



Optimization of the work environment and observance of work discipline in improving employee performance

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ABSTRACT

Employee performance is an important factor influencing success. In an organization, this is one of the most important functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used the associative descriptive quantitative method with a population of 36 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis of the work environment has a significant effect on employee performance. Thus, the second hypothesis states that work discipline significantly influences employee performance. The third hypothesis is that employee performance is influenced by the work environment and work discipline, which can simultaneously improve and accelerate the improvement of employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

In facing competition in the global era, institutions are required to work more effectively and efficiently. Increasingly fierce competition causes institutions to be able to increase competitiveness to maintain their survival. Human resources are the most crucial element in determining the back-and-forth of an institution. To achieve the company's goals, human resources are needed to meet the requirements and needs of the institution. They can carry out tasks that the institution has determined. In general, each institution will always strive to improve its performance with the hope that its goal will be achieved (Danilenko & Perminova, 2022; Lopez et al., 2022). Resources are a company's most unique, vulnerable, purest, and hardest-to-estimate asset. Each employee has a different set of backgrounds, which will affect their respective expectations and, in turn, affect the dynamics of the relationship between humans and the company's organization (Putri et al., 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve

the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is affected by the work environment. The work environment is everything around the worker, which can affect him in carrying out the tasks charged. For example, cleanliness, music and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees (Andrews & Haskell, 2023; Yilmaz & Seren İntepeler, 2023). The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the environment of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023). The work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements as individuals and as a group. The work environment can be divided into two, namely, the physical work environment and the non-physical work environment (Suleiman, 2023; Yang et al., 2023). The work environment in a company is very important to get the attention of company leaders because a conducive and comfortable work environment will affect the effectiveness and productivity of employees in the company (Rydenfält et al., 2023).

In addition to the work environment, employee discipline factors must be considered. Discipline is the most important operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale, and realising the company's, employees', and society's goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change their behaviour to increase awareness and willingness to comply with company rules and regulations (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change their behaviour and to increase awareness and willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

Performance is defined as what employees do or do not do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviours in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

PT Mitsubishi Motors Krama Yudha Sales Indonesia is the official distributor of Mitsubishi Motors vehicles in Indonesia, both passenger and light commercial. Mitsubishi Motors vehicles have been present in Indonesia for more than 40 years. As of April 1, 2017, PT Krama Yudha Tiga Berlian Motors restructured its business and transferred the distribution business of Mitsubishi Motors brand passenger and light commercial vehicles in Indonesia to PT Mitsubishi Motors Krama Yudha Sales Indonesia. This restructuring aims to focus more on each market segment and respond and contribute to every request from each market segment quickly and flexibly. Through this organizational structure change, Mitsubishi aims to continue to develop and expand products and services with better quality, which is intended for loyal customers of Mitsubishi vehicles and the people of Indonesia. The shareholders of PT Mitsubishi Motors Krama Yudha Sales Indonesia are Mitsubishi Corporation, PT. Krama Yudha and Mitsubishi Motors Corporation. This research was

conducted at PT Mitsubishi Motors Serang Branch. This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. RESEARCH METHOD

This research was conducted at PT Mitsubishi Motors Serang Branch in Serang Banten. In this study, the method used by the author is quantitative descriptive research with a causal approach. The causal process is an analysis that will look for a picture of relationships, influences, impacts, and causal effects from various concepts or factors or, in some ways, designed in management science. The population in this study was employees of PT Mitsubishi Motors Serang Branch, which amounted to 36 respondents. A saturated sampling technique means the entire population is taken as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method of strongly disagree, disagree, doubt, agree, and strongly agree. Based on the research sample, only 36 respondents were obtained from the questionnaire that had been obtained. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through validity test analysis, reliability calculations, and then classical assumption tests including data normality. In this study, the author formulates a research hypothesis, the author formulates a hypothesis, namely: H1: The work environment has a significant influence on employee performance.

H2: Work discipline has a significant effect on employee performance.

H3: Work environment and work discipline have a significant effect simultaneously on employee performance.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be performed to show the extent to which the instrument method or measurement method of something is positively designed. Employee performance was measured using six statements, the work environment was measured using six statements, and work discipline variables were measured using six survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its value in the comparison of r-count with r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also obtained the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				0.976
EP_1	0.929	0,334	Valid	
EP_2	0.949	0,334	Valid	
EP_3	0.957	0,334	Valid	
EP_4	0.973	0,334	Valid	
EP_5	0.964	0,334	Valid	
EP_6	0.768	0,334	Valid	
Work Environment				0.972
WE_1	0.954	0,334	Valid	
WE_2	0.888	0,334	Valid	
WE_3	0.911	0,334	Valid	
WE_4	0.938	0,334	Valid	
WE_5	0.948	0,334	Valid	
WE_6	0.908	0,334	Valid	
Work Discipline				0.893
WD_1	0.353	0,334	Valid	
WD_2	0.799	0,334	Valid	
WD_3	0.791	0,334	Valid	
WD_4	0.825	0,334	Valid	
WD_5	0.892	0,334	Valid	

	Validity Convergent	r-table	Decision	Reliability Convergent
WD_6	0.746	0,334	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.334 , which automatically meets the data validity standard. An indicator is considered accurate if each r-calculate point of validity value $r > 0.334$. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.98405038
Most Extreme Differences	Absolute	.216
	Positive	.129
	Negative	-.216
Test Statistic		.216
Asymp. Sig. (2-tailed)		.070 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.070), which is residual data having a significance value greater than 0.05. It can be concluded that the data is normally distributed. The following multicollinearity test results can be seen in Table 3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Work Environment	.663	1.509
	Work Discipline	.663	1.509

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.509 and a Tolerance value of 0.663. The result of the decision for the multicollinearity test is that if the tolerance value (0.663) > 0.10 and VIF (1.509) < 10 , it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity. The results of the linear regression analysis can be seen in Table 4 below.

Table 4. Regression linear test

Model	Coefficients a			t	Sig.	
	Unstandardized		Standardized			
	B	Std. Error	Coefficients			
(Constant)	-.213	4.091	Beta	-.052	.959	
1	Work Environment	.633	.113	.665	5.589	.000
	Work Discipline	.326	.136	.284	2.392	.023

a. Dependent Variable: Employee Performance

A negative constant of -0.213 means that if the value of the variables of the work environment and work discipline is equal to zero, then the level or magnitude of employee performance is still -0.213. The regression coefficient of the work environment variable has a

positive value of 0.633, which means that if the value of the work environment variable increases one hundred %, employee performance increases 0.633 times. The value of the regression coefficient of the work discipline variable is positive by 0.326, and this explains that if the value of the work discipline variable increases by one hundred per cent, then the employee performance variable increases by 0.326 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hypothesis test

Variable	T-value	P-values	Result
WE → EP	5.589	0.000	Accepted
WD → EP	2.392	0.023	Accepted
WE & WD → EP	74.206	0.000	Accepted

Source: Results of research data processing 2024 Table 5.

The first finding that becomes hypothesis one is that work environment variables can significantly influence employee performance. This is following the hypothesis that the author has proposed. The work environment is everything around the worker, which can affect him in carrying out the tasks charged. For example, cleanliness, music and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees (Andrews & Haskell, 2023; Yilmaz & Seren İntepeler, 2023). The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the environment of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023).

The second finding in this study is that the variable of work discipline can significantly influence employee performance. Discipline is the most important operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale, and realising the company's, employees', and society's goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change their behaviour to increase awareness and willingness to comply with company rules and regulations (Suryawan & Salsabilla, 2022).

The third finding that became a hypothesis is that work environment variables and work discipline can significantly influence employee performance. The work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. The work environment can be divided into the physical work environment and the non-fi work environment (Suleiman, 2023; Yang et al., 2023). The work environment in a company is very important to get the attention of company leaders because a conducive and comfortable work environment will affect the effectiveness and productivity of employees in the company (Rydenfält et al., 2023). At the same time, work discipline can be interpreted as a manager communicating to his employees to change his behaviour to increase awareness and willingness to comply with company rules and regulations (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change their behaviour and to increase awareness and willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

4. CONCLUSION

From the discussion results, the first hypothesis states that work environment variables affect employee performance, meaning that the better the work environment, the more it increases. The second hypothesis is that labour discipline variables significantly influence employee performance. The higher the work discipline employees have, the higher their performance. The third hypothesis is that employee performance is influenced by the work environment and work discipline, which simultaneously accelerates employee performance improvement. Work environment variables and work discipline are included in the good category because the results of descriptive analysis often

show that they qualify as indicator analyses in the company. This needs to be considered, and it is necessary to maintain a harmonious relationship between employees, have a sense of togetherness between employees, and increase human resources. The company is expected to be able to improve the work environment and employee work discipline to be better than before while still paying attention to the rules that already exist in the company regarding discipline and adding several new rules in the form of strict sanctions against employees who are not disciplined, especially those related to punctuality while working. For future research, it is necessary to add research variables such as job satisfaction, organizational commitment, leadership so as to provide information in providing improved employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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