Dengan Judul

The Influence of Work Environment and Work discipline on the Performance of Employees of PDAM Madiun Regency

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Abstract. Using purposive sampling, we obtained a sample size of 110 respondents. The research results show that the work environment has a positive and significant effect on the performance of PDAM Madiun Regency employees, with an original sample value of 0.259 and a T statistic of 2.658 (>1.96). Work discipline has a positive and significant effect on the performance of PDAM Madiun Regency employees, with an original sample value of 0.521 and a T statistic of 5.21 (>1.96). Simultaneously, the work environment and work discipline have a positive and significant effect on the performance of PDAM Regency employees, with a P value of 0.000 (<0.05). From this research, it can be concluded that employee performance will increase when a company's work environment and discipline are good.

Keywords: Human resources, Work environment, Work discipline, Employee performance

INTRODUCTION

Employee performance is one of the components of human resources that has the most significant impact on the sustainability of company operations. Employees with good performance will make it easier for the company to achieve its goals. Conversely, if employees perform poorly, the company will experience a decline. According to Estiana et al. (2023), performance is the achievement of an employee's quality and quantity of work in completing tasks that are in harmony with his responsibilities. In a company, employees have different performance measures. They are influenced by several factors, such as skills and expertise, insight, work motivation, job design, leadership style, personality, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Wijaya & Fauji, 2021; Cahyono, 2022).

Madiun Regency PDAM is an implementing element of regional autonomy and runs a business in drinking water services, founded in 1987. Along with the increase and development of the population proportional to the increase in clean water consumption, it is necessary to optimally increase employee performance to organize and regulate the supply and distribution of clean water that meets health standards. PDAM Madiun Regency has good performance measurement data. In 2022 and 2023, there will be an increase in the performance index, which is shown in Table 1.1.

Table 1. Performance Achievement Index for 2022 & 2023

Aspect	Value		Up/Down	Percentage
	Year 2023	Year 2022		
Financial Aspect	1,085	1,030	0,055	5,5%
Operational Aspect	0,800	0,690	0,110	11%
Administration Aspect	1,750	1,470	0,280	28%
Operation Aspect	0,670	0,670	-	-
Total performance value	4,305	3,860	0,445	44,5%
Success rate clasification	Healt	Healt		

Source: Data on Performance Achievements of PDAM Madiun Regency 2023

Based on Table 1.1, in 2023, performance will increase by 44.5% from the previous year. The performance assessment covers several aspects, including financial aspects, which increased by 5.5%; operational aspects, which increased by 11%; administrative aspects, which increased by 28%; and operational aspects, which did not increase or decrease.

Successful performance achievement cannot be separated from the support of many things, including the work environment conditions and employee discipline. Employee

performance is supported by essential factors such as work environment and work discipline. Apart from that, the role of the leader can also influence the creation of a supportive work environment and culture of work discipline by creating trust in the leader, which can then create employee commitment to the organization (Pradana & Bantam, 2023). Employees' commitment to the organization can support the creation of a good work environment and work discipline.

The conditions or situation of the surrounding work environment will influence a person's performance (Estiana et al., 2023). A good environment can enable employees to do their work comfortably and complete their daily tasks, thus enabling them to make better use of their working time. The results of observations and a mini-survey conducted on March 4, 2024, show that the work environment at PDAM Madiun Regency is considered very good regarding the physical and non-physical work environment categories. The office's physical work environment comprises complete rooms and infrastructure with good conditions reaching 95%. In addition, in the non-physical work environment, a mini-survey was conducted on 110 workers to provide an assessment of non-physical work environment indicators as measured by the work atmosphere based on the following indicators: a) communication between employees and superiors, b) communication between co-workers, and c) Communication between work departments. The mini-survey results show that 98% of workers gave good marks to each indicator.

Apart from the work environment, the research also highlights the disciplinary behavior of PDAM Madiun Regency employees. According to Ferawati (2017), work discipline is the behavior and actions of individuals who adhere to the regulations of a company, whether written or unwritten. To improve performance, one of the employees must have a disciplined attitude. Employees should understand that when they carry out good work discipline, they can achieve benefits for the company and each individual. Proper discipline can represent a person's responsibility; without good discipline, a company will find it easier to achieve optimal results.

As additional information, employee attendance data is also processed to see the level of employee discipline. This research was carried out data processing on March 8, 2024, with a total attendance data for 150 PDAM Madiun Regency employees from October 2023 to February 2024. This research found that the absence of employees with alpha status was 0%, and the absence of employees was due to external service, leave,

and The average illness reached 30% in 5 months. The results of data processing show that employee discipline is very high, as seen from the absence of employees who do not enter without permission or alpha, and employees always obey the administration because they always provide clear information when they are not present at the office, such as on external service, on leave or sick.

Based on the description above, it can be concluded that the work environment and discipline of PDAM Madiun Regency employees are pretty good. The research aims to test whether the work environment and employee discipline influence employee performance.

THEORETICAL REVIEW

Grand Theory

The grand theory in this research uses attribution theory, coined by Fritz Heider in 1958. This attribution theory explains how a person describes the causes of other people's behavior, which is caused by internal factors such as nature, character, attitude, etc. External factors such as pressure from situations or specific circumstances will influence an individual's behavior. A person will form ideas about other people and situations around them which cause a person's behavior in social perception, which is called dispositional attributions (internal factors) which refer to aspects of individual behavior within a person such as personality, self-perception, abilities, and motivation and situational attributions (external factors) which refers to the surrounding environment which can influence a person's behavior such as social conditions, social values and community views (Pesireron, 2016).

Variable Definition

This research uses the work environment, which is everything around workers that can influence them in carrying out their assigned tasks. The work environment is divided into the physical work environment and non-physical work environment, with indicators of facilities and infrastructure as the physical environment and conditions related to work relationships, both relationships with co-workers, superiors, and subordinates as the non-physical environment (Estiana et al., 2023). In this research work, discipline is the initiative and obedience of a person or group to carry out a necessary action if there is no order. So, it can be concluded that work discipline is a person's awareness of being willing to carry out and obey the rules in an organization (Estiana et al., 2023). Indicators used

in work discipline include attendance, compliance with regulations, compliance with work standards, a high level of attention, and work ethics. Furthermore, the employee performance variable evaluates the employee's efforts to explore their skills and abilities, and this must be developed as much as possible (Estiana et al., 2023). The performance indicators in this research are work quality, work quantity, work time, and cooperation.

Framework of Thinking

The framework of thinking in the research was formed to make finding data in the field easier. The framework of thinking can be visualized as follows:
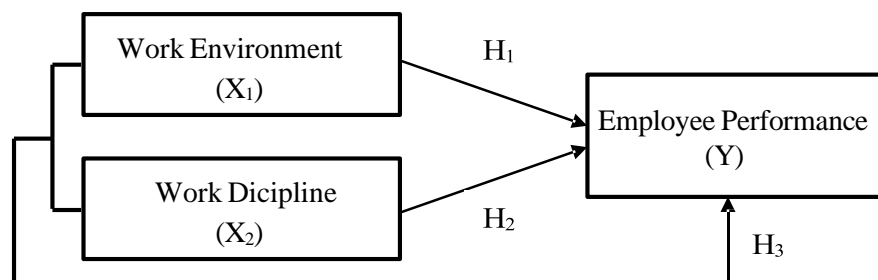

Figure 1. Framework of Thinking

Research Hypothesis

1. **Influence of the Work Environment on Employee Performance**

The work environment is the condition surrounding the workplace, both physical and non-physical, which can provide a sense of security and comfort at work. This comfort will undoubtedly have an impact on improving employee performance. On the other hand, discomfort from the work environment will decrease the employees' performance (Daulay & Hikmah, 2020).

According to Sunatar (2023), the work environment can be defined as forces that can influence, either directly or indirectly, the performance of an organization or company. It is essential to pay attention to the work environment in a company. A good work environment will make employees more enthusiastic about working and create enthusiasm for them to carry out their work to improve employee and company performance.

This statement is supported by research conducted by Abner, A., Wibowo, A.E., Nasution, M.N.A., & Syaiful, H. (2023); Madyoningrum et al., R. (2022) and Hadi, S.P., & Irbayuni, S. (2021) explain that the work environment has a positive and significant effect on employee performance. Meanwhile, according to research by Estiana, R.,

Karomah, N.G., & Saimima, Y.A. (2023), Dea et al., J. (2020) explained that the work environment does not significantly affect employee performance. Based on theory and previous research, the following hypothesis can be formulated.

H1: The work environment influences the performance of Madiun Regency Regional Drinking Water Company (PDAM) employees

2. The Effect of Work Discipline on Employee Performance

Good work discipline is work discipline that is driven by self-awareness of individual duties and responsibilities without any coercion from the leadership. Suppose employees know their duties and responsibilities and can carry out according to the applicable rules and regulations. In that case, this discipline will affect the employee's performance. *Work discipline* is a strength that develops within an employee's body and causes employees to adapt voluntarily to regulations, decisions, and work values (Sunatar, 2023).

Work discipline is a means of training employees' personalities always to show good performance, attitudes, behavior, and life patterns. Work discipline among employees is very much needed in a company. Every individual must instill an attitude of discipline because the organization's goals will only be achievable if there is work discipline. Discipline is the most critical operative function of human resource management because the better the employee's discipline, the higher the work performance can be achieved (Rosalina & Wati, 2020).

The above statement is supported by research conducted by Perkasa, D.H., Arbaina, C., Purwanto, S., Sari, O.H., & Tarmiji, A. (2023); Madyoningrum et al., R. (2022) and Hadi, S.P., & Irbayuni, S. (2021) explain that work discipline has a positive and significant effect on employee performance. Meanwhile, according to research by Rahayu, A.P., Satriyo, G., & Rukmini, M. (2023), work discipline does not significantly affect employee performance. Based on theory and previous research, the following hypothesis can be formulated.

H2: Work discipline influences the performance of Madiun Regency Regional Drinking Water Company (PDAM) employees

3. The Influence of Work Environment and Work Discipline on Employee Performance

A comfortable work environment will have an impact on improving performance. Employees will also get self-development results to improve their work performance, which can also influence company performance (Sunatar, 2023).

Apart from that, producing optimal performance also requires good employee discipline to achieve company goals. Discipline is essential for the sustainability of an organization or company. Discipline is awareness and willingness to obey all applicable social regulations and norms (Sunatar, 2023). This will encourage employee morale and provide positive attitudes such as loyalty, joy, cooperation, and obedience to obligations.

The above statement is supported by research conducted by Estiana, R., Karomah, N.G., & Saimima, Y.A. (2023); Madyoningrum, A.W., & Azizah, R. (2022) and Nurhidayah, S.A., Lestari, D.P., & Putra, G.K. (2023) explain that the work environment and work discipline simultaneously have a positive and significant effect on employee performance. Based on theory and previous research, the following hypothesis can be formulated.

H3: The work environment and work discipline simultaneously influence the performance of Madiun Regency Regional Drinking Water Company (PDAM) employees

RESEARCH METHOD

This quantitative research uses a survey method for data collection and Likert measurements. This research was carried out at PDAM Madiun Regency with 110 respondents with permanent employee status. The analysis technique used in this research is SEM PLS with SmartPLS software (Jogiyanto & Abdillah Willy, 2016).

RESULT AND DISCUSSION
1. **Respondent Characteristic**
1) Gender

Table 2. Characteristics of Respondents Based on Gender

Gender	Total	Precentage (%)
Man	73	66
Women	37	34
Total	110	100

Source: Data Processing 2024

Table 2. shows that the number of male respondents was 73 people or 66% while the number of female respondents was 37 people or 34%.

2) Age

Table 3. Characteristics of Respondents Based on Age

Age	Total	Precentage (%)
20-29 Years Old	27	24,5
30-39 Years Old	48	44
40-49 Years Old	19	17
>50 Years Old	16	14,5
Total	110	100

Source: Data Processing 2024

Based on table 3, the majority of respondents in this study were aged 30 to 39 years. Respondents aged 20-29 years amounted to 27 people or 24.5%, respondents aged 30-39 years amounted to 48 people or 44%, respondents aged 40-49 years amounted to 19 people or 17% and respondents aged >50 amounted to 16 people or 14.5%.

3) Last Education

Table 4. Characteristics of Respondents Based on Last Education

Last education	Total	Precentage (%)
Post graduate / S2	2	2
Graduate / S1	20	18
Diploma / D3	9	8
Senior high school / SLTA	79	72
Total	110	100

Source: Data Processing 2024

Table 4 shows that the majority of respondents in PDAM Madiun Regency have a high school education, 79 people or 72% of respondents have a high school education level, 9 people or 8% of respondents have a D3 education level, 20 people or 18% of respondents have a bachelor's level education and 2 people or 2% of respondents have a master's level of education.

2. Instrument Testing

1) Convergent Validity Test

The convergent validity test is considered valid if the Average Variance Extracted (AVE) value is >0.5 (Jogiyanto & Abdillah Willy, 2016).

Table 5. Construct Validity (AVE) Value

Variable	AVE
Work Environment (X1)	0.556
Work Dicipline (X2)	0.573
Employee Performance (Y)	0.572

Source: Data Processing 2024

The results from table 5 show that these three variables can be categorized as valid, because they already have a value of >0.5.

1) Descriminant Validity Test

In the model, the test is considered valid if the cross loading value is > 0.7 (Jogiyanto & Abdillah Willy, 2016).

Table 6. Cross Loading Values

	Work Environment (X1)	Work Dicipline (X2)	Employee Performance (Y)
X11	0.704	0.481	0.511
X12	0.726	0.420	0.446
X13	0.757	0.450	0.420
X14	0.750	0.620	0.472
X15	0.773	0.574	0.463
X16	0.750	0.475	0.436
X17	0.779	0.491	0.409
X18	0.751	0.522	0.458
X19	0.715	0.711	0.622
X110	0.750	0.642	0.465
X21	0.541	0.729	0.484
X22	0.555	0.778	0.614
X23	0.475	0.720	0.501
X24	0.571	0.716	0.537
X25	0.480	0.769	0.544
X26	0.535	0.837	0.597
X27	0.609	0.717	0.537
X28	0.604	0.784	0.545
X29	0.583	0.755	0.516
X210	0.618	0.758	0.486
Y11	0.588	0.640	0.726
Y12	0.561	0.556	0.802
Y13	0.429	0.512	0.735
Y14	0.406	0.480	0.731
Y15	0.360	0.580	0.759
Y16	0.388	0.540	0.803
Y17	0.526	0.471	0.756
Y18	0.576	0.488	0.733

Source: Data Processing 2024

The results from table 6 show that the cross loading value for these three variables already has a value of >0.7. Thus, the construct for each variable has been categorized as good or valid.

2) **Reability Test**

A reliability test can be said to be reliable when it has a value of >0.7 as seen from composite reliability (Jogiyanto & Abdillah Willy, 2016).

Table 7. Construct Reliability Values

Variable	*Cronbach's Alpha*	*Composite Reliability*
Work Environment (X1)	0.912	0.926
Work Dicipline (X2)	0.917	0.931
Employee Performance (Y)	0.893	0.926

Source: Data Processing 2024

The results from table 7 show that these three variables can be categorized as reliable because they already have a value of >0.7.

3) **Model Test**

The model test can be seen from the Collinearity Statistics (VIF) value, if the value is <5 then it is stated that there is no multicollinearity and the fit model can be seen from the SRMR value if the value is <0.10 then it is stillacceptable (Jogiyanto & Abdillah Willy, 2016).

Tabel 8. Collinearity Statistical Value (VIF)

Variable	(X1)	(Y)	(X2)
Work Environment (X1)		2.171	
Employee Performance(Y)			
Work Dicipline (X2)		2.171	

Source: Data Processing 2024

The results from table 8 show that work discipline (X2) and work environment (X1) each have a value of 2,171 (<5), which means there is no multicollinearity between the variables that influence employee performance (Y).

Table 9. Model Fit Value

	Saturated Model	Estimated Model
SRMR	0.096	0.096

Source: Data Processing 2024

Table 9 above shows that the SRMR value is 0.096 (<0.10) so the model is acceptable.

2. Hypothesis Testing

1) Test Path

Hypothesis testing is carried out using the bootstrapping method by observing the results of calculated values from path coefficients including the original sample value, T statistic and P value (Jogiyanto & Abdillah Willy, 2016).

Table 10. *Path Coefficients Value*

	Original Sample (O)	T *Statistic*	P *Value*
Work Environment (X1) -> Employee Performance(Y)	0.259	2.658	0.008
Work Dicipline (X2) -> Employee Performance (Y)	0.521	5.917	0.000

Source: Data Processing 2024

The results of the path coefficient values in Table 10 show that:

1. The original sample value (O) for work discipline (X2) on employee performance (Y) is 0.521, which means it has a positive relationship and the work environment (X1) on employee performance (Y), namely 0.259, which means it also has a positive relationship.

2. The T statistic value can be significant at>1.96. The T statistical value of work discipline (X2) on employee performance (Y) is 5,917, which means it is significant, while the work environment (X1) on employee performance (Y) is 2,658, which means it is significant.

3. P-value is acceptable when it has a value <0.05. The P Value of work discipline (X2) on employee performance (Y) is 0.000, which means hypothesis 1 is accepted, and the work environment (X1) on employee performance (Y) is 0.008, which means hypothesis 2 is also accepted.

2) F Test

The F test can be said to be significant or positive when it has a P value <0.05 (Jogiyanto & Abdillah Willy, 2016).

Tabel 11. *Summary* ANOVA Value

Indicator	P *Value*
Total	0.000
Error	0.000
Regression	0.000

Source: Data Processing 2024

The results from table 11 show that the simultaneous P value between work environment (X1) and work discipline (X2) is 0.000 (<0.05), which means that simultaneously the work environment and work discipline have a significant or positive influence on employee performance variables.

3) R Square Test

Table 12. R-*Square Value*

	Employee Performance (Y)
R-Square Adjusted	0.512

Source: Data Processing 2024

Table 12 above shows that employee performance (Y) has an Adjusted R-Square value of 0.512, which shows that the work environment (X1) and work discipline (X2) have a simultaneous influence of 0.512 or 51.2% on employee performance (Y). Other variables not studied had an influence of 48.8%.

CONCLUSION AND RECOMMENDATION

The results of the research entitled "The Influence of the Work Environment and Work Discipline on the Performance of Employees of the Regional Drinking Water Company (PDAM) of Madiun Regency" can conclude that the work environment has a positive and significant effect on the performance of PDAM Madiun Regency employees. It is proven that employee performance increases when the work environment is good. Work discipline has a positive and significant effect on the performance of PDAM Madiun Regency employees. Good work discipline has proven that employees' performance will increase. Simultaneously, the work environment and work discipline have a positive and significant effect on the performance of PDAM Madiun Regency employees.

The results of this research recommend that companies further improve work discipline and the quality of the work environment to maintain good performance. For further research, we can add other variables, such as family factors that support good performance in PDAM Madiun Regency, and focus on other determinants besides the work environment and discipline that will influence performance.

This journal is very good, but some of the good discussions are strengthened by several studies taken from it (Yumhi, Y., Sutisna, A. J., & Muhtar, 2025), (Noor et al., 2023), (Yumhi & Noor, 2022), (Ana Ima Sofana, 2024), (Yumhi et al., 2024), (Rudiyanto et al., 2022), (Yumhi, 2022), (Yumhi et al., 2023), (YUMHI et al., 2021), (Yumhi, 2021), (Yumhi et al., 2022),(Irawan et al., 2020), (Noor et al., 2024), (Afriliansyah et al., 2020),(Maghfur et al., 2020), (Khairunnisa et al., 2020), (Yumhi et al., 2014), (Yumhi, 2020).

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