

THE INFLUENCE OF WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aimed to determine the effect of work discipline on employee performance, Work environment on employee performance and the Effect of Work Discipline and Work Environment on Employee Performance. This study uses a quantitative method by distributing questionnaires to all employees of PT. Eka Mas Republic Branch Tangerang, totaling 71 respondents with saturated sampling technique. The data obtained were then processed using SPSS statistical software version 26. This analysis included validity tests, reliability tests, classic assumption tests, simple regression analysis tests, multiple regression analysis tests, coefficient of determination tests, and statistical tests through t-tests and F tests. The t-test results show that work discipline and work environment partially positively and significantly affect employee performance. The F test simultaneously shows that work discipline and work environment ultimately impact substantially employee performance. The correlation coefficient is 0.926, meaning that the three variables have a firm level of relationship. The R² value is found to be 0.857, meaning that the influence of work discipline and work environment variables on employee performance is 85.7%, while the remaining 14.3% is explained by other variables not discussed in the study.

Keyword: Work Discipline, Work Environment, Employee Performance

1. INTRODUCTION

Human resources play a crucial role in determining a company's success. Effective management of these resources is essential for enhancing an organization's efficiency and effectiveness, and it is one of a company's core functions. Unlike inanimate objects, human resources are dynamic and require a different approach to control and oversee. Employee performance refers to the quality and quantity of work employees accomplish in fulfilling their responsibilities as defined by the company (Sherlie & Hikmah, 2020). A decline in employee performance can have a significant impact on the company. Performance is valuable as it underpins long-term strategies and serves as a means to evaluate, regulate, and enhance productivity within a company. PT. Eka Mas Republic in Tangerang is a company committed to supporting business operations and the well-being of its employees.

In February 2015, PT Innovate Mas Indonesia (IMI) underwent a name change and became known as PT Eka Mas Republik. Established in 2010, this company specializes in broadband interactive multimedia services and offers Quadplay 1 services within Indonesia. It provides a wide range of entertainment, information, and communication services through two brand names, HOME Links Old and Innovation. The company is dedicated to continual development and system improvement, exemplified by the launch of its latest product, MyRepublic. PT Eka Mas Republik utilizes two advanced fiber optic technologies, Hybrid Fiber Coaxial (HFC) and the newest Fiber To The Home (FTHH), to deliver its services. Thanks to its extensive fiber infrastructure, PT Eka Mas Republik can directly reach major cities in Indonesia. With a focus on reliability and high-speed Internet access through fiber, along with cutting-edge OTT broadcasting technology, the company is poised to revolutionize the broadband industry in Indonesia, making interactive multimedia services accessible to end consumers.

MyRepublic is firmly committed to making affordable internet access available to Indonesians. This commitment has seen success through MyRepublic's presence in 13 major cities, reaching 1 million homes, implementing digital transformation in sales and customer service, and introducing innovative products to enhance customer satisfaction. This accomplishment is a result of the hard work, dedication, integrity, meticulousness, and intelligence instilled in the company's work environment. There is great optimism that, with a winning spirit, a winning team, and a winning system, MyRepublic will continue to grow and become a source of pride for Indonesia, making it even better and more renowned.

To implement organizational or company rules, someone needs work rules and discipline. Employee work discipline is a guideline for all employees in behaving, acting, and behaving when carrying out their duties. Good work discipline reflects the extent of a person's responsibility for the tasks assigned to him. Employees who are disciplined in their work can be seen from the size of their presence on time, the quality of the work they provide, their way of working, honesty, and cooperation between employees and their superiors.

There are various ways to improve employee discipline, including job training, because training is an inseparable part of employee development efforts. Employees will gain self-confidence by providing training, which will influence work productivity. In this reality, researchers found various obstacles at PT Eka Mas Republic. There were still many training participants who did not attend, and there were still many employees who were often late, and sometimes performance needed to be achieved.

To ensure that employees carry out their work effectively, it is necessary to establish work discipline. Discipline shows a condition or attitude of respect that exists in the employee towards the applicable rules and regulations, so if existing rules or regulations are ignored or frequently violated, then Employees have poor discipline. According to Rivai (2018), Work Discipline is "a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms."

Based on field studies, employee performance, as seen from employee absenteeism, fluctuates yearly. In 2019-2021, with the average percentage for the last three years, the highest average employee absenteeism was in 2020, namely 15%, then in 2021, it was 13%, while in 2019 it was 10%. This is, of course, caused by poor work discipline among employees; this can also result in ineffective work and decreased employee work productivity. This is following the opinion expressed by Simamora (2017). If employee absenteeism exceeds 5% in a year, then this will strongly influence the company. This is, of course, caused by poor work discipline among employees; this can also result in ineffective work and decreased employee performance. Apart from work discipline, work environment factors are important in improving employee performance. A comfortable environment that supports the continuity of work in any company will have a significant impact on its employees and their performance, whether it is a positive or negative impact.

Afandi (2018) states that the work environment is everything around employees and can influence them in carrying out their tasks, for example, by having air conditioning, adequate lighting, and so on. These environmental conditions also affect the physical endurance of employees at work so that employees feel at home and do not get tired quickly while working in this environment. Thus, environmental conditions that should be considered are comfortable workplace conditions, reasonable work equipment, work safety conditions, and good relations between employees and leaders or employee relations with other employees in the overall organizational environment. The work environment is the most crucial variable that influences employee performance improvement. If the work environment is terrible, the result is direct losses, which can result in decreased employee performance.

The work environment is part of work design that can increase organizational effectiveness and productivity and ensure a good and conducive workplace. Management must also pay attention to the work environment for employees. According to Budianto (2015), the work environment for employees will significantly influence the course of agency operations. A conducive work environment will provide a sense of security for employees so they can work as optimally as possible. A proper work environment can create a comfortable working atmosphere and even make employees feel at home to complete their tasks and responsibilities, so it is hoped that it can improve employee performance. The work environment at PT Eka Mas Republic needs to be better. It can be seen from the observations regarding scanning machines entering and leaving work, called fingerprints, toilets, prayer rooms, and canteens.

Based on field data, PT Eka Mas Republic still needs more facilities. For example, there are four photocopiers in poor condition, two toilets in poor condition, two prayer rooms in similar condition, and three parking lots that need repair. However, several facilities can be considered good, such as the availability of twenty computers and three internet connections. Apart from physical facilities, field data also indicates that the work environment at PT Eka

Mas Republic has several aspects that do not meet expected standards, such as air temperature and communication between employees and superiors. In this context, employees have a central role in carrying out various company activities and have a very significant impact on the company's success. Even though advanced technology can replace the role of machines, employees remain an irreplaceable element in carrying out company operations. Therefore, employee performance is crucial because it reflects the work results that can be measured within the company's management framework.

According to the definition from the Bernardin and Russel dictionary cited in Priansa (2016), performance is described as the outcomes produced by individuals or groups in carrying out their tasks or activities during a specific period. From this definition, performance includes an individual's or group's ability to fulfill their responsibilities with results that meet the company's expectations. Individual performance can enhance company performance, as the two are closely intertwined. High performance serves as an indicator of employee quality and is crucial in achieving the company's objectives. Achieving optimal performance requires a high level of motivation from employees.

In achieving profitability, a company needs to pay special attention to employee performance. The work performance at PT Eka Mas Republic is also considered unsatisfactory. Field data from PT Eka Mas Republic shows that the monthly target achievement fluctuates and tends to decrease. In January, it reached 99.09%; in February, 98.18%; in March, 97.27%; in April, 93.04%; in May, 96.52%; in June, 95.65%; in July, 92.50%; in August, 91.67%; and in September 94.17%. Then, in October, it reached 95.83% but decreased to 87.50% in November and 86.67% in December. Thus, it can be observed that performance achievement experiences a monthly decline.

The issues identified at PT. Eka Mas Republic has become the focal point of in-depth research, intending to provide solutions and positive contributions to enhance the company's productivity and employee performance. The issue emphasized the most is discipline, as employee discipline plays a crucial role in achieving organizational objectives. Additionally, workplace noise disturbances, a need for more employee awareness in completing tasks on time, and suboptimal employee performance are also areas of concern.

Apart from the workplace environment, work discipline also influences employee performance. The quality of work discipline reflects how well employees fulfill their responsibilities. Therefore, managers try to ensure that their team members maintain good levels of discipline. This discipline encompasses punctuality, proper task completion, and compliance with company regulations.

2. LITERATURE REVIEW

2.1 Discipline

Discipline is a critical element of human resource management. The level of employee discipline reflects the extent of individual responsibility for assigned tasks. Managers play a crucial role in ensuring good Discipline among their subordinates. As expressed by Melayu S.P. Hasibuan (2019), Discipline is considered a primary operational function in human resource management and significantly impacts job performance. The definition by Singodimedjo in Edy Sustrisno (2019) explains that Discipline encompasses a person's willingness and readiness to adhere to the norms and rules in their surroundings. Strong Discipline accelerates the achievement of company goals, while weak Discipline can be a hindrance.

According to Mangkunegara (2015), there are three relevant types of work discipline:

1. Preventive Discipline aims to encourage employees to comply with company guidelines and rules, focusing on self-discipline development.
2. Corrective Discipline aims to ensure that employees continue to abide by company regulations.
3. Progressive Discipline, which involves applying more severe penalties for repeated violations.

Hasibuan (2017) emphasizes that good Discipline reflects how responsible an individual is for their tasks. This can enhance work motivation and help achieve organizational goals. Employees with high motivation tend to show positive attitudes such as loyalty, cooperation, pride, and commitment to their obligations.

Discipline is also a component of employees' mental attitudes toward work, industry, product quality, customer service, moral integrity, and reputation. The success of an organization in achieving its goals depends significantly on the Discipline it enforces.

Sutrisno (2016) identifies seven factors influencing work discipline: the size of compensation, motivating leadership, clear rules, courage in disciplinary actions, adequate supervision, employee concerns about sanctions, and the establishment of habits that support Discipline.

According to Siswanto in Sinambela (2016), some indicators of work discipline include attendance frequency, vigilance level, adherence to work standards, compliance with work regulations, and work ethics. These factors influence how employees adhere to Discipline in the workplace.

2.2 Work Environment

According to Widodo (2016), the work environment refers to the place where employees carry out their daily tasks with all the facilities and equipment necessary for their work. Afandi (2018:66) adds that the work environment includes elements such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the availability of work equipment. Joni & Hikmah (2022:556) consider the work environment a key component in employees' work activities. Sutrisno (2016:118) states that the work environment includes all the facilities and resources around employees that can affect the execution of their tasks.

According to Kaswan (2018:568), the work environment encompasses all factors around workers that can influence the execution of their tasks, including aspects such as cleanliness and ambiance, including elements like music. Kasmir (2019) states that the work environment includes the atmosphere and conditions around the workplace location, including workspace, layout, equipment, and working relationships with colleagues. Enny (2019) states that the work environment includes all factors around employees' workplaces that can affect their satisfaction in carrying out their job.

Therefore, a good work environment is a condition in which all elements, including facilities, equipment, as well as the atmosphere and working relationships, create a comfortable and safe situation for employees to carry out their tasks. This work environment has a significant impact on organizational performance. Sedarmayanti (2017) divides the work environment into two main types: the physical and non-physical work environments. The physical work environment involves physical factors such as buildings, equipment, employee facilities, and transportation facilities. Meanwhile, the non-physical work environment includes elements like harmonious working relationships between employees and management.

Indicators that affect the work environment, according to Sedarmayanti (2017), include lighting and illumination in the workplace, temperature in the workplace, noise levels, color schemes, and security. These factors have a direct influence on the comfort and productivity of employees in carrying out their tasks.

2.3 Employee Performance

According to Afandi (2018), performance measures how well an individual has executed the organization's strategy, whether in achieving specific goals related to their role or by demonstrating competencies relevant to the organization. Darmadi (2018) explains that employee performance is the work outcomes that individuals or groups in an organization can achieve in line with their responsibilities, to achieve the organization's goals legally, without breaking the law, and in line with ethics and morals. Hasibuan (2016) defines *performance* as the work outcomes individuals can achieve in carrying out tasks that fall under their responsibilities based on their abilities, experience, diligence, and time spent.

Thus, employee performance refers to employees' work outcomes, which encompass aspects of quality, quantity, work timeliness, and cooperation in achieving the goals set by the company. Performance is not limited to work outcomes but includes work discipline and employee behavior. Employee performance is influenced by several factors, as described by Gibson (2015), which include individual capability, effort put in, and support received from the organization. The relationship between these three factors is often expressed in the equation:

$$\text{Performance} = \text{Ability} \times \text{Effort} \times \text{Support}$$

Individual performance is enhanced when these three factors are present in the employee. Mangkunegara (2016) also identifies three factors that affect performance: individual factors (capabilities, background, and demographics), psychological factors (perceptions, attitudes, personality, and motivation), and organizational factors (organizational structure and job design). Wilson Bangun (2016) highlights the importance of job standards in assessing employee performance. Job standards encompass the amount of work produced, the quality of work, timeliness of completion, attendance, and the Ability to work collaboratively with colleagues. So, employee performance can be assessed from various aspects, including work outcomes, discipline, and behavior in achieving organizational goals.

3. RESEARCH METHODOLOGY

This research applies a quantitative approach, which aims to identify the influence and relationships between variables. This approach allows for theory development, explanation, and prediction of phenomena. The research is an empirical study that examines the impact of Discipline and Work Environment on Employee Performance. A direct survey method is used for observing the current situation, identifying issues, and collecting accurate data for future purposes.

The research location is PT. Eka Mas Republic at Ruko Malibu No.28, Lengkong Gudang, Kec. Serpong, Kota Tangerang Selatan, Banten 15321. The research was conducted over 6 months, from September 2022 to January 2023. The research sample includes the entire population, consisting of 71 individuals, using a saturation sampling technique.

Data collection is the process of obtaining the necessary information for measuring variables. Data collection methods include direct observation of PT. Eka Mas Republic Branch in Tangerang and the use of a questionnaire with a set of written questions focused on the research issues. The collected data is analyzed using Multiple Regression Analysis with the assistance of SPSS 24.00.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

The description of respondent characteristics reveals a general pattern within the research group. It was found that the majority of respondents in this study were male, totaling 38 employees, or approximately 53.5% of the total respondents. Based on the age data of the respondents, the majority of them fell within the age range of 25 to 30 years, comprising 65 respondents. In terms of educational level, it is evident that more than half of the respondents have a high school or vocational school background, totaling 40 respondents, or about 56.3%. Lastly, in the context of work experience, the majority of respondents had less than 1 year of work experience, with a total of 27 respondents, or approximately 38.1%.

4.2 Validity and Reliability Test

Table 1. Validity Test

Dicipline (X1)			
No	R Count	R Table	Info
1	0,687	0,233	valid
2	0,843	0,233	valid
3	0,904	0,233	valid
4	0,917	0,233	valid
5	0,808	0,233	valid
6	0,925	0,233	valid
7	0,945	0,233	valid
8	0,938	0,233	valid
9	0,943	0,233	valid
10	0,938	0,233	valid

Work Environment (X2)			
No	R Count	R Table	Info
1	0,903	0,233	valid
2	0,869	0,233	valid
3	0,863	0,233	valid
4	0,788	0,233	valid
5	0,891	0,233	valid
6	0,794	0,233	valid
7	0,897	0,233	valid
8	0,931	0,233	valid
9	0,874	0,233	valid
10	0,877	0,233	valid
Performance			
No	R Count	R Table	Info
1	0,946	0,233	valid
2	0,924	0,233	valid
3	0,928	0,233	valid
4	0,887	0,233	valid
5	0,943	0,233	valid
6	0,957	0,233	valid
7	0,904	0,233	valid
8	0,913	0,233	valid
9	0,923	0,233	valid
10	0,953	0,233	valid

Source: SPSS 24.00, 2023

Based on Table above, the variables Dicipline (X1), Work Environment (X2), and Performance (Y) have correlation coefficients (r count) that are above the value of 0.233, which means (r count > r Table). This indicates that they have a good level of validity and are considered valid.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Standar Cronbach's Alpha	Info
Dicipline	0.963	0.6	Reliable
Work Environment	0.963	0.6	Reliable
Performance	0.982	0.6	Reliable

Source: SPSS 24.00, 2023

Based on the data, it is evident that all the items for the variables Work Discipline (X1), Work Environment (X2), and Employee Performance (Y) are considered reliable. This reliability is confirmed by the Cronbach's Alpha value being greater than 0.60.

4.3 Classic Assumption Test Results

4.3.1 Normality Test

Table 3. Normality Test

One-Sampel Kolmogorov-Smirnov Test		Unstandardized
N		71
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	5,00000000
Most Extreme Differences	Absolute	0,055
	Positive	0,055
	Negative	0,055
Test Statistic		0,055
Asymptotic Significance (2-tailed)		200 ^{c,d}
a. Test distribution is Normal.		
b. Lilliefors Significance Correction		
c. Lilliefors Significance Correction		

Source: SPSS 24.00, 2023

From Table above, it is observed that the number of observations, denoted as N, is 71. The one-sample Kolmogorov-Smirnov test yields a significant value of 0.200. This value is greater than or equal to 0.05, as indicated by the statement: "0.200 > 0.05." Therefore, the hypothesis is accepted because the data is normally distributed.

4.3.2 Multicollinearity Test

Table 4. Multicollinearity Test

Model	Collinearity Statistics		
	Tolerance	VIF	
1	(Constant)		
	Disiplin	,26	3,7
	Work Environment	,26	3,7

Source: SPSS 24.00, 2023

The results of the multicollinearity test in the table above indicate that the variable "Disiplin Kerja" (X1) has a tolerance value of 0.268, and the variable "Lingkungan Kerja" (X2) also has a tolerance value of 0.268. Furthermore, the VIF (Variance Inflation Factor) for both variables is 3.732, and the values are the same. Both the tolerance and VIF values are greater than 0.10 and less than 10. Therefore, there is no indication of multicollinearity issues in this regression model.

4.3.3 Autocorrelation Test

Table 5. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	,876a	,768	,764	5,018	2,279

a. Predictors: (Constant), Diciplin, Work_Environment
b. Dependent Variable: Performance

Source: SPSS 24.00, 2023

Based on Table above, the DW value of 2.279 is greater than the upper limit of du , namely 1.673 and less than $4-du(4-1.704) = 2.296$ ($1.704 < 2.279 < 2.296$), it can be concluded that there is no autocorrelation.

4.3.4 Heteroscedasticity Test

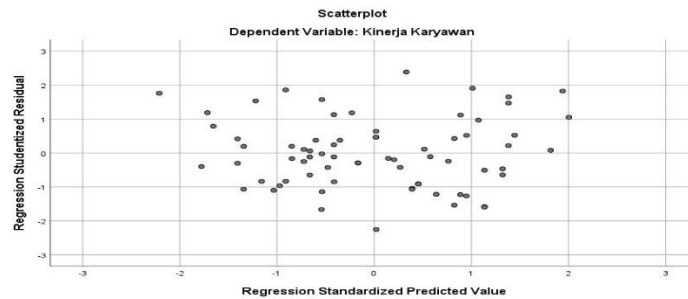


Figure 1. Heteroscedasticity Test

Figure 1 depicts the results of the heteroskedasticity test using a scatterplot, where the spread of residuals appears to be random and without any discernible pattern. Therefore, it can be concluded that the model is free from heteroskedasticity.

4.4 Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	5,446	2,114		2,577	,012
	Dicipline	,535	,097	,552	5,487	,000
	Work_Environment	,347	,091	,384	3,819	,000

a. Dependent Variable: Performance

The regression analysis results in the table above provide the regression equation: $Y = 5.446 + 0.535(X1) + 0.347(X2)$. Based on this equation, it can be concluded as follows:

1. The constant has a value of 5.446. This indicates that if we do not consider the variables Work Discipline (X1) and Work Environment (X2), then Employee Performance (Y) will have a value of 5.446 points.
2. The Work Discipline Coefficient (X1) of 0.535 means that if we maintain a constant value and there are no changes to the Work Environment variable (X2), every 1 unit change in the Work Discipline variable (X1) will result in a change of 0.535 points in Employee Performance (Y). The significance value (sig) of 0.000 for the partial influence of Work Discipline on Employee Performance indicates that there is a statistically significant influence between the Work Discipline and Employee Performance variables. The significance value (sig) of 0.000 for the partial influence of Work Environment on Employee Performance indicates that there is a highly significant statistical influence between the Work Environment and Employee Performance variables.
3. The Work Environment Coefficient (X2) of 0.347 means that if we maintain a constant value and there are no changes to the Work Discipline variable (X1), every 1 unit change in the Work Environment variable (X2) will result in a change of 0.347 points in Employee Performance (Y).

Table 7. Simultaneous Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6408,243	2	3204,122	203,678	,000 ^b
	Residual	1069,728	68	15,731		
	Total	7477,972	70			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Diciplin, Work_Environment						

The test results in the table above indicate that the F-Table value (203.678) is greater than the F-Value (F-Hitung) of 3.134. Therefore, we can conclude that there is a significant combined influence of Work Discipline and Work Environment on Employee Performance at PT. Eka Mas Republic Branch in Tangerang.

Table 8. Correlation and Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the
				Estimate
1	,926a	,857	,853	3,966
a. Predictors: (Constant), Work_Envirnment				
b. Dependent Variable: Performance				

Based on the test results presented in the table above, the coefficient of determination (R-squared) is found to be 0.857. This indicates that the variables Individual Characteristics and Work Environment have an influence of 85.7% on Employee Performance. The remaining 14.3% is influenced by other factors not examined in this research.

4.5 Discussion

Tight work discipline, encompassing aspects such as punctuality, adherence to rules, and timely task execution, consistently positively impacts employee productivity. Employees who consistently adhere to discipline tend to experience fewer disruptions in their work processes, ultimately enhancing work efficiency. Furthermore, a strong work discipline also reflects a positive work culture. A discipline-based work culture encourages employees to focus more on their tasks and work diligently. This creates a more productive work environment and contributes to an overall improvement in employee performance.

This study also indicates that work discipline positively impacts job quality. Employees who maintain a high level of discipline tend to produce higher-quality work. This means that the work they perform is of a higher standard, which, in turn, affects overall performance. Work discipline is closely related to better time management as well. Employees with good work discipline can manage their time efficiently. They can identify tasks that need prioritization and complete them within the target time frame. This, in turn, results in efficiency and increased productivity in the workplace.

The study's findings demonstrate that work discipline is not only a result of better employee performance but also a cause of it. Employees with higher levels of work discipline naturally tend to achieve better job performance.

Therefore, work discipline may play a motivating role that encourages employees to achieve better performance in their work. Hence, the results of this study clearly state that work discipline plays a significant role in improving employee performance, and the recommendation is that company management should consider strategies to promote and maintain good work discipline among employees to enhance overall productivity and performance within the company.

A conducive work environment has a significant impact on employee performance. This is supported by various factors involving employee motivation, the ability to collaborate and communicate effectively with colleagues, reducing stress levels, and adequate facilities and resources. Moreover, a work environment that supports employee development and well-being is crucial in improving overall performance.

Motivation is a fundamental cornerstone of employee performance, and a comfortable and safe environment encourages employees to give their best. Effective collaboration and communication allow better access to information and resources, which, in turn, enhances productivity. A work environment that reduces psychological stress on employees positively affects their performance, as high-stress levels tend to impact productivity.

Adequate facilities and resources minimize task completion obstacles, enabling employees to achieve better results. The ability for self-development through training and development also creates high motivation. Employees who are satisfied and comfortable with the work environment tend to be more committed and perform better.

In other words, these findings underscore the importance of companies or organizations in designing and managing a work environment that supports these aspects. Creating a motivating, collaborative, and stress-minimizing environment, along with providing facilities, development opportunities, and well-being, will improve employee performance. The results of this research are consistent with various management and psychology theories that emphasize the vital role of a positive work environment in achieving optimal performance and employee productivity.

5 CONCLUSIONS

There is a significant influence of Work Discipline and Work Environment on Employee Performance at PT. Eka Mas Republic Branch Tangerang, as demonstrated by the regression equation $Y = 5.446 + 0.535 (X1) + 0.347 (X2)$. The correlation coefficient of 0.926 indicates a very strong relationship between these three variables.

Furthermore, the coefficient of determination or the contribution of the effect at 0.857, which is equivalent to 85.7%, indicates that Work Discipline and Work Environment have a substantial impact on Employee Performance. However, the remaining 14.3% may be influenced by other factors not included in this study.

The hypothesis test shows that the F-Value (203.678) exceeds the F-Table value (3.134), thus rejecting H03 and accepting Ha3. This result confirms that Work Discipline and Work Environment have a significant impact on Employee Performance at PT. Eka Mas Republic Branch Tangerang. It is important to note that the standout indicator in this study is Attendance, which has an average score of 4.09, indicating good attendance levels. Overall, the Employee Performance variable has an average score of 4.01, indicating good performance in general.

The results of this study contribute positively to the understanding of how Work Discipline and Work Environment affect Employee Performance and can serve as a guide for PT. Eka Mas Republic Branch Tangerang in improving the productivity and performance of their employees.

Suggestion

Based on the questionnaire results obtained from the research related to Work Discipline, Work Environment, and Employee Performance, the author would like to provide the following recommendations:

1. Regarding the Work Discipline variable, especially the Compliance with Work Standards indicator, although the average scores of respondents indicate a good assessment, leaders should consider strengthening existing rules and paying more attention to employees. This will help enhance employees' sense of responsibility and improve their performance optimally.
2. Concerning the Work Environment variable, attention should be given to the air temperature control indicator. Although the average scores of respondents show a good assessment, the company should be more proactive in

maintaining the facilities used by employees, such as performing regular maintenance on devices like air conditioning. This will create a more efficient and comfortable working environment.

3. In terms of the Employee Performance variable, especially the Work Quantity indicator, the average scores of respondents indicate a fairly good assessment. However, the company should pay more attention to reminding employees about the importance of quantity in their work. Furthermore, the company should conduct regular performance assessments and provide feedback to employees. This will help improve overall employee performance.

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