

UDC 331

**THE INFLUENCE OF WORK ENVIRONMENT AND WORK DISCIPLINE
ON PERFORMANCE: A STUDY ON PERMANENT EMPLOYEES OF A SUGAR
COMPANY IN INDONESIA**

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ABSTRACT

This research aims to explain the influence of physical work environment, non-physical work environment and work discipline towards employees' performance, to explain the partial influence between physical work environment to employees' performance, to explain the partial influence between non-physical work environment to employees' performance and to explain the partial influence between work discipline to employees' performance. This research was conducted at a sugar factory in East Java. This explanatory research employed quantitative approach with the population amounted to 280 employees of the sugar factory, while the samples used in this research were 74 employees, determined through random sampling technique. This research used descriptive analysis and inferential analysis by SPSS24.0 application. The result of this research shows that physical work environment, non-physical work environment and work discipline, and employees' performance at the sugar factory is in good category. Inferential analysis shows that physical work environment, non-physical work environment and work discipline have a significant influence to the employees' performance. Partially, physical work environment has a significant influence to the employees' performance. Partially, non-physical work environment has a significant influence to the employees' performance. Partially, work discipline has a significant influence to the employees' performance.

KEY WORDS

Work environment, work discipline, performance.

Human resource becomes one of the most influential aspects in an organization in pursuing its goals. A company always has the main objective which becomes the parameter in every operational activities. With the precise and excellent understanding upon the objectives by the employees in one company, the company is able to survive and be resilient to move forward compared with the other companies. The pursuit of the goals of the company requires maximum support from the employees and other members of the company.

In order to meet the goals of the company, it requires the roles of the employees despite the presence of advanced equipment such as computers, printers, photocopiers, and so on. Employees become social factor which are the main source of a company; they become planners, executors, and controlling the realization of an operational activities of a company in achieving maximum performance. Employees in all activities will try to adapt to various circumstances around the workplace, which is often called the working environment.

Work environment, both physical and non-physical work environments, may affect the process of any activities in one company. According to Sedarmayanti (2009), "physical work environment such as lighting, air circulation, noise, color management, and security in the work office needs concern from the company." A good, secured, clean, and comfortable work environment is believed to increase the operational activities of the company. Moreover, the non-physical working environment such as the "the relationship between the boss and subordinates and vice versa, and the relationship among the colleagues, becomes determining factor that may affect the employee's motivation to finish their works appointed to them." (Hariandja, 2002). Every employee should maintain harmonious relationships with their colleagues and their manager and be willing to communicate properly in a team and be

kind with others. The condition of such working environment, however, is considered not enough to produce good performance as other factor such as work discipline is also categorized as a considerable factor in managing a company.

In addition to a good working environment, work discipline also has an important influence to the management of human resources in one company. Therefore, discipline in a company needs to be maintained and improved so that the goals of the company can be achieved with the maximum results. "Discipline is the most important operative function of human resource management because the better the discipline of the employee, the more work achievement that can be achieved," (Hasibuan, 2013). Discipline is an important factor for the employees in carrying out the given tasks at the company. This might be closely related to the fact that every employee has different level of understanding of the given tasks, obligations, and regulations that must be obeyed at the company. "Employee's discipline can be observed through their attitudes and behaviors of the employees in completing the tasks and complying with the appropriate regulations of the company, either written or unwritten regulations" (Fathoni, 2006). Work discipline is a training process for every employee to improve and gain the knowledge, attitudes, and behavior that can be shown through actions of the employees at the company; that developing self-control ay help the employees to improve discipline which in turn may influence to more effective to work.

The transfer high disciplinary actions among employees in a company has a positive role that is educating and correcting the attitudes and curbing any negative behavior of the employees; such efforts should not be intended to deny the subordinate' disciplinary action. Increasing work discipline of the employees may encourage a more positive work environment so that the job could be more quickly completed with more optimal results; optimum work results indicate that the performance of the employees at one company has increased and it is important to underline that the performance of the employees in one company may be beneficial to push the company compete with the competitors. Work environment and work discipline have essential role to the performance of employees as well as the company.

The employees' performance is reflected in their efforts in carrying out the duties and tasks mandated to him by the company to meet the targets. "(Work) performance is the work outcome with quality and quantity achieved by the employees in performing their duties in accordance with the responsibilities set by the company" (Mangkunegara, 2013). Optimal performance of the employees might become a capital for the company to meet its targets, and it becomes the determinant of the success of the company; therefore, the company needs to pay attention to performance of the employees for the sake of vision and mission of the company. Considering the significant influence of the employees in a company, the performance of the employees becomes reliable information which is able to show the quality and quantity work outcomes of the employees. In addition, the performance of the employees should be assessed on a regular basis. Performance appraisal is one process to assess the employee's performance which should be carried out by company management systematically based on works and duties assigned to the employees. Performance appraisal is useful to explain the objectives and measure the employee's performance standards, which in turn may be able to improve employee's work discipline as well as observe the work environment at the company.

This research was conducted in the sugar factory "Lestari" PT. Perkebunan Nusantara X. This company is one of the business in a manufacturing company that does not require complex process. The process of sugar mill production at this company utilizes sugarcane as raw material obtained from sugarcane plantations in the surrounding area in Kertosono Regency, East Java. The main product produced by the sugar factory is white sugar and superior high sugar (SHS) 1. The company has adequate office infrastructures with effective working environment, both physical and non-physical work environments in the company. Physical work environment is sufficient indicated by adequate lighting facility, adequate circulation, and comfortable with high security level which may improve the company's operations to meet the targets. Non-physical work environment at the sugar factory can be observed through harmonious and warm working atmosphere maong the staffs and good

cooperation and interaction among employees, including between the employers and subordinates as well as fellow employees; they are working in a team work to complete the tasks mandated by the employers. The employees of the sugar factory have a high work discipline in carrying out the tasks mandated to each individual employee.

The research has been preceded with preliminary study on January 18, 2018. The initial findings covered the work discipline that has been applied in this company, and it has a conducive working environment. However, such information related to work environment and work discipline was not obtained whether affects significantly or not to the performance of the employees at the sugar factory. It is also expected to observe whether a high level of familiarity and good communication between employers and subordinates may positively affect on the performance of the employees. One of the reasons the research was carried out at the sugar factory "Lestari" PT Perkebunan Nusantara X is that the previous researches were never conducted to examine the aspects that may influence the work environment and work discipline on the employee's performance. Other researches that have been conducted at the sugar factory "Lestari" PT Perkebunan Nusantara X include Musyaya (2013), Sari (2014), Setyawan (2015), Maharani (2016), and Palupi (2016).

LITERATURE REVIEW

Work Environment. Nitisemito (2002) states that "work environment is everything that exists around the workers which may influence the workers in carrying out the tasks that have been assigned by the company." In addition, according to Sedarmayanti (2009), "work environment is the whole tools and materials and the surrounding environment where a worker, working methods, and work arrangements, both on individual or group level."

A good working environment may cause a sense of pleasure among the employees so that it may affect the employee's attitudes to be more active with high spirit and dedication. In addition, Sedarmayanti (2009) reveals that the type of work environment is divided into two, physical work environment and non-physical work environment, with the following explanation:

- Physical work environment. Physical work environment is all the physical states that exist around the workplace where it may affect the employees either directly or indirectly. The physical work environment is divided into two categories: work environment that is directly close to the employees such as a desk chair and so on; the intermediary work environment or general work environment can also be referred to as a working environment that may affect the human condition such as color management, temperature, humidity, air circulation, lighting management, vibration noise, smell, and so on.
- Non-physical work environment. Non-physical work environment is all the conditions that occur and are related to the relationship between staffs and managers, relationships among colleagues, as well as relationships with subordinates.

Work Discipline. Work discipline is the awareness and loyalty of an employee to comply with all rules and social norms apply at the company. Awareness is the attitudes of a person who is willing to comply with all rules and tasks and responsibilities, while willingness refers to the any behaviors which are in line with the rules set by the company, either written or oral rules (Fathoni, 2006). It becomes a tool utilized by managers to communicate with the employees so that they are willing to change their behavior as well as better effort to raise awareness and loyalty to obey all company's rules and norms (Zainal, 2015).

The indicators of discipline are able to demonstrate the high and low implementation of employee's work discipline in one company. Nitisemito (2000) describes some indicators of work discipline as follows:

- Discipline of tasks with implementation targets. The level of employee's discipline can be observed through activities and jobs assigned to the employees in accordance with applicable targets and work standards.
- Compliance with working hours. The basis of employee's discipline can be known by their compliance with working hours determined by the company.

- Compliance with orders by the managers. Each employee is required to comply with the order from the managers.
- Order. Order is an attitude to obey all rules that have been set and agreed. Regulations of a company are made to be adhered to and applicable to all employees involved in the organization, so that all employees are expected to comply with the rules without exception, including:
 - Order in work procedures. The level of order in carrying out the work procedures can be interpreted as the implementation of jobs in the work environment.
 - Order in using office equipment. Order in using office equipment is an indicator of good procedures used by the employees in operating the office facilities provided by the company to complete the tasks.

Performance. Performance is mainly referred to job performance or actual performance, i.e. actual work performance or achievement achieved by someone. "Performance is a result of work in quality and quantity achieved by an employee in performing their tasks in accordance with the responsibilities that have been assigned by the organization," (Mangkunegara, 2013). "Performance is a general term used referring to part or all of the actions or activities of an organization in a certain period with some references to a number of standards, such as projected costs, the bases of efficiency, accountability and management accountability, and so forth," (Zainal, 2015).

Indicators of performance based on Mathos and Jackson (2011) are as follows:

- the quantity of the result which is the amount that should be accomplished or achieved by someone in relation to the amount of output produced,
- the quality of the results of the quality that should be produced (whether it is good or not), alternative qualitative measurements on the output which reflects the measurement of the level of satisfaction how well the completion,
- the punctuality of the results which should be in accordance with the set time. Measurement of the punctuality is a special type of quantitative measurement that determines the time allotment of completing certain tasks,
- attendance is the presence of the employees at the office during working hour,
- the ability to work together is the ability of employees to perform activities that cannot be done by individuals so that they are required to have collaboration with others.

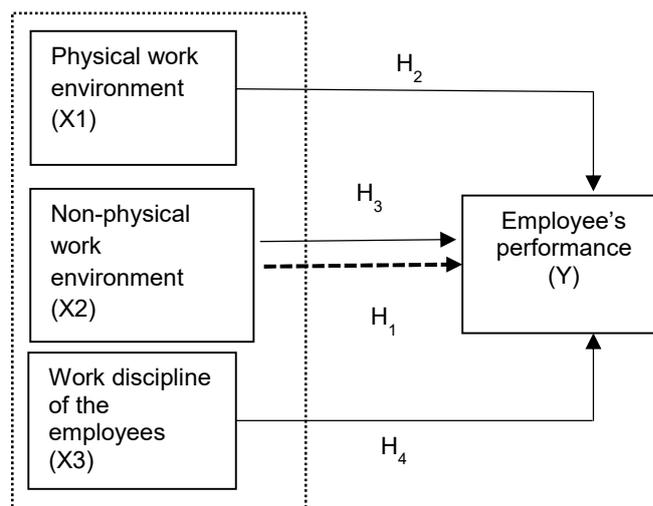


Figure 1 – Hypothesis Model

H₁: It is assumed that there is a significant simultaneous influence between physical work environment (X₁), non-physical work environment (X₂), and work discipline (X₃)

variables simultaneously on the employee's performance (Y) at the sugar factory "Lestari" PT Perkebunan Nusantara X.

H₂: It is assumed that there is a significant partial influence of the physical work environment (X₁) variable on the employee's performance (Y) variable at the sugar factory "Lestari" PT Perkebunan Nusantara X.

H₃: It is assumed that there is a significant partial influence of non-physical work environment variable (X₂) partially to the employee's performance (Y) at the sugar factory "Lestari" PT Perkebunan Nusantara X.

H₄: It is assumed there is a significant partial influence of work discipline (X₃) variable partially to the employee's performance (Y) variable the sugar factory "Lestari" PT Perkebunan Nusantara X.

METHODS OF RESEARCH

This is an explanatory research with quantitative approach. The research was conducted at Sugar Factory "Lestari" in Nganjuk, East Java, under the ownership of PT Perkebunan Nusantara X. There were 74 employees as respondents, with data collection was employed by distributing questionnaires. The data were analyzed using multiple linear regression.

RESULTS AND DISCUSSION

The following table is the results of multiple regression analysis and the results of F-test which are intended to analyze the relationship and the influence of the physical work environment (X₁), non-physical work environment (X₂), work discipline (X₃), against the employees' performance (Y) as follows:

Table 1 – Results of Multiple Regression Analysis

Independent variables	Unstandardized Coefficients	SE Coefficients	Standardized Coefficients
(Constant)	5.881	3.102	
Physical work environment	0.223	0.066	0.298
Non-physical work environment	0.474	0.126	0.347
Work discipline	0.486	0.137	0.321
<i>Standard Error of Estimate</i>	= 1.955		
<i>R Square</i>	= 0.626		
<i>Adjusted R Square</i>	= 0.610		

Source: primary data processed, 2018.

Table 2 – Results of F-test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	448,126	3	149,375	39,089	,000 ^b
Residual	267,496	70	3,821		
Total	715,622	73			

Source: primary data processed, 2018.

Based on the results of multiple regression analysis, it is known that the increase on the working environment (X₁), non-physical work environment (X₂) and work discipline (X₃) will be followed by the improved performance of the employees (Y). According to the results of F-test, it shows that employee's performance variable is affected simultaneously by the physical environment variable (X₃), non-physical environment (X₂), and work discipline (X₃).

Physical work environment Variable. Based on the descriptive analysis in this research, it shows that the average answers from the respondents in terms of the physical work environment at the sugar factory are categorized in a good condition, with the grand mean value of 4.27, which can be said that the respondents strongly agree with physical work

environment. This shows that permanent employees at the sugar factory have a good and adequate physical work environment.

This can be seen from the results of the questionnaire that has been distributed and returned by the respondents. Most respondents feel that the condition of their workplace has been very good. From the first item, i.e. lighting of the workplace, respondents feel that the lighting at the office has been provided adequately in their workroom. The next indicator is air circulation in the workplace in which there are air vents so the circulation of the air is good and proper for the employees; they feel the air condition is cool so they are able to complete the job comfortably. The third indicator is the level of noise at the workplace. The employees feel that the sound of the work equipment does not cause any disturbing noise, and they perceive the sounds from the tools does not interfere their concentration at the office.

The fourth indicator is the color management in the workplace. The employees feel the condition of the workplace has a bright color; the selection of brighter color may improve employee's mood in finishing their jobs. The color of the walls inside the building is balanced and not too dark. The fifth indicator is workplace decoration. In this indicator, the employees do not have difficulty in finding the equipment as they need and perceive the layout and decoration of the workplace have been neatly arranged, so that all activities can run smoothly without having major troubles and interference.

The sixth indicator is security at work. Employees feel safe in carrying out activities at work. In addition, most respondents feel secured with their status of termination. Of all these indicators, the highest aspect is the indicator of the physical work environment, especially the distribution of light in the workspace that is considered to be very adequate with an average value of 4.36. These results indicate that the distribution of light at the sugar factory "Lestari" PT Perkebunan Nusantara X is very well-considered and has been good. On the other hand, the lowest average is the eleventh aspect of 4.08 on the security of termination of their employment. This indicates that the company has not provided more security and certain to every employees with high performance and experience; it is required to keep them professional and feel safe from the any termination of the employment. Vice versa, the employees whose performance is lower, they need to be improved so that it can be increased in certain position by feeling secure from termination of employment.

Non-physical work environment variable. Based on the descriptive analysis in this research, it shows that the average answers from the respondents in terms of non-physical work environment at the sugar factory "Lestari" PT Perkebunan Nusantara X can be categorized in a good manner, with the grand mean of 4.41. This means the respondents have a very good attitude towards the non-physical work environment. This shows that the permanent employees of the sugar factory have a very good non-physical work environment to support their performance.

There are three indicators used in this study in relation to non-physical work environments. The first indicator is the relationship between the employers and subordinates. The employees feel that their managers discuss any ideas or opinions expressed by the employees in relation with the work, so as to improve harmonious relationships with the subordinates. The second indicator is the relationship between the subordinates with the managers, in which the opportunity to communicate and consult about the work with superiors, so it can be harmoniously established between them. The third indicator is the relationship between employees with other colleagues that they feel friendly and courteous to each other in performing their duties.

Of all these indicators, the highest aspect found in the non-physical work environment indicator is the work items ($X_{2,2}$) and ($X_{2,5}$) i.e. the harmonious relationship between the manager and subordinates and being friendly with colleagues with an average value of 4.46 . These results indicate that the relationship at the workplace is harmonious between the managers and the subordinates, and the employees are friendly with other colleagues, which means that the company has a good and conducive non-physical work environment for the activities. On the other hand, the lowest average of 4.30 is regarding the attitude of the managers in discussing ideas or opinions with the employees in relation with the work. This indicates that the company needs to provide more opportunity for the employees to discuss

constructive ideas and opinion in order to improve the non-physical work environment at the company.

Work Discipline variable. Based on the descriptive analysis in this research, it indicates that average answers from the respondents in relation with work discipline at the sugar factory “Lestari” PT Perkebunan Nusantara X is very good with the grand mean to 4.27. This shows that the permanent employees at the sugar factory have excellent work discipline.

There are two indicators used in this research to observe the work discipline aspect of the employees. The first indicator is employee’s compliance, where the employees feel obedient in completing the tasks in accordance with the targets set by the company. The employees feel starting and ending their work according to working hours set by the leaders, and the employees are able to do the job that has been mandated by the leaders well in accordance with the company’s expectations. The second indicator is that employees feel orderly in carrying out the works in accordance with the operational and procedures of the works set by the company without any desire to violate the order in using the office equipment and facilities in accordance with the capacity that they have.

Based on the work discipline variable, the highest item is on the work aspects ($X_{3.1}$) and ($X_{3.5}$) that are adherent in completing the tasks in accordance with the targets and orderly using the office equipment and facilities in accordance with the capacity that they have, with the average of 4.32. This result shows that the obedience in completing tasks in accordance with the targets and orderly use of office facilities in accordance with the capacity are considered good enough, and it can be concluded that the employee are able to complete the tasks according to the target set by the company and able to use and operationalize the office equipment well according to the capacity. On the other hand, the lowest average of the fifth item of 4.31 is regarding the orderly use of office equipment in accordance with the capacity. It shows that employees need to improve order and care in using office equipment in accordance with the capacity already owned and specified in the standardized operational and procedures of the company.

Employee’s Performance. According to the descriptive analysis in this study, it shows that the average answers from the respondents in terms of employee’s performance at the sugar factory “Lestari” PT Perkebunan Nusantara X is in a good manner, with the grand mean of 4.36. This shows that the permanent employees at this company have excellent performance.

There are five indicators that should be considered as to observe the employee’s performance. The first indicator is the quantity of results in which the employees feel able to finish the job efficiently in accordance with the standards set by the company. The employees are also able to complete their tasks effectively in accordance with the time and demands set by the company. The second indicator is the quality of the works in which the employees are able to complete the tasks mandated by the managers superior. The employees are able to finish the jobs more than the standard and able to finish the job very thoroughly. The third indicator is that the punctuality which is related to the result of which the employees are able to finish the job faster than the targets and the deadline determined by the supervisor. The fourth indicator is the attendance in which the employees are present on time based on the rules of the company and leave the workplace in accordance with the hours set by the factory. The fifth indicator is the ability to cooperate with other colleagues and work together with their colleagues and have the spirit to perform new tasks assigned by the employers. The performance of the employee has the highest score on work items (Y_9) i.e. they have passion to perform new tasks with an average value of 4.53 results. This shows that employees have the spirit performing new tasks assigned by superiors while the lowest score of the 33rd item of 4.28 concerning with the completion of tasks in accordance with the quality standards. It indicates that the permanent employees of this factory need to improve the quality by considering the employee’s standard of work in accomplishing their tasks.

The influence of physical work environment, non-physical work environment, and work discipline on the employees’ performance. Based on the results of multiple regression analysis, the variables of physical work environment, non-physical work environment, and

work discipline have significance $F(0.000) < \alpha = 0.05$, so that the work environment variable, physical and non-physical work environments, and work discipline have a significant effect on the employee's performance. Based on R-Square, it is known that physical work environment, non-physical work environment and work discipline give influence or contribution to the employee's performance variable equal to 0.610 (61,0%), and the rest might be influenced by other variables which are not discussed in this research. Other variables are factors that may affect the performance as expressed by Cashmere (2016) namely the ability and expertise, knowledge, work plan, personality, motivation, leadership, and job satisfaction that can improve employee's performance according to the formula $P = f(MxA)$, i.e. performance can be seen from the motivation and ability owned by an employee in performing their duties in accordance with the responsibilities. The better the motivation and ability possessed by an employee, the better the performance as well in improving the quantity and quality of works, so that the company is able to compete with the competitors.

The results of this study are in accordance with the opinion expressed by Hasibuan (2013) that "the better the work discipline of the employees, the higher the achievement of works achieved; nevertheless, if the discipline is not good, it is difficult for the organization to achieve the optimal results." Similarly, the opinion expressed by Nitisemito (2002) that "everything that is around the workers are able to affect them in carrying out the tasks being assigned." From the two opinions above, it can be concluded that the physical work environment, non-physical work environment and work discipline are very important factors and should be considered by a company in improving the performance of its employees.

The influence of physical work environment to the employee's performance. Based on the results of t-test, physical work environment variable obtained significant sig. t value $(0.001) < \alpha = 0.05$, so that the physical work environment variable has a significant influence on the employee's performance. Physical work environment variable has t-stat equals to 3.378 and t-table equals to 1.994, so t-stat is bigger than the t-table, which means that the physical work environment variable partially influences the employee's performance. Based on the results of descriptive analysis in this research, it shows that the average answers given by the respondents in terms of physical work environment variable is good, with an average of 4.27. This proves that the employees of the sugar factory perceive the physical work environment can make some employees feel comfortable and secured in carrying out tasks that have been given to them, so as this variable can become the factor to improve the employee's performance in improving the company's performance. In the previous study conducted by Kamif (2016), it states that the physical work environment has a significant effects on the employee's performance. So the results of this study can be concluded that the physical work environment variable has partial influence on the employee's performance.

The influence of non-physical work environment to the employee's performance. Based on the results of t-test, physical work environment variable obtained significant value sig. T of $(0.000) < \alpha = 0.05$, so that the non-physical work environment variable has a significant influence on the employee's performance. Non-physical work environment variable has t-stat of 3.771 and t-table of 1.994, which means that non-physical work environment variable partially affects the employee's performance. The results of descriptive analysis in this research show that the average answers given by the respondents in terms of non-physical work environment is categorized into a good manner, with a grand mean of 4.41. This proves that the permanent employees at the sugar factory feel good condition of the non-physical work environment is able to make them comfortable in carrying out their works and tasks given by the company. The relationship that occurs between the managers and with subordinates has a high level of accuracy, and such a good communication between the managers and employees may create positive atmosphere which in turn improves the employee's performance. Previous research conducted by Sari (2017) states that non-physical work environment has a significant effect on the employee's performance. Similarly, the results of this study can be concluded that the non-physical work environment has a partial positive effect on the employee's performance.

The influence of work discipline to the employee's performance. Based on the results of the t-test, work discipline variable obtained significant value sig. t of $(0.000) < \alpha = 0.05$, so

that work discipline variable has significant influence to the employee's performance. Work discipline has t-stat of 3.562 and t-table of 1.994, which means that the work discipline variable partially affects the employee's performance. The results of descriptive analysis in this study shows that the average answers given by the respondents in terms of work discipline variable is categorized into a good condition, with a grand mean of 4.27. This indicates that the employees of the sugar factory have a good work discipline, such as they feel completing the targets set by the company, they start and end the office hour in accordance schedule set by the employment. The employees obey the rules of the company, such as following the pattern of the siren for leaving and returning the office. The employees use office equipment in accordance with the capacity they have, of which can be concluded that the work discipline in the company has been implemented properly. In previous research conducted by Setiawan (2017) states that the work discipline has a significant effect on the employee's performance. So it can be concluded that the work discipline in this study has significant influence to the performance of employees partially.

CONCLUSION AND SUGGESTIONS

Based on the results of this research, there are some conclusions as follows:

- There is simultaneous influence of each independent variables, e.g. physical work environment (X1), non-physical work environment (X2), and work discipline (X3) to the employee's performance (Y). The hypothesis stating that there is simultaneous influence of the independent variables to the employee's performance variable can be accepted.
- In order to observe the partial influence independent variables, e.g. physical work environment (X1), non-physical work environment (X2), and work discipline (X3) to the employee's performance (Y), testing has been conducted. The results show that the three independent variables have significant influence to the employee's performance.
- Based on the results of multiple linear regression test, it was found that work discipline variable has the largest beta coefficient. Thus, work discipline variable has the strongest influence compared with other independent variables to the employee's performance.

Based on the conclusions, there are some recommendations set by the researchers as follows:

- The results of the descriptive statistical analysis show that the physical work environment on the items of safety from termination of employment has the lowest global average value of the overall research variable of 4.08. To this matter, it is expected that the sugar factory "Lestari" PT Perkebunan Nusantara X should pay more attention to the employment policy, especially regarding the termination of employment for the employees with good performance. In addition, the employees feel more secured from any dismissal from their job. Moreover, the employees should be encouraged to improve their performance so that they can avoid the termination policy by having good performance.
- It is expected that the company should improve the quality of the non-physical work environment in the area with the lowest grand mean of the entire research variable, which is about the attitudes of the manager in providing more opportunities for the employees to discuss ideas or opinion related to the jobs. In addition, there should be efforts to improve the existing harmonious relationships by conducting activities outside of company work hours so as to create better non-physical work environment and be able to improve the employee's performance.
- Selain penelitian mengenai Lingkungan Kerja, Disiplin Kerja dan Kinerja Karyawan, hasil penelitian ini juga dapat dipakai sebagai acuan bagi peneliti selanjutnya untuk mempertimbangkan variabel-variabel lain yang tidak diteliti dalam penelitian ini.

- In addition to research on the working environment, work discipline and employee' performance, the findings in this research can also be used as a reference for further researchers to consider other variables.

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