' performance at PT XYZ has revealed that Human Capital employees are experiencing performance instability. This can be observed in the 32 (thirty-two) employees in the Human Capital division who have fluctuating performance and attendance rates. This research aims to determine the relationship and influence of the work environment on employee performance through work discipline at PT XYZ. Data collection for this research was carried out by distributing questionnaires to the 32 (thirty-two) employees/workers in the Human Capital division at PT XYZ. This study uses path analysis methods with the SPSS version 26 application.

**Keywords:** Work Environment; Employee Performance; Work Discipline

## **Introduction**

The automotive industry involves activities such as planning, refining, manufacturing, selling, and marketing motor vehicles, including heavy machinery designed by a company and subsequently sold universally. According to the Ministry of Industry of the Republic of Indonesia (Kemenperin RI, 2023), this automotive industry sector is experiencing developments that positively impact the country's income and competitiveness. The capabilities in the national automotive industry are considered good. Currently, there are at least 23 companies responsible for producing more than 2 million motor vehicles per year. Such a favorable condition undoubtedly provides a positive impact and becomes a national solution to address employment issues. Employment absorption will naturally align with the current industrial conditions, which is at 38,000 workers (Kemenperin RI, 2023).

Given this significant number, companies must be more attentive to managing human resources that align with each company's business processes. This also impacts the competition, directly or indirectly, among companies regarding the creation of efficient and effective human resource management systems to achieve the company's goals. Human resources are essential. According to Edison et al. (2016), Human Resource Management (HRM) focuses on maximizing an employee's capabilities through strategic steps aimed at enhancing employee performance to optimize the company's objectives.

Human Resource Management (HRM) can also be understood as a systematic process aimed at improving employee performance through team or individual performance development. According to Edison et al. (2016), employee performance is a measurement result within a specific period based on agreed-upon processes. Employee performance can be influenced by several factors, including corporate culture, work environment, compensation, motivation and recognition, leadership, competence, and others.

## **Literature Review**

### **Human Resource Management**

According to Edison et al. (2016), Human Resource Management (HRM) is a management science that aims to maximize employees' or workers' abilities through various strategic ways to enhance their performance to optimize a company's or organization's objectives.

According to Yusuf (2021), Human Resource Management is a science or art that has a systematic framework from managerial processes to policies for development and utilization to handle various issues. This makes Human Resource Management a dynamic management in utilizing and empowering human resources effectively and efficiently to achieve the company's goals.

Based on the above experts' opinions, it can be interpreted that Human Resource Management is a management science directly related to human resources, such as managerial

processes or efforts to optimize an employee's or worker's abilities to maximize outcomes in achieving the company's goals.

### **Employee Performance**

According to Colquitt et al. (2018), employee performance is the overall value of employees' contributions, whether positive or negative, to the company's goals.

According to Maria (2018), employee performance is the work result of an individual in terms of quantity and quality in performing tasks according to their responsibilities.

Edison et al. (2016) explain that employee performance is the result of a process measured over a certain period based on previously agreed-upon criteria.

Based on the above definitions, it can be concluded that employee performance is the work result encompassing quality and quantity aspects of an employee or worker, measured within a specific period according to agreed-upon tasks and responsibilities.

### **Work Environment**

According to Colquitt et al. (2018), the work environment significantly influences employees' conditions, whether positively or negatively affecting job performance.

Mardiana, cited in Sudaryo et al. (2018), defines the work environment as the surroundings in which employees or workers perform their jobs consistently.

According to Sedarmayati, cited in Sudaryo et al. (2018), the work environment is the general climate created by instruments and materials that can be seen from the work climate of employees, both technically and in other work methods.

According to Busro (2018), the work environment also includes physical and mental tranquility, meaning conducive working conditions.

Based on the above definitions of the work environment, the author interprets that the work environment is the surroundings of an employee or worker's workplace when performing their job to achieve the company's goals.

### **Work Discipline**

Work discipline is the awareness and willingness of individuals to comply with company and social regulations to achieve the company's goals (Fariska et al., 2022). To achieve optimal productivity, companies should pay attention to work discipline within the organization to sort out tasks and performance, thereby observing productivity levels.

According to Hartatik (2019), work discipline is a means for companies to maintain their existence. Good work discipline reflects employees' or workers' adherence to company regulations, ensuring tasks are carried out as planned.

Sinambela & Poltak (2016) state that work discipline is the ability of an employee or worker to work diligently and regularly according to the applicable guidelines and rules without violating company regulations.

Thus, based on the above definitions, work discipline can be understood as the ability of an employee or worker to work diligently and regularly according to company guidelines and rules, which is essential to maintain the company's existence and ensure tasks are executed as planned.

## **Material and Method**

The author conducted this research at PT XYZ, located in the eastern part of Jakarta. The research period was from March 2024 to April 2024, utilizing 2023 data.

According to Tarjo (2019), primary data is data obtained or collected directly or in its raw (original) form. Primary data is also original data obtained from initial sources and requires the author's direct involvement in the research. The primary data used in this research includes employees' perceptions in the Corporate Human Capital & Corpu Division of PT XYZ regarding the work environment, work discipline, and employee performance, presented in the form of questionnaire and interview results.

According to Tarjo (2019), secondary data is data obtained or collected by related parties and has undergone certain processes such as calculation. Secondary data is obtained from specific parties that the author can use in the research without the author's involvement in the secondary data results. The secondary data used in this research will be presented in the form of information from various media such as books, company reports, research reports, and others.

In this research, the author considers the Employee Performance of the CHCU (Corporate Human Capital and Corpu) Division at PT XYZ as the research object. This thesis aims to determine the influence of the Work Environment on Employee Performance at PT XYZ through Work Discipline. The research subjects are employees in the CHCU Division at PT XYZ. Therefore, the research scope includes the Work Environment as an independent variable, Employee Performance as a dependent variable, and Work Discipline as an intervening or mediating variable.

Since the total population in this research is less than 100, specifically 32 people, the sample used is the entire population, totaling 32 people. It can be said that the sample used in this research is a saturated sample. Glaser & Strauss (1967) in "The Discovery of Grounded Theory" state that

a saturated sample occurs when the collected data is sufficient to develop or understand consistent patterns or themes. In the context of this research, using the total population as a sample can be considered a saturated sample as it includes the entire population studied.

Direct observation is an activity conducted to collect data by directly investigating the situation or environment used in the research, providing the author with an understanding of the conditions to be processed and used in the research. This research was conducted in March 2024.

Interviews are question-and-answer activities with certain individuals as sources to obtain information or opinions on a matter for consideration in the research. The author will conduct direct interviews with several employees of PT XYZ.

A questionnaire is a survey or research tool containing questions to obtain responses from selected respondents. The author uses a closed-ended questionnaire with multiple-choice questions and does not include respondents' opinions. The questionnaire is filled out by employees in the CHCU Division at PT XYZ.

## **Design Study**

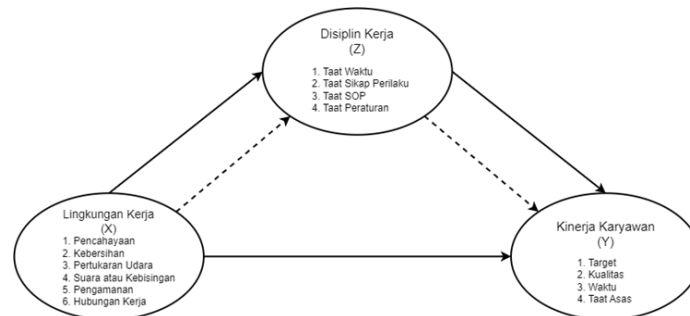
According to Siregar (2017), a research instrument is a tool used in research to obtain, process, and interpret information from respondents using a uniform measurement pattern. The author uses a research instrument in the form of a questionnaire distributed to employees in the CHCU Division at PT XYZ. The questionnaire used by the author is based on indicators from each variable used in this research.

According to Siregar (2017), a research hypothesis symbolized as  $H_a$  is a basic assumption of the researcher about an issue discussed in the research. In this research, the hypotheses proposed by the author as preliminary answers to the research problems are:

1.  $H_o$ : The Work Environment does not significantly influence Employee Performance at PT XYZ  
 $H_a$ : The Work Environment significantly influences Employee Performance at PT XYZ
2.  $H_o$ : The Work Environment does not significantly influence Work Discipline at PT XYZ  
 $H_a$ : The Work Environment significantly influences Work Discipline at PT XYZ
3.  $H_o$ : Work Discipline does not significantly influence Employee Performance at PT XYZ  
 $H_a$ : Work Discipline significantly influences Employee Performance at PT XYZ
4.  $H_o$ : The Work Environment does not significantly influence Employee Performance through Work Discipline at PT XYZ  
 $H_a$ : The Work Environment significantly influences Employee Performance through Work Discipline at PT XYZ

## **Data Analysis**

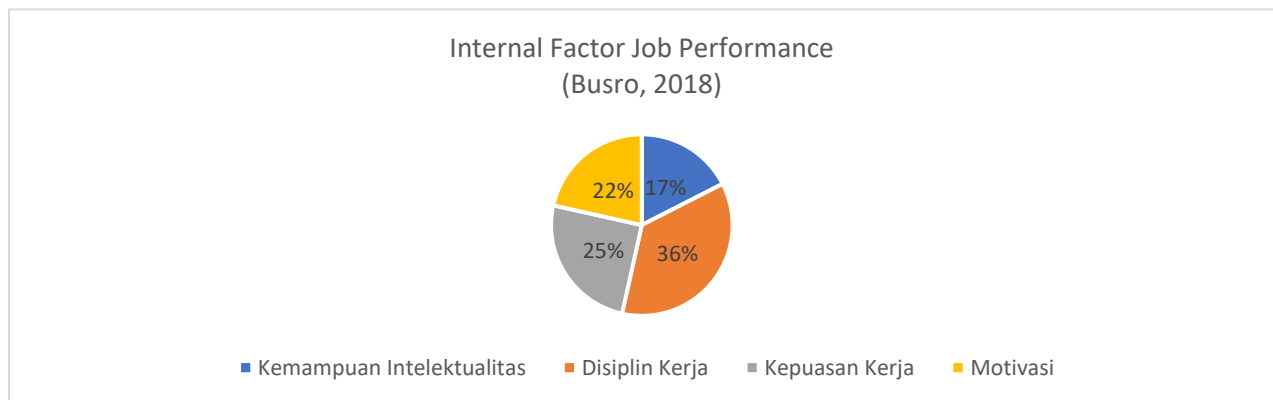
After compiling the research instrument, the next step is to distribute the questionnaire form online through social media. After obtaining the number of samples, the data was analyzed using SPSS using the help of SPSS 26 version.



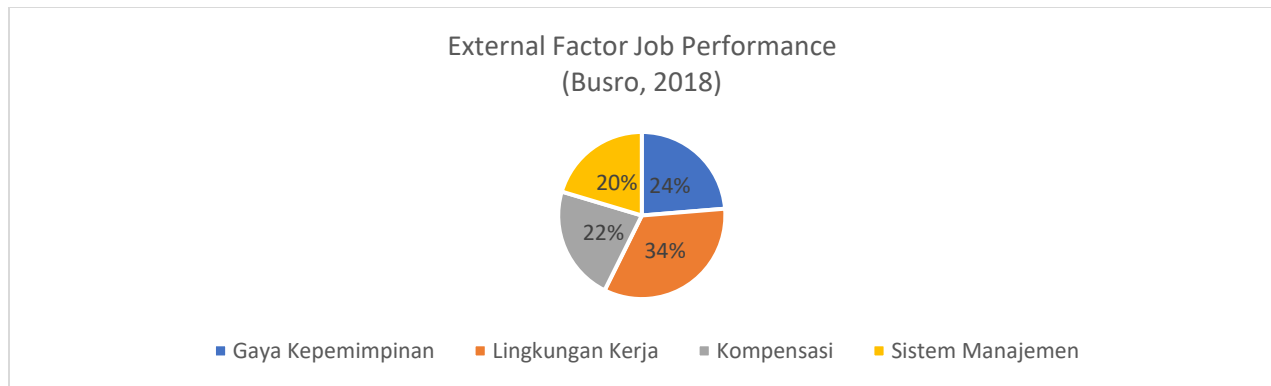
**Figure 1. Research Model**

*(Times new roman 12pts)*

## Result



**Figure 2. Internal Factor of Job Performance**



**Figure 3.** External Factor of Job Performance

To assist in understanding the pre-survey research results table, the author presents a pie chart illustrating the percentage of each factor affecting performance (Busro, 2018). It is evident that the highest percentage from each factor is 36% for internal factors derived from Work Discipline and 34% for external factors derived from the Work Environment. Therefore, the author interprets that the performance of employees at PT XYZ is largely influenced by work discipline and the work environment.

There are 3 stages in the data analytic, and the first is to analyze instrument. Second, classic analyze. Furthermore, the final step is path analyze. The internal consistency value is obtained by assessing Cronbach alpha (CA) and Composite Reliability (CR) values, as shown in Table. The recommended value to meet good reliability is above 0.7.

**Table 1.** Analysis Reliability

Criteria		
Recommended Value	Cronbach Alpha	Summary
0,70	0,712569463	Reliable
0,70	0.793350856	Reliable
0,70	0.847211847	Reliable

**Table 2.** Kolmogorov-Smirnov Test

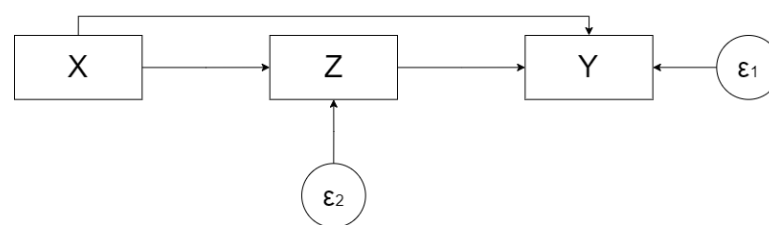
One-Sample kolmogorov-Smirnov Test				
		Unstandardized Residual		
		X terhadap Y	X terhadap Z	X, Z terhadap Y
N		32	32	32
	Mean	.0000000	0.0000000	0.0000000

Normal Parameters <sup>a,b</sup>	Std. Deviation	2.70807321	3.14683463	2.09048605
Most Extreme Differences	Absolute	0.102	0.144	0.106
	Positive	0.077	0.081	0.106
	Negative	-0.102	-0.144	-0.089
Test Statistic		0.102	0.144	0.106
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	.088 <sup>c</sup>	.200 <sup>c,d</sup>
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				
d. This is a lower bound of the true significance.				

In the table presented above, it can be seen that the Asymp Sig (2-tailed) values in all research models are 0.20 and 0.08. This indicates that the significant values are  $> 0.05$ , which can be concluded that each model has normally distributed data.

## Discussion

Path Analysis, also known as path analysis, is an extension of regression analysis, meaning regression analysis can be considered a special form of path analysis. Before understanding the path analysis method, the author must first understand the basic concepts of regression and correlation analysis. In this research, the author uses path analysis techniques with an application called SPSS, considering that path analysis is used to test a model of relationships between variables in the form of cause and effect. It also aims to explain the direct and indirect effects of exogenous and endogenous variables. The structural model of path analysis in this study is as follows:



**Figure 4.** Path Model

After understanding the structural model of path analysis in this research, calculations are performed using SPSS. The values of each path analysis model in the research are determined using the model summary and coefficient values or T hypothesis testing in SPSS. The calculations obtained are as follows:



Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.337 <sup>a</sup>	.114	.084	2.75284

a. Predictors: (Constant), Lingkungan Kerja

**Figure 5.** Model Summary Predictors Work Environment

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	28.372	4.064		.000
	Lingkungan Kerja	.311	.158	.337	.059

a. Dependent Variable: Kinerja Karyawan

**Figure 6.** Coefficients of Work Performance

It can be seen that the R Square value is 0.114 and the Sig.x value is 0.059.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 <sup>a</sup>	.444	.405	2.51155

a. Predictors: (Constant), Lingkungan Kerja, Kinerja Karyawan

**Figure 7.** Model Summary Predictors Work Environment, Work Performance

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8.497	6.007		.168
	Kinerja Karyawan	.739	.167	.652	.000
	Lingkungan Kerja	.040	.154	.038	.797

a. Dependent Variable: Disiplin Kerja

**Figure 8.** Coefficients of Work Performance, Work Environment

It can be seen that the R Square value is 0.444, the Sig.y value is 0.000, and the Sig.x value is 0.797.

### Conclusion, Implication, and Recommendation

This can be concluded that the effect of the value of X on Y with a significance value of 0.059, which is greater than 0.05, does not have an effect on each other. The effect of the value of X on Z with a significance value of 0.797, which is greater than 0.05, does not have an effect. The effect of the value of Y on Z with a significance value of 0.000, which is less than 0.05, has an effect on

each other. This shows that the work environment variable does not have a direct effect on employee performance. It can be said that the work environment variable does not affect work discipline. It is understood that the employee performance variable has a relationship with work discipline. This means that the company must pay attention to the discipline level of its employees to improve their performance. This will certainly have a positive impact if the company creates or develops regulations to support employee discipline for the continuous benefit of the company.

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