



The Influence of Physical Environment, Work Discipline and Motivation on Employee Performance

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ABSTRACT

Investigating the ways in which the physical work environment, work discipline, and motivation all partially and simultaneously influence employee performance. A descriptive analytical strategy was employed in this study, starting with a test of validity, reliability, and classical assumptions. Multiple linear regression analysis was then conducted using a quantitative methodology and a sample of fifty-five respondents. The study's findings indicate that 1) there is a concurrent influence 2) A partial influence is present.

INTRODUCTION

Human Resources (HR) is the most important asset in a company, without HR the company will not run, because HR is the driving force in a company, therefore HR must be managed as well as possible. PT Pos Indonesia (Persero) is an Indonesian State-Owned Enterprise (BUMN) engaged in courier services, logistics and financial transactions. Currently, the form of the Pos Indonesia business entity is a limited liability company and is often referred to as PT Pos Indonesia (Persero). The implementation of data management at PT Pos Indonesia (Persero) is quite heavy, this is because PT Pos Indonesia (Persero) manages a lot of data concerning consumer administration. Because in its management it requires very high extra accuracy, as well as technology that is able to provide fast and precise services that can handle very large amounts of data and data that is always changing.

Table 1. Number of Customer Complaint Report Data for PT Pos Indonesia Cibinong Branch 2021-2023

No	Product name	Complaint Type								
		2021			2022			2023		
		Damaged	Is lost	Late	Damaged	Is lost	Late	Damaged	Is lost	Late
1	Express Post	27	7	14	30	9	17	32	10	8
2	Instant Post	35	12	20	40	11	24	37	8	15
3	Special Express Package	1	0	4	2	1	7	2	1	8
4	Jumbo Post Package	1	0	1	0	0	3	2	0	5
5	Regular Post Package	3	1	15	5	2	22	7	4	27
6	Express Mail Service (EMS)	1	0	9	2	1	14	3	2	18
7	Export Post	0	0	1	0	0	2	0	0	5
8	International Fast Packet	0	0	1	0	0	1	0	0	4
Amount		68	20	65	79	24	90	83	25	90
Total		153			193			198		

Source: PT Pos Indonesia Cibinong Branch

Based on Table 1, it is known that the highest number of customer complaints from PT Pos Indonesia was in 2023, which was 198 complaints, while for 2021 and 2022, the number of customer complaints was 153 and 193 complaints. So, it is important for companies to know the factors that can affect employee performance, including the physical work environment, work discipline and work motivation.

The work environment is one of the key factors that affect employee performance. In addition to the physical work environment (facilities and infrastructure), the physical work environment also affects the condition and

comfort of employees in working. The physical and non-physical environment in the company shows that there are still some employees who feel that their physical and non-physical work environment is not good. The data indicates that employees are less satisfied and less comfortable with the company's physical and non-physical work environment, making employees less than optimal in carrying out their performance.

Good and bad work discipline can be seen from the data on employee lateness in coming to the office. Punctuality in coming to the office is one of the work discipline behaviours, this behaviour reflects commitment, responsibility, and respect for company rules and other people's time. Employee lateness in 2023 reached 2,452 minutes/month or 1.8 minutes/day. This means that there are still employees who do not comply with the regulations or are not disciplined in their work. This can have a negative impact, not only on the individual, but also on the work environment as a whole.

Furthermore, work motivation in this condition PT Pos Indonesia does not provide transportation allowances, meal allowances and incentives. So it is suspected that it affects work motivation, because some employees have residences that are located far from the workplace, which has an impact on increasing transportation costs. After knowing several factors that decrease employee performance, the author is interested in conducting further research with the title of the influence of the physical environment, work discipline and motivation on employee performance.

LITERATURE REVIEW

Human resource is the science and art of managing relationships and roles of workers to effectively and efficiently help achieve the goals of the company, employees and society (Hasibuan, 2019).

Performance is the quantity and quality of work achieved by employees in carrying out the tasks assigned according to their duties. The indicators of employee performance are: 1) quality of work, 2) quantity of work, 3) implementation of tasks, 4) responsibility (Mangkunegara, 2021).

The physical work environment is everything that is around the employee, so that it can influence the performance of the tasks assigned to him, for example: 1) temperature, 2) ventilation, 3) cleanliness of the workplace, 4) the presence of air conditioning (AC), 5) adequate lighting. The physical work environment indicators consist of 1) lighting, 2) colour, 3) air and 4) sound (Afandi, 2018).

Work discipline means respecting, appreciating, obeying and complying with applicable regulations. It also means that if someone violates the duties or authority assigned to them, they must do so and not evade punishment. Work discipline is indicated by a number of factors, including: 1) attendance frequency; 2) attention level; 3) adherence to work standards; and 4) adherence to work ethics and rules (Siswanto, 2010).

Motivation is a desire that arises from within a person or individual because he is inspired, motivated, and driven to carry out activities sincerely, happily, and seriously so that the results are good and quality results. 1)

Rewards or money, 2) working circumstances, 3) facilities, 4) work performance, 5) acknowledgment from superiors, and 6) the task itself is the indicator of work motivation (Afandi, 2018). The hypotheses obtained are as follows:

H1: The environment, work discipline, and work motivation all have a positive and significant impact on employee performance.

H2: The work environment significantly and favourably affects employee performance.

H3: Work discipline significantly and favourably affects employee performance.

H4: Workplace motivation significantly and favourably affects employee performance.

METHODOLOGY

This study's methodology is a quantitative, descriptive verification strategy. and making use of primary data that was gathered by distributing surveys. The Likert scale is used as the measurement tool in this study, and validity, reliability, and traditional assumption tests—such as normality, multicollinearity, and heteroscedasticity tests—are used to test the data. Multiple linear regression analysis, multiple correlation, and coefficient of determination were performed following the instrument's testing. Partial testing (t test) comes last, followed by simultaneous.

RESULTS AND DISCUSSION

Employee Characteristics

It is known that the majority of employees of PT. Pos Indonesia Cibinong branch are male with an age range of 25-34 with the last level of education being high school/vocational school, and their work period is >1-3 years.

Analysis Results

The results of the validity and reliability tests were all declared valid and reliable. The classical assumption test had normally distributed results, there were no multicollinearity and heteroscedasticity problems so that worthy of being used to continue with regression analysis. The following are the results of data analysis using SPSS as follows:

Table 2. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.030	4.189		-1,439	.156
	Physical Work Environment	.422	.080	.515	5.264	.000
	Work Discipline	.152	.066	.220	2,310	.025
	Work motivation	.202	.080	.265	2,541	.014
	T table	-	-	-	1,675	
	F count	28,055				
	Sig	.000				
	F Table	2,786				
	R	.789				

	R2	,623				
	Adjusted R2	,600				
	Std Error of the Estimate	2.64951				
	Alpha (a)	5%				

Source: Processed primary data, 2025

Based on Table 2, a regression equation is obtained with the following estimated model:

$$Y = 6.030 + 0.422X_1 + 0.255X_2 + 0.202X_3 + \varepsilon$$

Accordingly, the regression coefficient is a figure that illustrates how much each independent variable influences the dependent variable.

The correlation of independent variables with dependent variables at PT. Pos Indonesia Cibinong Branch shows an R value of 0.789 which is in the range of values (0.80 - 1,000) included in the very strong category. This means that the better the physical work environment, the better the work discipline and the better the work motivation given, the higher the performance.

60%, or 0.600, is the R Square. This indicates that 60% of employee performance is controlled by the physical work environment, work discipline, and work motivation, with the other 40% being influenced by additional, as yet unstudied elements

The Ftable value is 2.786 based on the degrees of freedom results. Since Fcount is higher than Ftable (28.055 > 2.786), it can be said that H0 is rejected and Ha is accepted. This indicates that the physical work environment, work discipline, and work motivation the independent variables in this study have a positive and significant impact on employee performance at PT. Pos Indonesia Cibinong Branch.

According to the partial regression coefficient data, employee performance is influenced by the physical work environment, work discipline, and work motivation. The ttable value for $\alpha = 0.05$ with degrees of freedom $55 - 3 - 1 = 51$ is 1.675. The fact that the tcount value for each of these variables is higher than the ttable indicates this.

CONCLUSIONS AND RECOMMENDATIONS

Improving employee performance can be done by several factors such as: work environment, work discipline and work motivation. Things that can be done by PT. Pos Indonesia Cibinong Branch by improving the physical environment by increasing air ventilation and making the room atmosphere healthier. Work discipline by improving and training employees not to be absent easily. To create a good physical environment, work discipline is also adjusted to employee motivation in working, one of which is by giving appreciation to employees who are able to fulfil their work well because employees who excel are able to create good motivation for other employees to become achievers.

FURTHER RESEARCH

This research still has limitations so further research is still needed on this topic.

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