

Employee Performance Optimization Through Work Discipline and Work Environment: Empirical Study in East Java Provincial Plantation Office

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ABSTRAK

Penelitian ini berjudul *Optimalisasi Kinerja Pegawai Melalui Disiplin Kerja dan Lingkungan Kerja : Studi Empiris di Dinas Perkebunan Provinsi Jawa Timur*. Tujuan penelitian ini untuk mengetahui dan menganalisis bagaimana cara meningkatkan kinerja para pegawai melalui Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Dinas Perkebunan Provinsi Jawa Timur. Metode pengambilan sampel yang digunakan adalah sampel jenuh. Sampel dalam penelitian ini sebanyak 82 responden. Teknik pengumpulan data dengan kuesioner. Data yang digunakan dalam penelitian ini adalah data primer yang diperoleh melalui Kuesioner. Uji validitas instrumen menggunakan rumus *Correclation Bivariate*, sedangkan uji reliabilitas menggunakan *Cronbach Alpha*. Alat ukur terbukti valid dan reliabel untuk instrumen penelitian. Analisis regresi berganda digunakan untuk uji hipotesis penelitian ini. Hasil penelitian menunjukkan bahwa: hasil uji *F* nilai $\text{sig } 0,001 \leq 0,05$. Maka artinya variabel disiplin kerja dan lingkungan kerja berpengaruh secara simultan terhadap variabel kinerja pegawai. Sedangkan hasil uji *t* variabel disiplin kerja (*X1*) dan variabel lingkungan kerja (*X2*) berpengaruh secara parsial terhadap kinerja pegawai (*Y*) dengan nilai $\text{sig } 0,001 \leq 0,05$. Berdasarkan hasil analisis dapat disimpulkan bahwa secara simultan maupun parsial disiplin kerja dan lingkungan kerja berpengaruh signifikan terhadap kinerja pegawai di Dinas Perkebunan Provinsi Jawa Timur.

Kata Kunci: Disiplin Kerja; Lingkungan Kerja; Kinerja Pegawai

ABSTRACT

This research is entitled *Optimising Employee Performance Through Work Discipline and Work Environment: Empirical Study at the Plantation Office of East Java Province*. The purpose of this study was to determine and analyse how to improve the performance of employees through Work Discipline and Work Environment on Employee Performance at the Plantation Office of East Java Province. The sampling method used is saturated sample. The sample in this study were 82 respondents. Data collection techniques with questionnaires. The data used in this study are primary data obtained through questionnaires. The instrument validity test uses the *Bivariate Correclation* formula, while the reliability test uses *Cronbach Alpha*. The measuring instrument proved to be valid and reliable for the research instrument. Multiple regression analysis was used to test the hypothesis of this study. The results showed that: *F* test results sig value $0.001 \leq 0.05$. So it means that the work discipline and work environment variables simultaneously affect the employee performance variable. While the results of the *t* test work discipline variable (*X1*) and work environment variable (*X2*) partially affect employee performance (*Y*) with a sig value of $0.001 \leq 0.05$. Based on the results of the analysis, it can be



concluded that simultaneously and partially work discipline and work environment have a significant effect on employee performance at the Plantation Service of East Java Province.

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

INTRODUCTION

In the function of government to meet the demands of development and services to the community in this reform era, the government is faced with very heavy and complex challenges in the various tasks and jobs it faces, because of the era of globalisation and increasingly fierce competition, public organisations such as the Plantation Service in East Java Province (Disbun Jatim) face great challenges to improve employee performance in order to achieve organisational goals. The role of Human Resources (HR) affects the efficiency and results of the organisation directly. This is stated by Imron (2018: 125) that performance does not come by itself but performance must be managed by the organisation and to measure employee performance it needs to be examined properly, if employee performance increases, success will affect the achievement of an organisation's goals. Meanwhile, according to Ery Teguh Prasetyo & Marlina (2019: 22) performance is something that must be managed by an organisation, and with management there also needs to be a measurement to find out how effective the management of the performance is, with the measurement, the possibility of success of an organisation will be affected. As is known, the performance of disbun jatim has not been optimal, marked by several disbun programmes that have not been achieved 100%.

One of the factors that influence employee performance is work discipline. In the context of public organisations, including the East Java Provincial Plantation Office, work discipline is considered the main foundation that influences employee behaviour. Discipline is a medium used by the management of a company or organisation to ensure that workers can increase awareness and social norms that apply in an organisation or company to get maximum results (Hasibuan & Silvya, 2019). However, this statement is still not in accordance with the conditions of work discipline in the plantation office of East Java province, marked by the high average absenteeism presentation in 2023, many employees were late and left early, namely 29.03% per year out of 82 employees.

Apart from work discipline, the work environment is also one of the influences in improving employee performance. Soelistya et al, (2021: 45) state that in the world of work in a company there are many supporting aspects that support the running of a company / agency, including examples of employees, work equipment, work environment and others. In the context of the work environment, each member of an organisation has his own interests and goals in the organisation, therefore the work environment is one of the important aspects in the world of work as a whole which ultimately has an impact on increasing the level of employee performance (Marianus Subianto, 2018: 109).

Based on this explanation, the authors are interested in conducting deeper research on 'The Effect of Work Discipline and Work Environment on Employee Performance of the East Java Provincial Plantation Office'.

By understanding the influence of discipline and work environment on employee performance at the Plantation Office of East Java Province, the results of this study are expected to provide valuable insights for organisational management to improve policies, managerial practices, and work environment in order to achieve optimal efficiency and effectiveness. In addition, the findings of this study are expected to provide conceptual and practical contributions to the literature of human resource management and public administration.

METHODS

The method used in this research is a survey method with a quantitative approach. Quantitative method is a method whose purpose is to study and understand the situation that occurs in the field with realistic circumstances so that the information provided to the public is objective and relevant to the hope that the study can be achieved. Quantitative research according to Hardani et al (2020: 240) is a systematic scientific study of parts and phenomena and their relationships. The variables that will be discussed in this study are:

1. Variable X1 is work discipline which consists of indicators: punctuality (X1.1), responsibility (X1.2), obeying the rules (X1.3)
2. Variable X2 is the work environment as consisting of indicators: work atmosphere (X2.1), relationships with colleagues (X2.2), availability of work facilities (X2.3)
3. Variable Y, namely employee performance, consists of indicators: work quality (Y1.1), work quality (Y1.2), timeliness (Y1.3), effectiveness (Y1.4), commitment (Y1.5).

Sugiyono (2013: 215) states that population is a generalisation area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were 82 employees of the East Java Provincial Plantation Service. The data collection technique in the study is primary data obtained directly from the research questionnaire submitted to the object. In collecting this data using a questionnaire data collection technique by making a list of questions that will be used to test the questionnaire.

The measurement carried out is using a Likert scale according to Sumartini et al (2020: 3) is a psychometric scale commonly used in questionnaires, and is the most widely used scale in research in the form of surveys and research because it is the easiest scale to use. To see the effect of work discipline and work environment on employee performance in this study, the authors used quantitative analysis, among others:

1. Instrument Test
 - a. Validity
 - b. Reliability
2. Classical Assumption Test
3. Hypothesis Test

RESULT AND DISCUSSION

Respondent characteristics are important to analyse because data on respondent characteristics can show certain behavioural characteristics. The characteristics of respondents analysed in this study are age, gender and length of work. Data was obtained by distributing questionnaires to 82 respondents and a return rate of 100% was successfully collected again.

Table 1. Characteristics of Respondents Based on Age

Ages	Total	Percentage
26-35	27	32,9%
36-45	25	30,5%
46-55	17	20,7%
56>	13	15,9%
Total	82	100%

Source: results of questionnaire distribution

Based on age characteristics, it can be seen that those who dominate filling out the questionnaire are between 26-35 years old (32.9%).

Table 2. Characteristics of Respondents Based on Gender

Gender	Total	Percentage
Male	33	40,2%
Female	49	59,8%
Total	82	100%

Source: results of questionnaire distribution

Based on gender characteristics, it can be seen that the plantation service employee respondents who filled out the questionnaire who dominated were female (59.8%). This is because the population of plantation service employees in East Java province is mostly female.

Table 3. Characteristics of Respondents Based on Length of Service

Length of Service	Total	Percentage
2-10	33	40,2%
11-20	25	30,5%
21-30	15	18,3%
31-35	9	11,0%
Total	82	100%

Source: results of questionnaire distribution

Based on the characteristics of the length of service, it shows that the respondents of the plantation service employees who filled out the questionnaire who dominated were the length of service between 2-10 years (40.2%).

Table 4. Validity Test

No	Variable	R Count	R Table	Conclusion
1.	Work Discipline			
	X1.1	0,909	$\geq 0,217$	Valid
	X1.2	0,814	$\geq 0,217$	Valid
	X1.3	0,912	$\geq 0,217$	Valid
2.	Work Environment			
	X2.1	0,921	$\geq 0,217$	Valid
	X2.2	0,908	$\geq 0,217$	Valid
	X2.3	0,797	$\geq 0,217$	Valid
3.	Employee Performance			
	Y1.1	0,808	$\geq 0,217$	Valid
	Y1.2	0,796	$\geq 0,217$	Valid
	Y1.3	0,641	$\geq 0,217$	Valid
	Y1.4	0,593	$\geq 0,217$	Valid
	Y1.5	0,742	$\geq 0,217$	Valid

Source: Results of data processing from SPSS Version 27.0

From the table above, it can be seen that the correlation of each statement item has a value of r count greater than r table, so that based on the validity test it can be seen that all statement items in the work discipline and work environment variables are declared valid and can be used as research instruments.

Table 5. Reliability Test

Variable	Cronbach Alpha	Conclusion
Work Discipline (X1)	0,853	Reliable
Work Environment (X2)	0,841	Reliable

Employee Performance (Y)	0,767	Reliable
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Source: Results of data processing from SPSS Version 27.0

The table above shows that the results of testing the reliability of all indicators of the independent variable and the dependent variable show reliability, because the Cronbachs Alpha value is greater than 0.6 so it is stated that all indicators are proven to be reliable.

Classical Assumption Test Analysis Results

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	82
Normal Parameters ^{a,b} Mean	.0000000
Std. Deviation	1.54157496
Most Extreme Differences Absolute	.085
Positive	.060
Negative	-.085
Test Statistic	.085
Asymp. Sig. (2-tailed) ^c	.200 ^d

Source: Results of data processing from SPSS Version 27.0

Based on the results of the Kolmogorov - Smirnov (K-S) normality test output, it is known that the significance value of Asymp. Sig (2- tailed) of 0.200 is greater than 0.05, so in accordance with the basis for decision making in the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed. Thus the assumption or requirement of normality in the regression model has been fulfilled based on the SPSS output table, it is known that the significance value of Asymp. Sig (2-tailed) of 0.200 is greater than 0.05 so that in accordance with the basis for decision making in the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed. Thus the assumption or requirement of normality in the regression model has been fulfilled.

Table 7. Multicollinearity Test

	Model	Collinearity Statistics	
		Tolerance	VIF
1	Disiplin Kerja	.573	1.744
	Lingkungan Kerja	.573	1.744

Source: Results of data processing from SPSS Version 27.0

From the output results above, it shows that the tolerance value is greater than 0.100 and VIF is less than 10.00. From these results it can be concluded that there are no symptoms of multicollinearity.

Table 8. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.254	.376		3.339	.001
Work Discipline	-.046	.038	-.176	-1.199	.234
Work Environment	.040	.045	.132	.898	.372

Source: Results of data processing from SPSS Version 27.0

Based on the output above, it is known that the significance value (sig). for the work discipline variable (X1) is 0.234 and the work environment (X2) is 0.372. because the value of the two variables is greater than 0.05, then in accordance with the basis for making decisions on the Glejser test, it can be concluded that there are no symptoms of heteroscedasticity. The output above shows the significance value (sig). for the work discipline variable (X1) is 0.313 and the work environment (X2) is 0.566. because the value of the two variables is greater than 0.05, then in accordance with the basis for decision making on the glejser test, it can be concluded that there are no symptoms of heteroscedasticity.

Table 9. Multiple Linear Regression Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.698	.629		2.701	.008
Work Discipline	.835	.064	.640	13.045	.001
Work Environment	.603	.075	.392	7.999	.001

Source: Results of data processing from SPSS Version 27.0

From the output results of multiple linear regression analysis, the equation that can be formed is $Y = 1.698 + 0.835X_1 + 0.603X_2 + e$.

Table 10. Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.891	.888	1.56097

Source: Results of data processing from SPSS Version 27.0

From the output of the coefficient of determination (R²), it is known that the R Square value is 0.891, it concludes that the contribution of the influence of the independent variable to the dependent variable simultaneously (together) is 89.1%.

UJI HIPOTESIS

Table 11. Output of t test (partial test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.698	.629		2.701	.008
	Disiplin Kerja	.835	.064	.640	13.045	.001
	Lingkungan Kerja	.603	.075	.392	7.999	.001

Source: Results of data processing from SPSS Version 27.0

Based on the output above, it is known:

- The sig. value of variable X1 is 0.001 (<0.05) and the t-count is $13.045 > t\text{-table } 1.664$, it concludes that variable X1 has an effect on variable Y.
- The sig. value of variable X1 is 0.001 (<0.05) and the t-count is $7.999 > t\text{-table } 1.664$, it concludes that variable X1 has an effect on variable Y.

Table 12. F Test (Simultaneous Test)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1574.385	2	787.193	323.068	.001 ^b
Residual	192.493	79	2.437		
Total	1766.878	81			

Source: Results of data processing from SPSS Version 27.0

Based on the output above, it is known that the sig. value is 0.001 (<0.05) and F-count $323.068 > F\text{-table } 3.112$, it concludes that the independent variable has a significant effect simultaneously (together) on the dependent variable.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, the following conclusions can be drawn:

1. From the results of the analysis with the t test, it can be concluded that partially there is a significant influence between the work discipline variable (X1) on employee performance (Y), thus the first hypothesis which reads 'It is suspected that the work discipline variable (X1) has a partial effect on employee performance (Y)' is proven and declared accepted as true. The results of this study are in accordance with previous research conducted by (Aggraini & Meithianan Indrasari, 2022) which shows that work discipline has a significant positive effect on employee performance. The results of the analysis show that the work environment variable (X2) on employee performance (Y) shows that it partially affects the employee performance variable (Y), which means that there is a unidirectional relationship that the better the work environment owned by employees, the higher the employee performance (Y) at the Plantation Service of East Java Province. Thus the second hypothesis which reads 'It is suspected that the work environment variable (X2) partially affects employee performance (Y)'

is proven and declared accepted. The results of this study are in accordance with previous research conducted by (Syaputra & Purnomo, 2023) which shows that the work environment has a significant positive effect on employee performance.

2. Through the F test from the results of multiple regression statistical analysis, it can be concluded that the independent variables have a significant effect simultaneously (together) on the dependent variable. Thus, the better the work discipline and work environment in the East Java Provincial Plantation Office, the better or better employee performance will be. Thus the third hypothesis which reads 'It is suspected that the work discipline variable (X1) and the work environment variable (X2) simultaneously affect employee performance (Y)' is proven and declared accepted. The results of this study are in accordance with previous research conducted by (Romadhona et al, 2024) which shows that it is significant together or simultaneously between the independent variables, namely work discipline, and the work environment on the dependent variable of employee performance. In principle, the results of the study are no different from several previous studies, namely the factors of work discipline and work environment on employee performance.

Based on the research results and conclusions, the suggestions that can be made are:

1. To be able to realise the level of performance of employees of the plantation office of East Java province, it is better to be able to maintain and optimally improve the work discipline factor that is already good by coming and going home on time, being responsible and obeying the rules.
2. For other researchers who are interested in developing this research, it is recommended to develop research by adding other variables not discussed in this study, and further sharpen the study through the development of question items using different samples and locations.

The limitation of this study is the small number of samples, which can be as many as 82 samples. Maybe more will be better for this research.

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