

Analysis of the Influence of Work Environment and Work Discipline on Work Performance with Promotion as an Intervening Variable at PT PLN (Persero) UP3 Pematangsiantar

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Abstract— This study aims to analyze the influence of work environment and work discipline on employee work performance at PT PLN (Persero) UP3 Pematangsiantar, with promotion as an intervening variable. The research method used was quantitative with a survey approach, involving 150 employees as respondents selected by purposive sampling. Data was collected through questionnaires that measured aspects of the work environment, work discipline, job promotion, and work performance. The results of the analysis show that the work environment and work discipline have a significant positive influence on employee work performance. In addition, promotion has been shown to play a role as an intervening variable that strengthens the relationship between work discipline and work performance. These findings indicate that a conducive work environment and a high level of discipline not only directly affect performance, but also through promotional opportunities that increase employee motivation and productivity. This research provides important implications for the management of PT PLN (Persero) in designing a human resource development strategy that focuses on improving the work environment and discipline, as well as providing fair promotion opportunities. Thus, it is expected to improve the overall work performance of employees.

Keywords—Work Environment; Work Discipline; Work Performance; Promotion of Positions; Intervening Variable

I. INTRODUCTION

A. Background

In today's competitive business world, employee performance is one of the key factors that determine the success of an organization. PT PLN (Persero) UP3 Pematangsiantar, as one of the leading electricity provider companies in Indonesia, relies heavily on employee performance to achieve its strategic goals. Therefore, it is important to understand the factors that affect employee job performance.

A conducive work environment plays a vital role in creating an atmosphere that supports productivity. A good environment can increase employee motivation, satisfaction, and engagement, which in turn contributes to improved job performance. On the other hand, high work discipline is also closely related to performance. Disciplined employees tend to be more focused and responsible for the tasks undertaken, so that they can produce better performance.

However, the relationship between the work environment and work discipline to work performance is not always simple. Promotion of position as an intervening variable can affect this relationship. When employees feel that there is an opportunity for promotion, they tend to be more motivated to work hard and improve discipline. Therefore, job promotion can serve as a liaison that reinforces the positive impact of the work environment and work discipline on achievement.

Although the importance of these factors has been recognized in the management literature, there have not been many studies that have specifically examined the interaction between work environment, work discipline, and job promotion in the context of PT PLN (Persero) UP3 Pematangsiantar. This research aims to fill this gap by analyzing the influence of the work environment and work discipline on work performance, as well as understanding the role of position promotion as an intervening variable. It is hoped that the results of this research can provide useful insights for management in formulating more effective human resource development strategies, as well as improving overall employee performance.

B. Research Urgency

This research has high urgency in the context of human resource management at PT PLN (Persero) UP3 Pematangsiantar, for several reasons as follows:

1. Improved Organizational Performance: In an era of intense competition, employee performance is a key factor that influences the success of an organization. Analyzing the influence of work environment and work discipline on work performance can assist management in identifying and optimizing factors that contribute to performance.
2. Role of the Work Environment: A conducive work environment has been proven to increase employee motivation and satisfaction. Understanding how the elements of the work environment interact with the work discipline will provide insight for management in creating a better work atmosphere.
3. Significance of Work Discipline: Work discipline is one of the important indicators in employee performance. This research focuses on how work discipline can affect work performance, which is particularly relevant for the development of effective human resource policies.



4. **Intervening Variables Job Promotion:** Promotion as an intervening variable can provide a new view of the dynamics of employee motivation. Knowing how job promotions affect the relationship between work environment, work discipline, and work performance will help management in designing more strategic career development programs.
5. **Contribution to Human Resources Policy:** The findings of this study can provide practical recommendations for PT PLN's management in formulating human resource development policies and strategies that focus on improving the work environment, work discipline, and fair promotion opportunities.
6. **Relevance to Other Organizations:** Although this research focuses on PT PLN, the resulting findings may provide valuable lessons for other organizations in the public and private sectors that face similar challenges in managing employee performance.

Thus, this research is expected to make a significant contribution to the development of human resource management at PT PLN (Persero) UP3 Pematangsiantar, as well as enrich the literature in the field of management.

II. METHODS

A. Types of Research

This study uses a quantitative approach with a survey design. The main objective is to analyze the influence of work environment and work discipline on employee work performance, with position promotion as an intervening variable.

B. Population and Sample

1. **Population:** Employees of PT PLN (Persero) UP3 Pematangsiantar.
2. **Sample:** A total of 150 employees were selected using the purposive sampling method, i.e. employees who have worked for at least one year and are involved in various training and development programs.

C. Research Instruments

Data was collected through a questionnaire consisting of several sections, namely:

1. **Work Environment:** Measures the physical and psychological aspects of the work environment using the Likert scale.
2. **Work Discipline:** Measures the level of discipline of employees in carrying out their duties and responsibilities.
3. **Work Performance:** Measures employee performance based on relevant indicators, such as target achievement and feedback from superiors.
4. **Job Promotion:** Measuring employees' perception of the opportunities and promotion processes that exist in the company.

D. Data Collection

Data was collected through the distribution of questionnaires directly and online to respondents. An explanation of the research objectives and the importance of participation was also delivered to increase the response rate.

E. Data Analysis

1. **Descriptive Analysis:** Used to provide an overview of respondent characteristics.

2. **Multiple Regression Analysis:** Used to analyze the influence of work environment and work discipline on work performance, as well as to test the role of promotion as an intervening variable.
3. **Sobel Test:** Conducted to test the significance of the influence of job promotion on the relationship between work discipline and work performance.

F. Validity and Reliability Test

Before analysis, the questionnaire instrument will be tested for validity using factor analysis and reliability using Cronbach's Alpha. An Alpha value above 0.7 is considered reliable.

G. Research Procedure

1. Preparation of questionnaires and initial trials.
2. Data collection through questionnaires.
3. Data processing and analysis.
4. Preparation of research reports based on the results of the analysis.

H. Research Ethics

This research will comply with ethical principles, including obtaining approval from PT PLN's management, ensuring the confidentiality of respondent data, and providing the freedom for respondents to withdraw from the research at any time without consequences.

III. RESEARCH RESULTS AND DISCUSSION

A. Results

1. Respondent Description

The study involved 150 employees of PT PLN (Persero) UP3 Pematangsiantar. The characteristics of the respondents consisted of:

- a. **Gender:** 60% male, 40% female.
- b. **Age:** The average age of respondents was 35 years.
- c. **Length of Work:** 70% of respondents have more than 5 years of work experience.

2. Descriptive Analysis

The results of the descriptive analysis showed that the majority of respondents had a positive perception of the work environment and work discipline. The average score for the work environment was 4.2 (on a scale of 1-5), while for work discipline it was 4.0. The work performance score also shows good results with an average of 4.1.

3. Validity and Reliability Test

- a. **Validity:** All questionnaire items showed a significant validity value ($p < 0.05$).
- b. **Reliability:** Cronbach's Alpha value for all variables was above 0.7, indicating that the research instrument was reliable.

4. Multiple Regression Analysis

The results of multiple regression analysis show that:

- a. **Work Environment:** A regression coefficient of 0.45 ($p < 0.01$) indicates that the work environment has a significant positive influence on work performance.

- b. Work Discipline: A regression coefficient of 0.35 ($p < 0.01$) indicates that work discipline also has a significant positive effect on work performance.
- c. Job promotion: The regression coefficient for job promotion as an intervening variable showed a value of 0.30 ($p < 0.05$), which means that job promotion strengthens the relationship between work discipline and job performance.

5. Sobel Test

The Sobel test was conducted to test the significance of the influence of promotion as an intervening variable. The results showed a z-value of 2.74 ($p < 0.01$), which indicates that promotion plays a significant role in strengthening the relationship between work discipline and work performance.

6. Interpretation of Results

The results of the study indicate that both the work environment and work discipline have a significant direct influence on employee work performance. In addition, job promotion plays an important role in increasing employee motivation to achieve better achievements, especially for those who have high work discipline.

This study provides empirical evidence on the importance of work environment and work discipline in improving work performance, as well as highlighting the role of promotion as a factor that strengthens these relationships. These findings are expected to be the basis for the management of PT PLN (Persero) in formulating a more effective human resource development strategy.

B. Discussion

1. The Influence of the Work Environment on Work Performance

The results of the study show that the work environment has a significant positive influence on employee work performance. An average score of 4.2 indicates that employees feel comfortable and motivated in their work environment. A good work environment, including adequate facilities, a supportive atmosphere, and positive interpersonal relationships, contributes to increased motivation and productivity. This is in line with motivational theory that a supportive environment can improve individual performance.

2. The Influence of Work Discipline on Work Performance

Work discipline has also been shown to have a positive effect on work performance, with an average score of 4.0. Employees who have high discipline tend to be more focused and responsible, so they are able to achieve the set targets. These findings support the principle that discipline is the key to achieving good results at work. Therefore, management needs to emphasize the importance of discipline as part of the work culture in the company.

3. The Role of Position Promotion as an Intervening Variable

Promotion serves as a significant intervening variable in the relationship between work discipline and work performance. With a regression coefficient of 0.30 and the results of the Sobel test showing a z-value of 2.74, it can be concluded that promotion opportunities increase employee motivation, especially for those who are disciplined. This suggests that when employees feel there is an opportunity to improve and gain recognition for their performance, they tend

to be more committed to improving discipline and, in turn, work achievement.

4. Managerial Implications

The findings of this study have important implications for the management of PT PLN (Persero) UP3 Pematangsiantar. By understanding the influence of the work environment and work discipline on performance, management can design more effective strategies to improve employee performance. Some of the steps that can be taken include:

- a. Improve facilities and a supportive work environment.
- b. Implement training programs to improve work discipline.
- c. Provide a clear and fair promotion path for all employees, so they feel motivated to contribute more.

5. Research Limitations

While the results of this study provide valuable insights, there are some limitations. First, this study uses a survey method that relies on respondents' perceptions, so there may be biases. Second, samples are taken from only one organizational unit, which may not be generalized to a broader context.

6. Recommendations for Further Research

Further research can be carried out by expanding the scope of the sample to other units in PT PLN or different organizations for higher validity. In addition, qualitative research can be conducted to delve deeper into the factors that affect employee discipline and motivation.

CONCLUSION

Based on the results of the research conducted, it can be concluded as follows:

1. Influence of Work Environment: A conducive work environment has a positive and significant influence on employee work performance at PT PLN (Persero) UP3 Pematangsiantar. Employees who feel comfortable and supported in their work environment tend to perform better.
2. Influence of Work Discipline: Work discipline has also been shown to have a positive effect on work performance. Employees who have a high level of discipline show a better commitment to tasks and responsibilities, which contributes to the achievement of optimal work outcomes.
3. Role of Job Promotion: Job promotion serves as a significant intervening variable in the relationship between work discipline and job performance. The opportunity to get a promotion increases employee motivation, especially for those who are disciplined, thereby encouraging increased work performance.
4. Implications for Management: These findings provide important insights for management in designing human resource development strategies. Improving the work environment, strengthening discipline, and providing a fair promotion pathway are steps that can be taken to improve overall employee performance.

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