

The Influence of Work Environment, Work Discipline and Compensation on Employee Performance at PT Perkebunan Nusantara (PTPN) VII Bandar Lampung

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ABSTRACT

This study aims to determine the effect of work environment, compensation, and work discipline on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung. The study used a survey method research design. The population in this study were employees at PT. Perkebunan Nusantara VII totaling 264 people while the research sample was 75 people calculated using the Slovin formula. The instrument used in this study was a questionnaire. The analysis technique used was multiple regression analysis. The results of this study indicate that the work environment has a positive effect on employee performance. Work discipline has a positive effect on employee performance. Compensation has a positive effect on employee performance. The work environment, compensation, and work discipline simultaneously affect employee performance.



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INTRODUCTION

The current business environment is developing very rapidly and dynamically, requiring management that is able to adapt effectively and efficiently to every change that occurs (Wiraputra et al., 2026). The sustainability and growth of a company depend not only on its ability to manage financial aspects, but also on its success in managing human resources. In this regard, companies must ensure that employee performance remains optimal in order to achieve organizational goals. One method often used by companies to maintain employee performance is by providing an adequate work environment. The work environment within a company is an important aspect that needs to be considered. Although it is not directly involved in the production process, the work environment still has a direct impact on employees. The work environment is one of the places where employees most frequently carry out their daily activities. A pleasant work environment will create a sense of comfort for employees, which can contribute to improved performance. It can also influence employees' emotional attitudes. When employees feel comfortable in their work environment, they tend to feel at home in their workplace, and their productivity increases. As a result, working time can be utilized more effectively and efficiently (Sihaloho & Siregar, 2020).

Another factor that can motivate employees to achieve company goals is compensation. Compensation in the form of salaries, incentives, and bonuses is an important element that can influence the improvement of employee performance. The greater the compensation provided by the company, the higher the employees' efforts to enhance their performance. Proper and fair compensation will increase employee job satisfaction and help them achieve the company's objectives. According to Hasibuan (2019), compensation includes all forms of income received by employees, whether in the form of money, direct goods, or indirect goods, as a reward for their contributions to the company. Meanwhile, Umar (2002) defines compensation as all forms of earnings received by an employee,

including salaries, wages, incentives, bonuses, insurance, and others, which are directly paid by the company.

In addition to external factors, internal employee factors also greatly influence the achievement of company performance. Work discipline is a very important aspect, as it is one of the main functions in human resource management. The higher the level of employee work discipline, the better the performance produced. Without good discipline, organizations will find it difficult to achieve optimal results. Work discipline is defined as an attitude of respect, appreciation, obedience, and compliance with applicable rules, both written and unwritten, as well as the willingness to implement them and accept the consequences if violations occur regarding the duties and responsibilities assigned. Discipline is crucial for organizational growth, primarily used to motivate employees to maintain self-discipline in carrying out their tasks, both individually and in groups (Wau et al., 2021).

The work environment and compensation are important motivators for employees in carrying out their duties to achieve company goals. Motivation and work discipline are key elements for a company, as both factors play a major role in determining the achievement of optimal company performance. When motivation aligns with good work discipline, it will enhance employee performance, which ultimately contributes to improving overall company performance (Ardhianto et al., 2024). Problems such as a lack of discipline and non-compliance with established rules and norms can affect work efficiency and effectiveness. If employee work discipline is not properly enforced, it is likely that the predetermined goals will not be achieved effectively and efficiently. The author chose to conduct this research at PT. Perkebunan Nusantara VII Bandar Lampung due to issues related to work discipline, particularly employees arriving late and not adhering to the company's established working hours. This situation can also trigger a decline in employee performance if it continues to occur.

Table 1. Office Entry and Exit Times in 2023

Day	Start Time	Break Time	After Break	End Time
Monday	08:00 WIB	12:00 WIB	13:00 WIB	17:00 WIB
Tuesday	08:00 WIB	12:00 WIB	13:00 WIB	17:00 WIB
Wednesday	08:00 WIB	12:00 WIB	13:00 WIB	17:00 WIB
Thursday	08:00 WIB	12:00 WIB	13:00 WIB	17:00 WIB
Friday	08:00 WIB	12:00 WIB	13:00 WIB	17:00 WIB

Source: Human Resources Department of Perkebunan Nusantara VII Bandar Lampung

Table 2. Employee Attendance of PT Perkebunan Nusantara

Year	Number of Employees	Absence / Year	Sick	Late	Early Leave	Total	Working Days
2019	245	79	20	29	15	143	260
2020	235	73	24	32	17	146	260
2021	253	82	26	33	19	160	260
2022	242	80	32	31	20	166	260
2023	264	93	33	33	22	181	260

Source: Human Resources Department of Perkebunan Nusantara VII Bandar Lampung

Based on the table above, this study explains that referring to employee attendance at PT. Perkebunan Nusantara VII, it is known that in 2019 the total number of employees who were absent, sick, late, or left early was 143 employees. In 2020, the number increased to 146, in 2021 to 160 employees, in 2022 to 166 employees, and in 2023 to 181 employees. This indicates that employee absenteeism at PT. Perkebunan Nusantara VII has consistently increased each year. Employee absenteeism is caused by various factors, such as personal matters and unexpected circumstances. Issues related to work discipline can hinder overall company performance. Therefore, the role of leadership is very important in providing guidance to employees in order to reduce disciplinary problems in carrying out their work.

Based on the research data, the number of employees who received disciplinary sanctions from January to December 2023 totaled 23 individuals. Of these, 16 employees received written warnings, 5 employees received a first warning, 1 employee received a second warning, and 1 employee received a

third warning. Based on the results of an interview with Mr. Heri Novianto, S.E., Head of the Human Resources and General Affairs Department (October 9, 2024), it was found that some employees lack discipline, with approximately 10% of employees arriving late each day and about 15% leaving earlier than the company's working hours. The presence of employees who violate arrival and departure times indicates that the level of work discipline among some employees is still relatively low. This is in line with the view that discipline reflects employees' self-control and orderly behavior, which demonstrate the true level of teamwork within an organization (Pranitasari & Khotimah, 2021).

The problems faced by PT. Perkebunan Nusantara VII may arise from a single dimension or from all existing dimensions. This situation has attracted the researcher's interest in identifying which dimensions have not been implemented optimally. Based on the issues identified at PT. Perkebunan Nusantara VII, the researcher considers it necessary to conduct a study on employee performance entitled "The Influence of Work Environment, Work Discipline, and Compensation on Employee Performance." This study aims to identify the underlying problems and is expected to provide solutions to the issues encountered.

Previous research conducted by Prasetya et al., (2023) explains that the work environment has a significant positive effect on employee performance, work discipline has a negative but insignificant effect on employee performance, and compensation has a positive but insignificant effect on performance. Meanwhile, research conducted by Astuti et al., (2023) explains that the work environment has a positive effect on employee performance. Compensation also has a positive effect on employee performance, and work discipline likewise has a positive effect on employee performance. This study aims to determine and analyze whether the work environment has a positive effect on employee performance, to determine and analyze whether work discipline has a positive effect on employee performance, and to determine and analyze whether compensation has a positive effect on employee performance.

RESEARCH METHODS

The approach used in this study is a quantitative approach. Quantitative research is a type of research that involves numerical data, which are then analyzed. The quantitative research method can be defined as a research method based on the philosophy of positivism, used to examine specific populations or samples (Sugiyono, 2019). The method used in this study is the survey method. This method is employed to collect data from the research objects by distributing questionnaires through Google Forms and by observing individuals and phenomena (Sekaran, 2006).

According to Sugiyono, population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn (Sugiyono, 2019). In this study, the population consists of all employees of PT. Perkebunan Nusantara VII Bandar Lampung, totaling 264 individuals. The sample selected is expected to represent the population; therefore, it must be truly representative. Based on the explanation above, the researcher determined the sample size to be 75 employees of PT. Perkebunan Nusantara VII Bandar Lampung.

In preparing this research report, the data analysis techniques used include the Classical Assumption Tests (normality test and heteroscedasticity test), Multiple Linear Regression Analysis, and Hypothesis Testing (t-test, F-test, and Coefficient of Determination test).

RESULTS AND DISCUSSION

Research Results

1. Normality Test

Normality test is a test used to see the normal distribution of data or not. In this study using one-Sample statistical test Kolmogorov-Smirnov Test results to prove the normal distribution of all variables can be observed in the following table with the following decision making: (Ghozali, 2016)

- a. If the value of significance is 0.05, then H_0 is rejected.
- b. If the significance value is $> \alpha$ (0.05) then H_0 is not rejected.

If the value of significance in the Kolmogorov-Smirnov Test value $< \alpha$ (0.05) then H_0 is rejected so the data is not normally distributed. If the significance in the Kolmogorov-Smirnov Test value $> \alpha$ (0.05) then H_0 is not rejected so, the data is normally distributed. Normality test results can be seen below.

Table 3. Normality Test Results

		Unstandardized Residual
N		75
Normal Parameters^{a,b}	Mean	0
	Std. Deviation	1.42146337
Most Extreme Differences	Absolute	0.084
	Positive	0.082
	Negative	-0.084
Test Statistic		0.084
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS 25 processed Data, 2026

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov technique, it is known that the obtained significance value is 0.200. Therefore, it can be concluded that the significance value of $0.200 > 0.05$, meaning that the research model is normally distributed and can be used in the study.

2. Linearity Test

The testing criterion states that a linear relationship exists if the significance value of Deviation from Linearity is greater than 0.05. The results of the linearity test that has been conducted are presented as follows:

Table 4. Results of the Linearity Test

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Y * X	Between Groups	(Combined)	237.455	20	15.830	2.442	.014
		Linearity	104.811	4	104.811	16.168	.000
		Deviation from Linearity	132.644	15	9.475	1.462	.176
	Within Groups		233.372	36	6.483		
	Total		470.827	75			

Source: SPSS 25 processed Data, 2026

Based on the significance value of Deviation from Linearity, it is known that the obtained value is 0.176. Therefore, it can be concluded that there is a linear and significant relationship between the independent variables and the dependent variable.

3. Multicollinearity Test

If multicollinearity among independent variables is high, the regression coefficients of the independent variables can still be calculated; however, they will have high standard errors, meaning that the regression coefficients cannot be estimated accurately.

Table 5. Results of the Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	10.819	4.101		2.638	.011		
X1	.100	.050	.148	2.007	.005	.834	1.198
X2	.490	.093	.534	5.291	.000	.447	2.237
X3	.504	.154	.335	3.265	.002	.432	2.313

a. Dependent Variable: Y

Source: SPSS 25 processed Data, 2026

It is known from the results of the multicollinearity test that each Tolerance value is greater than 0.10 and each VIF value is less than 10.00. Based on these values, it can be concluded that there are no symptoms of multicollinearity in the research model, and the testing assumptions have been fulfilled.

4. Heteroscedasticity Test

The guidelines used are as follows heteroscedasticity does not occur if the data points are spread above and below or around the value of 0, the points do not cluster only above or below, and the distribution of data points does not form a wavy pattern that widens, then narrows, and widens again.

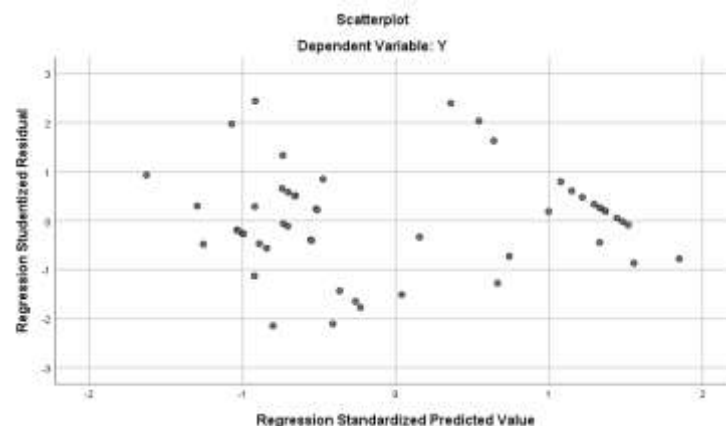


Figure 1. Results of the Heteroscedasticity Test

Based on the results of the heteroscedasticity test shown in the figure, it can be observed that the data points are distributed above and below the value of 0. In addition, the data points do not form a wavy pattern or any specific pattern. Based on these results, it can be concluded that there is no indication of heteroscedasticity in the research model, and the testing assumptions have been met.

5. Hypothesis Test

The criteria for the t-test are determined by comparing the calculated t-value (t-count) with the t-table value or by examining the significance value (probability) to decide whether to reject or accept the null hypothesis (H_0).

Table 7. Results of the t-Test

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	10.819	4.101		2.638
	X1	.100	.050	.148	2.007
	X2	.490	.093	.534	5.291
	X3	.504	.154	.335	3.265

a. Dependent Variable: Y

Source: SPSS 25 processed Data, 2026

Based on the results of the t-statistical test that has been conducted, the interpretations are as follows:

- The calculated t-value for the work environment is 2.007 with a significance value of 0.005. This indicates that there is an effect of the work environment on employee performance. The reason is that the significance value of the work environment is ≤ 0.05 . Therefore, based on the proposed hypothesis, it can be concluded that H1 is accepted.
- The calculated t-value for work discipline is 5.291 with a significance value of 0.000. This indicates that work discipline has a positive and significant effect on employee performance. The reason is that the significance value of work discipline is < 0.05 . Therefore, based on the proposed hypothesis, it can be concluded that H2 is accepted.
- The calculated t-value for compensation is 3.265 with a significance value of 0.002. This indicates that compensation has a positive and significant effect on employee performance. The reason is that the significance value of compensation is < 0.05 . Therefore, based on the proposed hypothesis, it can be concluded that H3 is accepted.

Discussion

1. The Influence of Work Environment on Employee Performance at PT. Perkebunan Nusantara VII Bandar Lampung

The results of the study indicate that the work environment variable has a positive effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung. This shows that the better the implementation of the work environment within the company, the better the employee performance will be. This is evidenced by the regression coefficient value of 0.050 with a significance value of $0.005 < 0.05$.

A company that has a good work environment will also produce good employee performance. Comfort and a sense of security in the workplace are important factors in achieving optimal employee performance. The results of this study are supported by previous research conducted by Arif, M & Lena (2020) and Ahmad et al., (2022) which state that the work environment variable has a positive effect on employee performance.

2. The Influence of Work Discipline on Employee Performance at PT. Perkebunan Nusantara VII Bandar Lampung

The results of the study indicate that the work discipline variable has a positive effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung. This shows that the better the implementation of work discipline within the company, the higher the employee performance will be. This is evidenced by the regression coefficient value of 0.093 with a significance value of $0.00 < 0.05$.

Work discipline, such as employees arriving on time, working according to established schedules, maintaining a neat appearance, and being responsible for their tasks, will increase the

quantity of work and directly improve the quality of employee performance. The results of this study are supported by previous research conducted by Abdullah et al., (2023) which states that the work discipline variable has a positive effect on employee performance.

3. The Influence of Compensation on Employee Performance at PT. Perkebunan Nusantara VII Bandar Lampung

The results of the study indicate that the compensation variable has a positive effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung. This shows that the better the implementation of compensation within the company, the better the employee performance will be. This is evidenced by the regression coefficient value of 0.154 with a significance value of $0.002 < 0.05$.

Appropriate compensation policies can improve employee performance. In addition, providing fair compensation in accordance with the effort and abilities exerted, as well as appreciating employees' hard work, will encourage employees to act more professionally and work more seriously, thereby enhancing their performance. The results of this study are supported by previous research conducted by Arifudin (2019), which states that the compensation variable has a positive effect on employee performance.

CONCLUSION

Based on the results of the study above, the conclusions can be drawn as follows:

1. Hypothesis 1 is accepted, indicating that the work environment comprising relationships among employees, relationships with supervisors, work facilities, physical working conditions, job security, and work culture has an effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung.
2. Hypothesis 2 is accepted, indicating that work discipline comprising punctuality, proper utilization of facilities, high responsibility, and compliance with company rules has an effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung.
3. Hypothesis 3 is accepted, indicating that compensation comprising wages and salaries, incentives, allowances, and facilities has an effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung.
4. Hypothesis 4 is accepted, indicating that the work environment, work discipline, and compensation simultaneously have an effect on employee performance at PT. Perkebunan Nusantara VII Bandar Lampung.

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