

WORK ENVIRONMENT AND WORK DISCIPLINE AS ANTECEDENT OF EMPLOYEE PERFORMANCE AT PT. X

Ovi Levia Arista¹

¹Faculty of Economics, Universitas Negeri Jakarta
Jakarta, Indonesia
ovileviarista@gmail.com

Agung Wahyu Handaru²

²Faculty of Economics, Universitas Negeri Jakarta
Jakarta, Indonesia
agung_1178@yahoo.com

Sholikhah³

³Faculty of Economics, Universitas Negeri Jakarta
Jakarta, Indonesia
sholikhah@unj.ac.id

Abstract

This research aimed to see how the work environment and discipline affected employee performance at PT. X, a Bogor-based housing building company. The study's population was 101 people, and the sampling method was saturated sampling, so the study's sample size was also 101 people. To analyze the research data, this study employs multiple linear regression analysis approaches. The findings revealed that the work environment and work discipline, either separately or together, significantly affected employee performance. Furthermore, these results imply that the higher the employee's work engagement and job satisfaction, the higher the employee's organizational commitment to the company.

Keywords: Work Environment, Work Discipline, Employee Performance

INTRODUCTION

In a company, employees are the main factor determining how well an organization will carry out its business activities. Employees are the main asset of an organization. This is because employees have a strategic role in the company, such as thinkers, planners, controllers, and implementers of organizational activities. The organization's future

survival will be determined by the quality of its personnel, particularly in terms of accomplishing short- and long-term organizational goals. Measuring the performance of these employees can reveal the quality of these employees.

Nasir *et al.* (2020) explain that employee performance points to a person's work based on their skill, experience, sincerity, and work time that is in line with their responsibilities while paying attention to the quality and quantity of their work. The skill and interest of the employee, the employee's knowledge of the work assigned, and the level of ability, willingness, and motivation of employees to accept their role are all critical aspects in a performance. The higher those elements above, the greater the employee's performance.

With this, all the resources owned by the company will not be used correctly if the employees in the company do not have good performance. Therefore, companies must be able to implement good HR management. But in practice, a company will face various challenges and obstacles that will hinder the company in improving the performance of its employees, both from the internal and external scope of the company.

This obstacle is felt by PT X, one of the companies engaged in housing construction located in Bogor. To provide the best service, various innovations are needed to attract customers. Therefore, employees are required to have good performance to provide the best service and help achieve the company's targets. However, in recent years, there have been problems in the performance of employees at PT X. This may be observed in the company's independent review of employee performance, which shows that staff performance has deteriorated over the last three years, from 2018 to 2020.

Researchers are attempting to determine what is causing the reduction in employee performance. From the company data provided to the researcher, it can be seen that the striking thing about the low employee performance that occurs is the poor discipline of the employees. This can be seen from the high frequency of employee absenteeism and the frequent delays, either late when they come to work or late when they collect the assigned tasks. This causes not many tasks to be completed, thus hampering employee performance in terms of work quantity and time efficiency.

In addition, the factors that hinder the performance of employees in the company are unfavorable workplace conditions. From the researchers' observations, employees feel less comfortable with their workplace, so they prefer to work outside the office or from home. Please note that this happened before the COVID-19 pandemic, which did require employees to work from home. This causes the completed tasks to not meet the company's targets, and the collaboration between employees is not carried out properly, thus hampering employee performance in terms of work quality and cooperation.

This phenomenon must be appropriately handled because employee performance is related to the short-term targets and goals of the company; therefore, evaluation and improvement are needed in the company so that employees can work optimally, which is indicated by the achievements and performance that can be achieved, especially in terms of work discipline and work environment.

There is a research gap regarding the effect of the work environment on employee performance. However, several studies, such as those conducted by Dheviests & Riyanto (2020), titled "The influence of work discipline, self-efficacy and work environment on employee performance in the building plant D department at PT. Gajah Tunggal Tbk," shows that the work environment has a significant effect on employee performance. Another study conducted by Kurniawan & Heryanto (2019) titled "Effect of work discipline and work environment on employee performance with work motivation as an intervening variable in Department of Tourism, Youth and Sport of Padang District." also shows that work environment has a significant effect on employee performance.

Meanwhile, a study conducted by Safira & Rozak (2020) titled "Influence of organizational culture, work environment, and competency on employee performance" shows that work environment does not significantly affect employee performance. Another study conducted by Wasiati (2016) titled "Leadership, work environment to the job performance of the employees with job satisfaction as the intervening variable" also shows that work environment does not significantly affect employee performance.

There is also exist a research gap regarding the effect of work discipline on employee performance. Several studies, such as those conducted by Sabita & Nuraini (2020) titled

“Influence of training, working environment and work discipline on the performance of millennial employees.” shows that work discipline has a significant positive effect on team member performance. Another study conducted by Septyanto & Pertiwi (2020) titled “The effect of motivation, work discipline and work environment on employee performance with job satisfaction as intervening variables.” also shows that work discipline has a significant positive effect on employee performance.

Meanwhile, a study conducted by Sanjaya (2020) titled “Effect of motivation, work discipline and compensation on employee performance at PT. BRI KC Surabaya Jemursari” shows that work discipline does not have a significant effect on employee performance. Furthermore, another study conducted by Kumarawati et al. (2017) titled “The effect of motivation on discipline and performance of employees at Regional Secretariat Denpasar City” also shows that work discipline does not have a significant effect on employee performance.

The data obtained is followed up by conducting a literature study to collect several academic references. Two factors are quite prominent from the problems described earlier, namely the work environment and work discipline. Moreover, several studies confirm that work environment and work discipline have a significant effect on employee performance. This background underlies the researcher to make this problem the basis of this research. Therefore, this study’s objectives are to find out the description of the work environment, work discipline, and employee performance in the company and to see whether the work environment and discipline have a significant influence on employee performance, either separately or not, together.

LITERATURE REVIEWS

Employee Performance

According to Putri *et al.* (2018), employee performance is the achievement of someone who comes from the work assigned to the employee, where the achievement is based on the employee's capabilities. Then Kurniawan & Heryanto (2019) explained that as a level of success from a person in completing his work. The performance of an employee is determined from the targets that have been previously set by the company. Then

Mangkunegara (2013) suggests the quality and quantity of work produced by employees to carry out the responsibilities and duties assigned to the employees.

Nasir *et al.* (2020) describe employee performance in more detail. Employee performance points to a person's work that is based on their skill, experience, sincerity, and work time that is in line with the responsibilities given to them while paying attention to the quality and quantity of their work. In addition, the skill and interest of the employee, the employee's knowledge of the work assigned, and the level of ability, willingness, and motivation of employees to accept their role are all critical aspects of performance. The higher those elements above, the greater the employee's performance.

From these explanations, employee performance can be explained as an employee's achievement based on the tasks assigned by the company to the employee.

Work Environment

According to Supardi (2003), the work environment is any circumstance that exists at the workplace that gives the appearance of being pleasant, safe, and comfortable to work in that area, both physically and non-physically. This is further explained by Kurniawan & Heryanto (2019), where the work environment is all things in the employee's workplace, both physical and non-physical, that can support employees in doing the work assigned to them. Physically, a clean, comfortable, and conducive work environment can support an employee's work performance. Non-physically, social relations with colleagues and superiors can also support work implementation.

From some of these explanations, the work environment can be explained as everything around the employee when they are doing their job, ranging from tangible and intangible things.

Several studies such as those conducted by Sarwani (2016), Wirya (2017), Putri *et al.* (2018), Prabowo *et al.* (2019), Kurniawan & Heryanto (2019), Dheviests & Riyanto (2020), Sabita & Nuraini (2020), Septyanto & Pertiwi (2020), Nasir *et al.* (2020), and Hamid & Riyanto (2020) state that the work environment has a significant influence on employee performance. This influence is explained by Dheviests & Riyanto (2020), where a good work environment will allow employees to be able to execute their duties

optimally, safely, and comfortably. Then, a good work environment will make it easier for employees to complete their work. In addition, an effective and efficient work system will be easier to create in a good work environment. A good work environment will also have a long-term impact on employees.

Then, Sabita & Nuraini (2020) also provide an explanation of this influence, where considering that work environment is an inseparable part of work, therefore if this work environment can support, or at least not hinder, employees in carrying out their work, then employees can achieve better performance results. Furthermore, if the work environment doesn't support or even hinders employees from carrying out their work, employees cannot achieve good work results.

Work Discipline

According to Wirya (2017), work discipline is compliance with the organization's written and unwritten rules. Then Kurniawan & Heryanto (2019) explained that work discipline is a person's attitude toward regulating existing work practices. Therefore, work discipline can be used as a tool for organizations to communicate with employees to improve their behavior and become more aware of and willing to follow its rules and conventions.

From these explanations, work discipline can be explained as employees' attitude and behavior towards the company's applied regulations, both written and unwritten regulations.

Several studies such as those conducted by Sarwani (2016), Wirya (2017), Putri *et al.* (2018), Prabowo *et al.* (2019), Kurniawan & Heryanto (2019), Dheviests & Riyanto (2020), Sabita & Nuraini (2020), Septyanto & Pertiwi (2020), Nasir *et al.* (2020), and Hamid & Riyanto (2020) state that work discipline has a significant influence on employee performance. This is explained by Nasir *et al.* (2020), wherein the organization, every employee will bring their dreams, hopes, and aspirations into the company. All of these things will form the employees' working behavior. If it can be appropriately directed, then the performance produced by employees will lead to accomplishing organizational goals, not just personal interests. Therefore, it's necessary

to have written and unwritten regulations and regulations to direct employees' work behavior to achieve organizational goals.

This is further explained by Rahmi et al. (2020), where the application of work discipline is expected to encourage employees to follow the rules so that there are no violations and the company's attitude can be handled at will. Discipline at work will ultimately show a good employee's dedication to his work. Dedicated employees tend to carry out their work responsibilities within the allotted time, optimal results. Therefore, if the employee discipline is better, the work performance will also get better. So it can be seen that discipline can affect the results of employee performance.

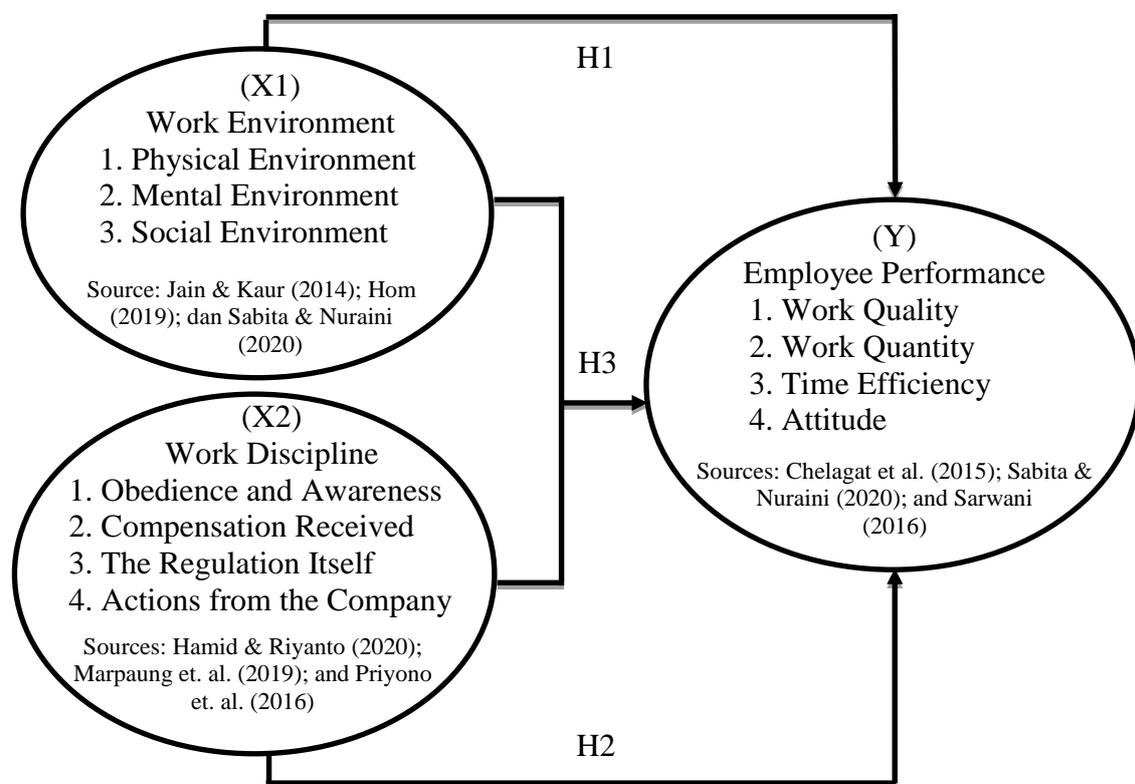


Figure 1. Research Model

Source: Data processed by author (2021)

Research Hypothesis

For the first hypothesis, Ho1 is "Work environment has no significant effect on employee performance at PT. X". For Ha1 is "The work environment has a significant effect on employee performance at PT. X".

For the second hypothesis, Ho2 is "Work discipline has no significant effect on employee performance at PT. X". For Ha1 is "Work discipline has a significant effect on employee performance at PT. X".

For the third hypothesis, Ho3 is "Work environment and work discipline have no significant effect on employee performance at PT. X". While Ha3 is "Work environment and work discipline have no significant effect on employee performance at PT. X".

RESEARCH METHOD

Researchers decided to research PT. X, which is one of the companies engaged in housing construction located in Bogor. The research began in January 2020 by conducting interviews with the company to find out the description and data about the problems that occur in the company related to the variables of this study. Furthermore, this research runs until March 2021. The population of this study consists of 101 company staff. For sample selection, the researcher used the saturated sampling method. Saturated sampling is the determination of the sample when all members of the population are used as samples. Therefore, the sample of this study is all staff who work at PT. X as many as 101 people.

This study uses quantitative methods, namely research that uses data analysis by describing the data numerically or through numbers. The goal of quantitative research is to create, test, and apply mathematical models, theories, and hypotheses that are relevant to the event or topic being studied. The research design used a descriptive and causal research approach. Descriptive research is defined as research that describes a characteristic of the variables studied. Meanwhile, causal research seeks to determine the cause of the dependent variable's association with the independent factors. (Sekaran & Bougie, 2010).

Statistic Descriptive

This study uses Likert Scales with four answer categories to examine how respondents' agree with the statements given.

Table 1. Research Answer Scale

Score	Answer Category
1	Strongly Disagree (STS)
2	Disagree (TS)
3	Agree (S)
4	Strongly Agree (SS)

Source: Data processed by author (2021)

To facilitate the researcher in interpreting the research results obtained from the results of the questionnaire answers from each variable, the researcher refers to the score interpretation criteria table as follows:

Table 2. Research Statistic Descriptive Category

Score Criteria	Work Environment (STS + TS)	Work Discipline (STS + TS)
0,00 – 25,01 %	Very Good	Very Good
25,01 – 50,00%	Good	Good
50,01 – 75,00%	Bad	Bad
75,01 – 100%	Very Bad	Very Bad

Source: Data processed by author (2021)

RESULT AND DISCUSSION

The descriptive analysis seeks to find out the general description of the company related to the research variables. For the work environment variable, the first dimension (Physical Environment) has a total STS + TS percentage of 56.43%, which indicates that this dimension is in a Bad category. This is because 59.4% of employees feel that air circulation in the workplace does not allow them to work optimally, and the temperature in the workplace interferes with their work. Then the second dimension (Mental Environment) has a total STS + TS percentage of 59.73%, which indicates that this dimension is in a Bad category. This is because 61.4% of employees feel that their tasks are not challenging and tiresome. Then the third dimension (Social Environment) has a total STS + TS percentage of 57.93%, which indicates that this dimension is in a Bad category. This is because 61.4% of employees do not have harmonious cooperation with their superiors. From the overall average of work stress variables, it can be seen

that the total percentage of STS + TS is 57.65%. Because of this, the work environment variable falls into the Bad category compared to score interpretation criteria.

For the work discipline variable, the first dimension (Obedience and Awareness) has a total percentage of STS + TS of 60.40%, which indicates that this dimension is in a Bad category. This is because 61.4% of employees do not always obey the applicable regulations in the company. Then the second dimension (Compensation Received) has a total STS+TS percentage of 56.40%, which indicates that this dimension is in a Bad category. This is because 56.4% of employees feel that the company's salary, rewards, and facilities are not commensurate and do not encourage them to behave in a disciplined manner. Then the third dimension (The Regulation Itself) has a total percentage of STS+TS of 60.37%, which indicates that this dimension is in a Bad category. This is because 61.3% of employees feel that the regulations that apply in the company do not make sense to be obeyed. Then the fourth dimension (Actions from the Company) has a total percentage of STS + TS of 58.73%, which indicates that this dimension is in a Bad category. 66.3% of employees feel that the company is still not good enough in providing preventive policies to improve employee discipline. From the overall average of work discipline variables, it can be seen that the total percentage of STS + TS is 58.98%. Because of this, the work discipline variable falls into the Bad category when compared to score interpretation criteria.

Table 3. Validity Test Results

Variables	Statements	Valid Statements
Work Environment (X ₁)	13	13
Work Discipline (X ₂)	12	12

Source: Data processed by author (2021)

The Validity test is used to see whether the questionnaire data used in the study is valid or invalid. This test uses the corrected item-total correlation method with a 5% significant level. If the statement's value of r count is more significant than the r table, the statements can be declared valid. From the table above, it can be seen that all statements from each variable passed the validity test.

Table 4. Reliability Test Results

Variables	<i>Cronbach's Alpha</i>	Results
Work Environment (X ₁)	,862	Reliable
Work Discipline (X ₂)	,866	Reliable

Source: Data processed by author (2021)

The Reliability test is used to determine the consistency of a research instrument, in this case, the questionnaire used. This test is a continuation of the validity test, with only valid items entering the test. The test results may be seen in the value of Cronbach's alpha, where if the value is more significant than 0.6, then the variable is declared reliable. From the table above, it can be concluded that the instruments used in this study are reliable.

Table 5. Normality Test Results

Variables	<i>Asymp. Sig. (2-tailed)</i>	Results
Work Environment (X ₁)	,519	Normal
Work Discipline (X ₂)	,269	Normal

Source: Data processed by author (2021)

The normality test is used to see whether the residual value from the regression is distributed normally or not. The test is executed using the Kolmogorov-Smirnov method, where if the significance value was > 0.05 , it means that the residual data were distributed normally. From the table above, it can be concluded that the research data is normally distributed.

Table 6. Linearity Test Results

Variables	<i>Linearity</i>	Results
Work Environment (X ₁)	,000	Linear
Work Discipline (X ₂)	,000	Linear

Source: Data processed by author (2021)

The linearity test is used to see if each independent variable has a linear relationship to the dependent variable or not. If the significant value of Linearity is less than 0.05, the

variables have a linear connection. Therefore, from the table above, it can be concluded that each independent variable is linear.

Table 7. Multicollinearity Test Results

Variables	VIF
Work Environment (X ₁)	1,581
Work Discipline (X ₂)	1,581

Source: Data processed by author (2021)

Multicollinearity test is used to see if there's a correlation between the independent variables in the research's regression model. The multicollinearity test is measured by looking at the value of the VIF (Variance Inflation Factor), if the value is lower than 5, it means that the study doesn't have multicollinearity. From the table above, it can be stated that there is no multicollinearity.

Table 8. Heteroscedasticity Test Results

Variables	Sig.
Work Environment (X ₁)	,585
Work Discipline (X ₂)	,550

Source: Data processed by author (2021)

The Heteroscedasticity test is used to see if there is an inequality in residual variance from one observation to the next in a regression model. The Glejser method is utilized in this test, and if the significance value between the independent variable and the absolute residual (ABS_RES) is more than 0.05, no heteroscedasticity problem exists. From the table above, it can be concluded that there is no heteroscedasticity.

Table 9. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1,764	,121		-14,624	,000
1 X1	,071	,004	,576	16,663	,000
X2	,069	,005	,497	14,386	,000

Source: Data processed by author (2021)

Multiple linear regression analysis is a method that can predict future situations using past data and can see the effect of two or more independent variables on one dependent variable. Based on the table above, the results can be explained as:

$$Y = -1.764 + 0.071 X_1 + 0.069 X_2$$

In the equation, the constant value is -1.764. If the variables of Work Environment and Work Discipline remain unchanged, the value of Employee Performance (Y) will be -1.764.

The Work Environment variable (X₁) has a coefficient of 0.071. This implies that if the Work Environment variable increases by one unit, the value of Employee Performance (Y) will increase by 0.071, provided the other variables remain constant.

The Work Discipline variable (X₂) has a coefficient of 0.069. This figure indicates that if the Work Discipline variable grows by one unit, the value of Employee Performance (Y) will increase by 0.069, providing the other variables remain constant.

The t-count value of the work environment (16.663) is more significant than the t-table value (1.984984), and the significance value of 0.000 is less than 0.05. These results show that the work environment has a significant effect on PT. X employees' performance, indicating that hypothesis Ha₁ is confirmed while hypothesis Ho₁ is rejected.

The work discipline has a t-count value of 14.386 (higher than the t-table value of 1.984984) and a significance value of 0.000 (less than 0.05). These results show that work discipline has a significant effect on the performance of PT. X employees, indicating that hypothesis Ha₂ is confirmed and hypothesis Ho₂ is rejected.

Table 10. F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84,557	2	42,278	612,747	,000 ^b
	Residual	6,762	98	,069		
	Total	91,319	100			

Source: Data processed by author (2021)

The F test determines how much all of the independent variables affect the dependent variable simultaneously. If the estimated F value is more than the F table or the significance value is less than 0.05, the hypothesis will be accepted. The independent variables have a significance value of 0.000, less than 0.05, as seen in the table above. This demonstrates that Ho3 is not accepted, whereas Ha3 is. As a result, it can be inferred that the Work Environment and Work Discipline simultaneously significantly affect PT. X's employee performance.

Table 11. Coefficient Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,962 ^a	,926	,924	,262

Source: Data processed by author (2021)

The coefficient determination test is used to determine how much each independent variable contributes to the dependent variable. The Adjusted R-Square value shows the coefficient of determination, which varies from 0 to 1. If this value is approaching one, the dependent variables may explain changes in the dependent variable's value. For example, the Adjusted R-Square value is 0.924, as can be seen in the table above. This shows that the variables of Work Environment and Work Discipline of PT. X's employees influence the performance of PT. X's employees by 92.4%, whereas the remaining 8.6 percent is influenced by other variables.

Based on the study results, the work environment has a significant positive effect on employee performance at PT. X. This shows that the better the work environment felt by employees, the higher the employee's performance. However, if the perceived work environment worsens, the employee's performance will decrease.

This influence is explained by Dheviests & Riyanto (2020), where a good work environment will allow employees to carry out their duties optimally, safely, and comfortably. Then, a good work environment will make it easier for employees to complete their work. In addition, an effective and efficient work system will be easier to create in a good work environment. A good work environment will also have a long-term impact on employees.

Then, Sabita & Nuraini (2020) also explain this influence, where considering the work environment is everything around the employee's workplace, the work environment becomes an inseparable part of work. Therefore, if this work environment can support, or at least not hinder, employees in carrying out their work, then employees can achieve better performance results. However, if the work environment doesn't support or even hinders employees from carrying out their work, employees cannot achieve good work results.

Nasir et al. (2020) also explain this influence. Considering the work environment affects employees in executing their everyday duties, good working conditions can make employees feel at home with their work. In addition, employees as human beings will always feel the need to forge a relationship with other people, leading them to their best results. Thus, the work environment (physically or not) will impact employee performance in doing their duties.

Ollukkaran & Gunaseelan (2012) explained that employee performance and productivity are influenced by their working environment. Processes, procedures, structures, tools, or situations in the workplace that have a positive or negative impact on individual performance are considered as a work environment. Policies, rules, culture, resources, work relations, work location, and internal and external environmental elements are also considered as a work environment and also affect how individuals perform their job functions in the workplace. As a result, the work environment has a significant impact on how engaged individuals are in their jobs and how devoted they are to the company. Employees who do not feel a good work environment will produce mediocre performance, while employees who feel a good work environment will produce extraordinary performance.

Lastly, Sunarsi et al. (2020) explain that the work environment is always directly related to employees because the work environment is a place where employees complete the tasks assigned by a company. In an environment that requires a conducive atmosphere, arrangement of places for various equipment and work equipment per activities, and arrangement of a conducive atmosphere among employees to facilitate the production process and completion of work. In addition, a work environment is also a place where

workers face directly from time to time in carrying out their work, so that workers will feel comfortable in doing their jobs. If the surrounding environment provides comfort in doing and completing work, employee performance results may be of high quality and completed on time.

Based on the study results, it can be concluded that Work Discipline has a significant positive effect on the Employee Performance of PT. X. This shows that the better the work discipline carried out by employees, the higher the employee performance will be. However, if the work discipline carried out is getting lower, the employee's performance will decrease.

This effect is described by Nasir *et al.* (2020), wherein the organization, every employee will bring their dreams, hopes, and aspirations into the company. All of these things will form the employees' working behavior. If it can be appropriately directed, then the performance produced by employees will lead to accomplishing organizational goals, not just personal interests. Therefore, it's necessary to have written and unwritten regulations and regulations to direct employees' work behavior to achieve organizational goals.

Then Dheviests & Riyanto (2020) explain that if employees can obey the regulations in the company, then employees can be well directed by the company to follow organizational goals, so it will be easy for employees to provide good performance. This is further explained by Rahmi *et al.* (2020), where the application of work discipline is expected to encourage employees to follow the rules so that there are no violations and the company's attitude can be handled at will. Discipline at work will ultimately show a good employee's dedication to his work. Dedicated employees tend to carry out their work responsibilities within the allotted time, optimal results. Therefore, if their discipline is better, their work performance will also get better.

Rizani & Oktafien (2020) explained that work discipline is expected of every human resource in the organization since, without it, the organization would not run smoothly or fulfill its objectives. Employees who are disciplined in their job since leaving their homes for work until they return home are more likely to perform well because they follow their regulations and work methods. This is explained by Maryani *et al.* (2021),

where a work discipline is an act that shows obedience, obedience to applicable regulations, loyalty, peace, and order. Good work discipline will improve the organization's quality, quantity, timeliness, effectiveness, and contribution. Therefore, increasing work discipline will improve the performance of employees.

CONCLUSION

Based on the results of the research that has been discussed, several conclusions can be drawn. First, description of the work environment felt by employees of PT. X belongs to the Bad category. This can be seen from the Physical Environment factor that employees feel is terrible because air circulation in the workplace does not allow employees to work optimally. Furthermore, the temperature in the workplace interferes with employees working. In addition, the Mental Environment factor is also wrong, which is because the tasks given to employees are less challenging and tiresome. Finally, the Social Environment factor is also bad, which is because employees do not have harmonious cooperation with my work superiors.

Then the Description of Work Discipline felt by employees of PT. X belongs to the Bad category. This can be seen from the Obedience and Awareness factor of poor employees, which is because employees do not always obey the regulations that apply in the Company. In addition, the Compensation Received factor is also bad, because the salary given to the Company is not commensurate with the employee's efforts to behave in a disciplined manner, the Company does not give rewards if the employee behaves in a disciplined manner, and the Company does not provide good facilities to help employees behave in a disciplined manner. Then the regulation factor itself is also bad because the regulations that apply in the Company do not make sense to be obeyed. Finally, the Action factor from the Company is also bad because the Company is not good enough in providing preventive policies to improve employee discipline.

Related to the study results, the work environment has a significant positive effect on employee performance at PT. X. This shows that the better the work environment felt by employees, the higher the employee's performance. However, if the perceived work environment worsens, the employee's performance will decrease. Then, Work

Discipline has a significant positive effect on the Employee Performance of PT. X. This shows that the better the work discipline carried out by employees, the higher the employee performance will be. However, if the work discipline carried out is getting lower, the employee's performance will decrease. Finally, the Work Environment and Work Discipline Model can predict Employee Performance at PT. X.

This research also has several implications for Company's management. In a work environment, many respondents positively respond to the "The interior at work helps me to work comfortably" statement. This implies that employees feel that the interior appearance of their workplace directly helps them to work comfortably. In a work environment, many respondents respond positively to the statement of "The company will give appropriate sanctions if I violate company regulations". This implies that the employees feel that the sanctions that have been applied by the Company are appropriate if employees violate disciplinary regulations in the Company..

For academic implications, the research's results regarding work environment are in line with the results from Sarwani (2016), Wirya (2017), Putri *et al.* (2018), Prabowo *et al.* (2019) and Kurniawan & Heryanto (2019), who stated that work environment has a significant positive effect on employee performance. In addition, the research's results regarding work discipline are in line with the results from Dheviests & Riyanto (2020), Sabita & Nuraini (2020), Septyanto & Pertiwi (2020), Nasir *et al.* (2020), dan Hamid & Riyanto (2020), who stated that work discipline has a significant positive effect on employee performance.

Based on these conclusions, the researcher provides several recommendations that can be applied by the company. For example, researchers advise the company to renovate the workplace to work more comfortably for work environment problems. In addition, the company can also provide more varied tasks to employees so that employees can have a broader and less monotonous work experience. Finally, the company can conduct an evaluation between superiors and subordinates. Each party evaluates the performance, character, and attitude of each other anonymously and separately so that superiors and subordinates can receive criticism and suggestions directly and on target.

Then for the problem of work discipline, researchers advise the company to socialize about the importance of compliance with company regulations. This is intended to provide employees with a better understanding of the benefits of compliance and awareness of company regulations. Then the company can evaluate compensation to employees by considering aspects of employee discipline and feedback from the employees themselves. This is so that all forms of compensation given to employees are commensurate with the employees' efforts in complying with company regulations. Then, the company can clarify and detail the regulations that apply within the company by changing or amending these regulations. This is intended so that the applicable regulations in the company can be appropriately obeyed by all parties. Finally, the company can make or improve preventive policies by involving employees as parties directly affected by these policies. This is so that all policies can meet the interests of both parties.

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