

ANALYSIS OF WORK ENVIRONMENT, WORK DISCIPLINE AND COMPETENCIES ON EMPLOYEE PERFORMANCE AT PT. PERKEBUNAN NUSANTARA IV REGIONAL I MEDAN

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Abstract

The research analysis aims to find out whether work environment, work discipline and competence influence employee performance. The data analysis technique used is an associative research method with the help of the SPSS version 19 program. This research uses multiple linear regression analysis. The sample in this study was 55 respondents. Primary data collection uses a questionnaire. The research results show that Work environment has a partially positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan. Work discipline has a partially positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan. Competence has a partially positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan. The work environment, work discipline and competence simultaneously have a positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan.

Keywords : work environment, work discipline and employee competence and performance

1. INTRODUCTION

Employees are assets and function as capital (non-material/non-financial) in a business organization which can be realized into real physical and non-physical potential in realizing the existence of the organization. According to Mangkunegara (2019) human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of remuneration, integration and separation of workforce in order to achieve organizational goals. Human resources will work optimally if the organization is effective in managing human resources. Usually, human resource development will improve employee performance so that the quality of work is also higher and will lead to the realization of the organization's goals. According to (Kasmir, 2019) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. One indicator for measuring the quality of human resources can be seen from employee performance. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests.

Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. (Hasibuan, 2018). Factors that can influence employee performance levels are the work environment (Kasmir, 2019). According to (Sedarmayanti, 2019) work environment is the conditions around the workplace that will affect employees both directly and indirectly. As well as all the tools and materials encountered, the surrounding environment in which a person works, their work methods, and work arrangements both as an individual and as a group. Afandi (2018) the work environment is something that exists in the workers' environment which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate. The factor that causes the decline in employee performance is the low level of employee discipline. According to (Mangkunegara, 2019) work discipline aims to strengthen organizational guidelines. Discipline is a strength that every Human Resource should have. If employees have a high awareness of work discipline in their respective organizations, then work morale will increase and company goals can be achieved. Discipline is not only seen from employee compliance with matters relating to the quality of attendance, absenteeism and tardiness,

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but is broader than that. Apart from discipline regarding attendance hours, there is also discipline regarding work conditions (procedures), discipline regarding work coordination, discipline towards achieving work quality, and so on. Competence is an important factor that can encourage employee performance (Kasmir, 2019). The competencies needed by an employee are those who have superior work characteristics, are able to adapt when situations and conditions demand personal abilities and the quality of work that is expected to develop themselves so that they can work independently, reliably and have quality. The better the competency an employee has, the better the employee's performance. Employee competencies can be obtained from work experience or from education and training.

This research was conducted at PT. Perkebunan Nusantara IV Regional I Medan. This company is a State-Owned Enterprise which operates in the plantation sector and is domiciled in North Sumatra. This company realizes the importance of managing Human Resources effectively in order to be able to have good capabilities in achieving employee performance that has been determined by the company. Researchers conducted observations at the PTPN office to see problems related to the performance of employees in the company who were experiencing a decline. Employee performance is very important to manage so that employee performance achievements can become more stable and increase every year. It is necessary to study and evaluate the low performance of employees so that the company can make improvements to increase employee performance so that the goals set by the company can be achieved. A conducive work environment can have a positive impact on employee performance achievements, so companies need to create a conducive work environment. Based on the actual pre-survey results The non-physical work environment is less conducive and can disrupt performance in the office. A disciplined employee can be identified as an employee who always comes and goes home on time, does his job well and complies with all organizational rules and applicable norms.

Based on research results (Dewi Lasari, 2019), work discipline has a significant effect on employee performance, meaning that whether an increase or decrease in work discipline will have a greater impact on the increase or decrease in employee performance. The problem phenomenon of low levels of employee work discipline must be evaluated so that employee performance can improve. The competencies needed by an employee are those who have superior work characteristics, are able to adapt when situations and conditions demand personal abilities and the quality of work that is expected to develop themselves so that they can work independently, reliably and have quality. Based on the pre-survey results, employees have worked quite a lot of hours at the company but have little time at the company to develop competence through job training. Based on the description of the research problem above, the researcher is interested and wants to conduct research entitled: "Analysis of the Work Environment, Work Discipline and Competence on Employee Performance at PT. Perkebunan Nusantara IV Regional I Medan".

1.1 Employee Performance

Every worker hopes to produce good performance. (Kasmir, 2019) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Mangkunegara, 2018) performance comes from the words Job Performance or Actual Performance (work performance or how much achievement a person achieves).

1.2 Factors That Influence Employee Performance

Employee performance can be influenced by various factors so that by knowing these factors the company can improve the performance of its employees. According to (Kasmir, 2019) factors that influence employee performance are abilities and skills, knowledge, work design, work loyalty, personality, job satisfaction, work discipline, work environment, organizational culture, leadership, work motivation, commitment, loyalty.

1.3 Employee Performance Indicators

Companies can see employees who have good performance and compare employees with low performance by measuring them through employee performance assessment indicators. According to (Kasmir, 2019) performance indicators are as follows:

1. Quality (Quality)
2. Quantity (Amount)
3. Time (Term)
4. Cost Emphasis
5. Supervision
6. Relations Between Employees

1.4 Work environment

According to (Sedarmayanti, 2018) work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as an individual and as a group. According to (Afandi, 2018) work environment is something that is in workers' environment that can affect them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate. According to (Nitisemito, 2018) the work environment is everything that is around the employee and can influence him in carrying out the tasks assigned to him.

1.5 Type of Work Environment

According to (Sedarmayanti, 2019) states that in general, the type of work environment is divided into 2 (two), namely:

1. Workplace environment/physical work environment (physical working environment) (Sedarmayanti, 2019) what is meant by the physical work environment are all physical conditions found around the workplace which can influence employee work either directly or indirectly.
2. Working atmosphere/Non-physical working environment (Non-physical working environment) The non-physical working environment is all conditions that occur that are related to work relationships, both relationships with superiors, relationships between co-workers, or relationships with subordinates.

1.6 Work Environment Indicators

The following is an explanation of work environment indicators (Sedarmayanti, 2018):

1. Relationship between superiors and subordinates
2. Relations between Employees
3. Lighting
4. Air temperature
5. Required space to move

1.7 Work Discipline

Companies really want their employees to have a good level of work discipline. The better the employee's work discipline, the better the employee's work results will be. According to (Sutrisno, 2019) 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. According to (Rivai, 2019) 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. According to (Hasibuan, 2018) work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

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1.8 Factors That Influence Work Discipline

According to (Siswanto, 2018) the factors that influence work discipline are:

1. Frequency of Attendance
2. Leadership Example
3. Employee Obedience
4. Compliance with Work Regulations
5. Work Ethics

1.9 Work Discipline Indicators

Employees who are disciplined at work can be seen from several important indicators. According to (Sutrisno, 2019) indicators of work discipline:

1. Obey the time rules
2. Comply with company regulations
3. Comply with company norms

1.10 Competence

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2019). According to (McClelland, 2018) competence is a fundamental characteristic possessed by a person that directly influences, or can describe, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, than what average performers do. (Rivai, 2019). According to Sutrisno (2018) competency is an ability that is based on skills and knowledge which is supported by work attitudes and application in carrying out tasks and work in the workplace which refers to the specified work requirements..

1.11 Factors That Influence Competency

According to (Wibowo, 2019) a person's competence can be influenced by several factors, including:

- 1) Beliefs and values
- 2) Personality characteristics
- 3) Motivation
- 4) Emotional Issues
- 5) Intellectual Ability
- 6) Organizational culture

1.12 Competency Indicators

Basically, there are many indicators that influence the competency of a company's employees, competency indicators according to (Wibowo, 2019), namely:

- 1) Personal character (traits)
- 2) Self concept (self concept)
- 3) Knowledge
- 4) Skills (skills)
- 5) Work motivation (motives)

1.13 Previous research

Based on research results (Juharman, 2019) by title The Influence of Leadership Style, Work Environment and Work Motivation on Job Satisfaction of Employees at the Youth and Sports Department of Sungai Banyak City. The research results show that the work environment has a positive and significant effect on employee performance.

Based on research results (Krisnawati and Bagia, 2021) by title The Influence of Work Competency on Employee Performance. The research results show that competency has a positive and significant effect on employee performance. Based on research results (Dewi Lasari, 2019)

with the title The Influence of Work Discipline and Loyalty on Employee Performance at PT. Mandala Finance Gowa Branch. The research results show that work discipline has a significant effect on employee performance.

1.15 conceptual framework

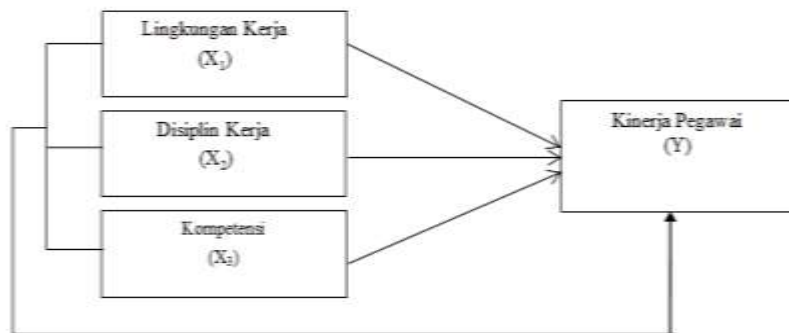


Figure 1. Conceptual Framework

1.16 Hypothesis

Based on the problem formulation that has been put forward, the hypothesis of this research is :

Hypothesis H_1 : The work environment has a positive and significant influencepartial impact on employee performance at PT Perkebunan Nusantara IV Regional I Medan.

Hypothesis H_2 : Work discipline has a positive and significant effectpartial impact on employee performance at PT Perkebunan Nusantara IV Regional I Medan.

Hypothesis H_3 : Competence has a positive and significant effectpartial impact on employee performance at PT Perkebunan Nusantara IV Regional I Medan.

Hypothesis H_4 : Work environment, work discipline and competence have a positive and significant effectsimultaneously on the performance of PT Perkebunan Nusantara IV Regional I Medan employees.

2. RESEARCH METHODS

The research used in this research is causal associative quantitative research. According to (Manullang and Pakpahan, 2014) causal research (cause-effect relationship) is "research that wants to see whether a variable that acts as an independent variable has an effect on another variable that is a dependent variable. This research was carried out by PT Perkebunan Nusantara IV Regional I Medan which is located at Sei Batang Hari No. 2, Simpang Tanjung., Kec. Medan Sunggal, Medan City, North Sumatra 20122. The research was conducted from March 2024 to July 2024. Research variables include what variables will be studied. This research uses 3 (three) independent variables, namely work environment (X_1), work discipline (X_2), competence (X_3) and 1 (one) dependent variable, namely employee performance (Y). The population in this study was all There are 120 employees in the secretariat and legal departments. Ptaking samples using probability sampling, because the population is greater than 100 people, the sample was determined using the Solvin formula so the sample size was 55 people. The type of data in this research is primary data. Primary data is data obtained directly from respondents through questionnaires to the source, namely the respondent. Data collection techniques using interviews and questionnaires.

Data analysis techniques using:

1. Validity and Reliability Test
2. Classic assumption test
3. Multiple Linear Regression Test
4. Hypothesis testing

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5. R2 test (determination)

3. RESEARCH RESULTS AND DISCUSSION

3.1 Validity test

To determine the suitability of the items in the questionnaire, it is necessary to carry out a validity test.

Table 1. Data Validity Test

Variable	Question Items	Corrected Item Correlation	r-mean	Results
Work environment(X1)	X1.1	0.474	0.3	Valid
	X1.2	0.508		Valid
	X1.3	0.362		Valid
	X1.4	0.450		Valid
	X1.5	0.614		Valid
	X1.6	0.531		Valid
	X1.7	0.598		Valid
	X1.8	0.673		Valid
	X1.9	0.527		Valid
	X1.10	0.538		Valid
Work Discipline (X2)	X2.1	0.371	0.3	Valid
	X2.2	0.463		Valid
	X2.3	0.854		Valid
	X2.4	0.794		Valid
	X2.5	0.854		Valid
	X2.6	0.794		Valid
Competence (X3)	X3.1	0.640	0.3	Valid
	X3.2	0.542		Valid
	X3.3	0.670		Valid
	X3.4	0.651		Valid
	X3.5	0.626		Valid
	X3.6	0.770		Valid
	X3.7	0.579		Valid
	X3.8	0.605		Valid
	X3.9	0.496		Valid
	X3.10	0.640		Valid
Employee Performance (Y)	Y.1	0.470	0.3	Valid
	Y.2	0.594		Valid
	Y..3	0.542		Valid
	Y.4	0.455		Valid
	Y..5	0.493		Valid
	Y.6	0.660		Valid
	Y.7	0.491		Valid
	Y.8	0.669		Valid
	Y.9	0.497		Valid
	Y.10	0.480		Valid
	Y.11	0.543		Valid
	Y.12	0.475		Valid

Based on SPSS output results show that the validity value is in the Corrected Item-Total Correlation column in the question item for each variable studied which can be declared valid because all coefficient values are greater than 0.30.

3.2 Reliability Test (Reliability)

Reliability testing is carried out to see whether the data is reliable or reliable so that it is suitable for further testing.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work environment(X1)	0.835	10
Work Discipline(X2)	0.872	6
Competence (X3)	0.885	10
Employee Performance (Y)	0.856	12

Source: SPSS output ver 19(2024)

Based onThe SPSS output results show the Cronbach's Alpha value for the variableWork environment(X1) amounting to $0.835 > 0.60$, Cronbach's Alpha value for the Work Discipline variable(X2) equal to $0.872 > 0.60$, Cronbach's Alpha value for the variableCompetence(X3) equal to $0.885 > 0.60$, Cronbach's Alpha value for the variableEmployee Performance(Y) amounting to $0.856 > 0.60$ so it can be concluded that the questions that have been presented to respondents are reliable or can be said to be reliable.

3.3 Normality test

Dependent Variable: Kinerja Pegawai

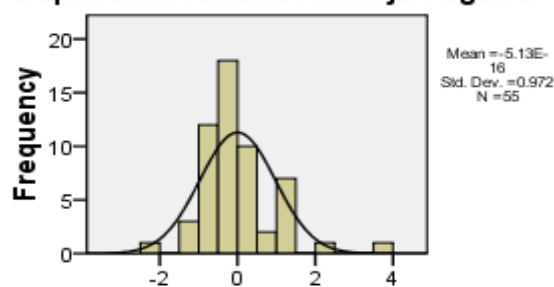


Figure 2. Histogram Test

Source: SPSS output ver 19(2024)

Based on the image above, the results of the data normality test show that the data is normally distributed, where the histogram image has a line forming a bell and has a balanced convexity in the middle.

Dependent Variable: Kinerja Pegawai

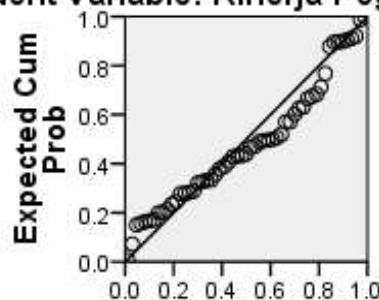


Figure 3. PP Plot Test

Source: SPSS output ver 19(2024)

Based on the image above, then for the results of testing the normality of the data using the PP Plot image, you can see that the data points are spread around the diagonal line so that the data is normally distributed.

Table 3. Kolmogorov-Smirnov Test Results

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One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		55
Normal Parametersa	0,000	.0000000
	3,636	3.73268225
	0.134	.136
	0.134	.136
	-0.107	-.060
Most Extreme Differences		
Kolmogorov-Smirnov Z		0.997
Asymp. Sig. (2-tailed)		0.273

a. Test distribution is Normal.

Based on the Kolmogorov Smirnov test, the value can be seen Asymp. Sig. (2-tailed) is 0.273, it can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.273 > 0.05$). Thus, overall it can be concluded that the data observation values are normally distributed and can be continued with other classical assumption tests.

3.4 Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables (Rusiadi, 2018). A good regression model should have no correlation between independent variables. The tolerance value is not less than 0.1 and the Variance Inflation Factor (VIF) value is not more than 10 so that the model can be said to be free from multicollinearity. The results of the multicollinearity test of this research data can be presented in the following table.

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Work environment(X1)	,645	1,550
Work Discipline(X2)	,714	1,400
Competence (X3)	,686	1,458

Source: SPSS Ver 19 Processing Results (2024)

Based on the data in table 4, it can be seen that the tolerance value all independent variables are no less than the specified value, namely 0.1, and the VIF value of all independent variables is no more than the specified value, namely 10. Therefore, the data in this study says that competence, training and work experience do not experience multicollinearity problems.

3.5 Heteroscedasticity Test

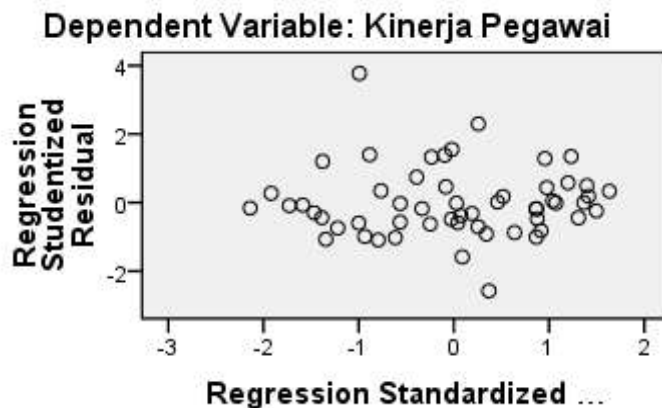


Figure 4. Heteroscedesity test
Source: SPSS output ver 19(2024)

Based onThe scatterplot image shows that the resulting points are spread randomly and do not form a particular pattern or trend line. The image above also shows that the data distribution is around the zero point. The results of this test show that this regression model is free from heteroscedasticity problems, in other words: the variables that will be tested in this research are homoscedastic.

3.6 Multiple linear regression

To see the correlation or relationship between the independent variable and the dependent variable which can be positive or negative using multiple linear regression analysis, it can be seen which variable among the independent variables has the most dominant influence on the dependent variable.

Table 5. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1,564	3,332	
	Work environment	0.319	0.107	0.249
	Work Discipline	0.792	0.133	0.473
	Competence	0.386	0.087	0.359

a. Dependent Variable: Employee Performance

Source: processed primary data (2024)

Based on the table above, the equation can be formulated:

$$Y = 1.564 + 0.319 X_1 + 0.792 X_2 + 0.386 X_3$$

The interpretation of the multiple linear regression equation above is as follows:

1. Markkonstanta as big as 1,564 shows sign positive Which means thatIf the work environment, work discipline and competency are considered zero, then employee performance is 1,564 units.
2. Mark coefficientregression For variable work environment show mark positivenamely 0.319, which means that if the work environment variable increases by one unit, employee performance will increase by 0.319 units.
3. Mark coefficientregression For variable work discipline show mark positivenamely

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0.792, which means that if the work discipline variable increases by one unit, employee performance will increase by 0.792 units.

4. Mark coefficient regression For variable demonstrated competence mark positive namely 0.386, which means that if the competency variable increases by one unit, employee performance will increase by 0.386 units.

3.7 Partial Hypothesis Test (t-test)

Table 6. Partial Hypothesis Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	1,564	3,332		.469	.641
Work environment	0.319	0.107	0.249	.989	.004
Work Discipline	0.792	0.133	0.473	.976	.000
Competence	0.386	0.087	0.359	.445	.000

a. Dependent Variable: Employee Performance

Source: processed primary data (2024)

1. The test results for the work environment variable show a tcount value of 2.989 > ttable of 2.00 with a significant value of 0.004 < 0.05, so hypothesis H1 is accepted and H0 is rejected, meaning that the work environment has a partially positive and significant effect on employee performance.
2. The test results for the work discipline variable show a tcount value of 5.976 > ttable of 2.00 with a significant value of 0.000 < 0.05, so hypothesis H2 is accepted and H0 is rejected, meaning that work discipline has a partially positive and significant effect on employee performance.
3. The test results for the competency variable show a tcount value of 4.445 > ttable of 2.00 with a significant value of 0.000 < 0.05, so hypothesis H3 is accepted and H0 is rejected, meaning that competency has a partially positive and significant effect on employee performance..

3.8 F test

The following can be presented the results of simultaneous testing between the independent variable and the dependent variable as follows:

Table 7. Simultaneous Hypothesis Test Results
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2414.244	3	804.748	57,493	.000a
Residual	713,865	51	13,997		
Total	3128.109	54			

Table 7. Simultaneous Hypothesis Test Results ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2414.244	3	804.748	57,493	,000a
Residual	713,865	51	13,997		
Total	3128.109	54			

a. Predictors: (Constant) Work Environment, Work Discipline and Competence

b. Dependent Variable: Employee Performance

Simultaneous hypothesis testing or F test proves that the calculated F value is 57.493 which is greater than 2.79 and the significant value of 0.000 is smaller than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so it can be concluded that the work environment, Work discipline and competence simultaneously have a significant effect on employee performance.

3.9 R² Test (Determination)

The following can be presented the results of testing the determination of the independent variables (Work Environment, Work Discipline, Competence) explaining the dependent variable (Employee Performance) as follows:

Table 8. Coefficient of Determination Test Results Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,879a	,772	,758	3,741

a. Predictors: Dependent Variable: Performance

The results show that the adjusted R Square value is 0.758 which can be called the coefficient of determination, which in this case means that 75.8% of employee performance can be obtained and explained by work environment, work discipline and competency while the remaining 26.9% is explained by other factors or variables outside the research model.

4. DISCUSSION OF RESEARCH RESULTS

4.1 The Influence of the Work Environment on the Performance of PT Perkebunan Nusantara IV Regional I Medan Employees

Based on the results of previous research, researchers have proposed a hypothesis which states that the work environment has a positive and significant effect on employee performance. This can be seen from the hypothesis test with count value is 2.989 > t table is 2.00 with a significant value of 0.004 < 0.05, then the hypothesis H₁ is accepted and H₀ is rejected, meaning that the work environment has a partially positive and significant effect on employee performance. The positive direction shows that the work environment causes increased employee performance, in other words when there is an improvement in the work environment with indicators superior-subordinate relationship, relations between employees, lighting, air temperature and space to move. The results of this research are the same as the results of research (Juharman, 2019) which states that the work environment has a significant effect on employee performance. The research results are in accordance with the research objectives to find out whether influential work environment to employee performance. The results of this research answer problems related to the work environment in companies. A conducive work environment can have a positive impact on employee performance achievements, so companies need to create a conducive work environment.

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4.2 The Influence of Work Discipline on the Performance of PT Perkebunan Nusantara IV Regional I Medan Employees

Based on the results of previous research, researchers have proposed a hypothesis which states that work discipline has a positive and significant effect on employee performance. This can be seen from the hypothesis test with t_{count} value is $5.976 > t_{table}$ is 2.00 with a significant value of $0.000 < 0.05$, then hypothesis H2 is accepted and H0 is rejected, meaning that work discipline has a partially positive and significant effect on employee performance. The positive direction shows that work discipline causes increased employee performance, in other words when there is an increase in work discipline with indicators of time management, compliance with company regulations And comply with company norms then employee performance will increase. The results of this research are the same as the results of research (Dewi Lasari, 2019) which states that Work discipline has a significant effect on employee performance. The research results are in accordance with the research objectives to find out whether influential work discipline to employee performance. The results of this research answer problems related to employee work discipline problems. Discipline is a strength that every Human Resource should have. If employees have a high awareness of work discipline in their respective organizations, then work morale will increase and company goals can be achieved.

4.3 The Influence of Competency on Employee Performance of PT Perkebunan Nusantara IV Regional I Medan

Based on the results of previous research, researchers have proposed a hypothesis which states that competence has a positive and significant effect on employee performance. This can be seen from the hypothesis test with t_{count} value is $4.445 > t_{table}$ is 2.00 with a significant value of $0.000 < 0.05$, then the hypothesis H3 is accepted and H0 is rejected, meaning that competence has a partially positive and significant effect on employee performance. The positive direction shows that competence causes increased employee performance, in other words when there is an increase in competence with indicators of personal character, self-concept, knowledge, skills and work motivation, it has an impact on increasing employee performance. The results of this research are the same as the results of research (Krisnawati and Bagia, 2021) which states that Work discipline has a significant effect on employee performance.

The research results are in accordance with the research objectives to find out whether influential competencies to employee performance. The results of this research answer problems related to employees having work competence. The competencies needed by an employee are those who have superior work characteristics, are able to adapt when situations and conditions demand personal abilities and the quality of work that is expected to develop themselves so that they can work independently, reliably and have quality. The better the competency an employee has, the better the employee's performance.

4.4 Simultaneous Influence of Work Environment, Work Discipline and Competency on Employee Performance PT Perkebunan Nusantara IV Regional I Medan

Based on various existing theories and previous research results, the researcher has proposed a hypothesis which states that work environment, work discipline and competence simultaneously has a positive and significant effect on employee performance. The results of this research explain that work environment, work discipline and competences simultaneous positive and significant effect on performance. This can be seen from the calculated F value of 57.493 which is greater than 2.79 and the significant value of 0.000 is smaller than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so it can be concluded that the work environment, work discipline and competence simultaneously has a significant effect on employee performance. The positive direction shows that every time there is an improvement in the work environment, work discipline and competence will lead to increased performance employees simultaneously. The results of this research are in accordance with the aim of the research carried out, namely to find out what effect work environment, work discipline and

competence simultaneously has a positive and significant effect on performance employee has been implemented. The results of this research have resolved problems related to employee performance that is not yet optimal.

5. CONCLUSION

1. The work environment has a partially positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan.
2. Work discipline has a partially positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan.
3. Competence has a partially positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan.
4. The work environment of work discipline and competence simultaneously has a positive and significant effect on employee performance PT Perkebunan Nusantara IV Regional I Medan.

6. SUGGESTION

1. Companies must be able to improve a conducive work environment by encouraging policies that support work-life balance, such as flexible working hours and adequate leave. Companies must promote healthy lifestyles and activities outside of work to prevent burnout. Companies must encourage an inclusive work environment and value the diversity of employee backgrounds, experiences and perspectives. Companies must eliminate discrimination and promote equality of opportunity.
2. Companies must be able to improve work discipline, namely by creating well-documented work rules and policies, such as working hours, attendance and procedures. Companies must ensure that all employees understand and comply with applicable regulations. Leaders must set an example in discipline and enforce rules fairly and consistently.
3. Companies must be able to increase competency by designing training programs that are tailored to the specific needs of employees. Companies must offer technical, soft skills, leadership and management training to develop competencies.
4. Companies must be able to improve employee performance by providing training to improve employee skills and competencies. Companies must provide career development programs.

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**ANALYSIS OF WORK ENVIRONMENT, WORK DISCIPLINE AND COMPETENCIES ON
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