

## Performance Strategy Analysis of Employees at PT. Perkebunan Nusantara III (Persero) Medan

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### Abstract

*Companies generally really need quality human resources to achieve predetermined company goals, in achieving these goals, the company's human resources need to be managed professionally in order to realize a balance between the needs of employees and the demands and capabilities of the company's organization. Thus, this study aims to examine and analyze the effect of work discipline on employee performance, analyze work motivation on employee performance, and analyze the work environment on employees. Sources and data collection techniques used in this study are primary data, namely data obtained or collected directly from data sources through interviews and a list of questions given to respondents. The results showed that work discipline was not significant on employee performance. Motivation has a positive effect on employee performance. The work environment has a positive effect on employee performance.*

### Keywords

work discipline; motivation;  
work environment; employee  
performance



## I. Introduction

Companies in general really need resource-intensive quality human resources to achieve company goals. It has been determined, in achieving these goals, the resources people in the company need to be managed professionally to achieve balance between the needs of employees with the demands and abilities of corporate organization. Human resources is a planning, organizing, coordinating, implementing, and supervising the procurement, development, delivery of remuneration, integration, maintenance, and redistribution of labor in order to achieve organizational goals.

Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance.

PT. Perkebunan Nusantara III (Persero) is a US entity, a property of a country which is engaged in the management, processing and marketing of oil palm plantation products, rubber, sugar cane, tea, coffee, cocoa, tobacco, various woods, fruits and various plants, and other. The company was officially established as a result of the restructuring of SOEs in 1996. In achieving employee performance effectively, the company has paid attention to the factors that can affect the performance of these employees, among others, work discipline, motivation, and the environment.

Work discipline is one of the important things that measure the work achievement of employees in an organization, at PT. Perkebunan Nusantara III (Persero) disciplined employees tend not to be able to follow the existing work rules properly. This is judged by the high number of violations of work regulations that commonly occur in companies such as being late for work, chatting when working hours and lack of employee conscientiousness in completing work on time.

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020).

Motivation Work is the will to work that arises because of encouragement from within the employee as a result of the overall integration of personal needs, the influence of the physical environment and social where its strength depends on the process of integration. Giving motivation can provide energy to generate encouragement in oneself. This will really affect performance of employees so need the ability to motivate employees in order to achieve an efficient company.

The work environment is a place or environment where a person can interact with one another or a social environment that affects employee performance and productivity. A conducive work environment gives a sense of safety and enables employees to work optimally. If the employee likes the work environment in which he works, then he will feel at home at work, carrying out his activities so that his working time is used effectively.

Based on the background of the description above, the researcher is interested in conducting research on "Analysis of Performance Strategies for Employees at PT. Perkebunan Nusantara III (Persero) Medan".

## II. Review of Literature

### 2.1 Theory about Work Discipline

Work discipline can be seen as something that has great benefits, both in the interests of the organization and the interests of employees. Discipline is behavior and discipline in accordance with regulations and provisions, or behavior obtained from training that is carried out continuously (Thomas Gordon, 1996: 3).

According to Indah Puji, (2018: 200) several indicators can be seen in influencing the level of discipline of employees of an organization, including the following:

- a. Leadership exemplary
- b. Justice
- c. Firmness

### 2.2 Theory about Work Motivation

According to Samsudin (2010:281) stated that motivation is the process of influencing or pushing from outside on someone to know the working group so that they want to implement according to that's what has set.

According to Sondang P. Siagian, (2008:138) several indicators of work motivation include the following:

- a. Objective
- b. Obligation
- c. Informing expertise

### 2.3 Theory about Work Environment

According to Sedarmayanti, (2011:2) the work environment is the entire tooling and material also faced, the surrounding environment in which a person works, methods of work, as well as working arrangements both as individuals and as a group.

According to Sedarmayanti, (2001:146) several indicators regarding the work environment can be seen as follows:

- a. Air temperature

- b. Cleanliness
- c. Employee Relations

## 2.4 Theory about Performance

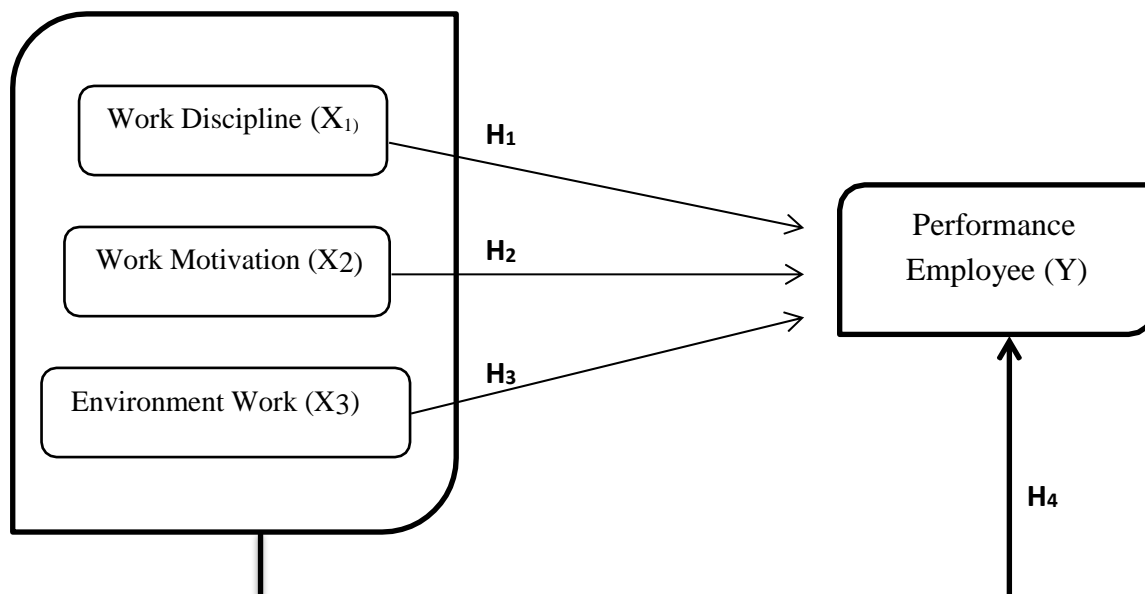
According to Wibowo, (2014:3) performance is the implementation of the plan that has been compiled. Performance implementation is done by human resources who have the ability, competence, motivation, and interests. How the organization values and treats its human resources will affect its attitudes and behavior in carrying out performance.

According to Sutrisno, (2011:172) indicators that can be seen in influencing performance by employees at each company include the following:

- a. Kuagenerated litaso
- b. Working time
- c. Cooperation

## 2.5 Conceptual Framework

Based on the literature review that has been described earlier, it can be concluded that the conceptual framework in the research we are studying can be seen from Figure 1 below.



*Figure 1. Conceptual framework*

## III. Research Method

### 3.1 Research Location and Time

The location where this research was held is at PT. Perkebunan Nusantara III (Persero) Medan, having its address at Jalan Sei Batang Hari No. 2 Medan Sunggal, Medan City, North Sumatra. Then the time of research carried out is from February 2021 to ending in February 2022.

### 3.2 Data Types and Sources

The types and sources of data in this study are descriptive qualitative using primary data sources. Primary data obtained is by distributing questionnaires and questions and answers with employees who are at PT. Perkebunan Nusantara III (Persero) Medan.

### 3.3 Population and Sample

#### a. Population

The population in this study were all employees at PT. Perkebunan Nusantara III (Persero) specifically for the directors' office located in Medan totaled 398 people.

#### b. Sample

Take the sample conducted for research that is random sampling. According to Sugiyono, (2016:81) "Sample Random Sampling is taking sample members from a population that is carried out randomly without regard to the strata in that population". Determination of the number of research samples was carried out using the Slovin formula, namely:

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

n = Number of samples N

N = Size population

e = Standard error (0.05)

$$n = \frac{398}{(1 + 398(0,05)^2)}$$

n = 199,4987 so that it is rounded to n = 199

The results of the calculation of the sample obtained as many as 199 employees. For the reliability test of 30 employees, so the number of respondents is 199 employees.

### 3.4 Data Collection Technique

The data collection techniques used in this study are as follows:

#### 1. Interview

Interview is a question and answer activity carried out by two or more individuals to obtain information, opinions, data, and information needed with the authorities at PT. Nusantara III Plantation (Persero) Medan.

#### 2. Questionnaire

Questionnaire is a research instrument that consists of a series of questions that aim to collect information from respondents.

#### 3. Observation

Observation is research by making thorough observations on a certain condition.

### 3.5 Denotification Variable and Operational Definition

**Table 1.** Operational Definition of Research Variables

Variable	Variable Definition	Variable Indicator	Measurement Scale
Work Discipline (X1)	Discipline is behavior and order in accordance with rules and regulations, or behavior obtained from training that is carried out continuously. Thomas Gordon, (1996:3)	1. Exemplary leadership 2. Justice 3. Firmness Indah puji, (2018: 200)	Likert scale
Motivation (X2)	argues that motivation is the process of influencing or pushing from outside on a person or work group so that they want to carry out something that has been determined. Samsudin, (2010:281)	1. Objective 2. Obligation 3. Building skills Sondang P. Siagian, (2008:138)	Likert scale
Work environment (X3)	The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. Sedarmayanti, (2011:2)	1. Air temperature 2. Cleanliness 3. Employee Relations Sedarmayanti, (2001:146)	Likert scale
Performance (Y)	Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How the organization values and treats its human resources will affect its attitudes and behavior in carrying out performance. Wibowo, (2014:3)	1. Produced quality 2. Working time 3. Cooperation Sutrisno, (2011:172)	Likert scale

### 3.6 Validity test

According to Ghazali, (2016:52) "The validity test is used to measure the validity or validity of a questionnaire". The validity test in this study used the Pearson Moment Product. The test uses a two-sided test with a significance level of 0.05.

### 3.7 Reliability Test

According to Ghazali, (2016: 47) "reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct". A questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable from time to time.

### 3.8 Classical Assumption Test

#### a. Normality Test

According to Ghazali, (2012:160) "The normality test aims to determine whether the dependent variable and the independent variable have a contribution or not". A good regression model is data with a normal distribution or close to the norm.

#### b. Multicollinearity Test

According to Ghazali, (2012: 105) "The multicollinearity test aims to test whether a regression model has a correlation between independent (independent) variables". A good regression model should not have a correlation between independent variables.

#### c. Heteroscedasticity Test

According to Ghazali, (2016; 134) "Heteroscedasticity means that the variance of the disturbance variable is not constant". Heteroscedasticity test is used to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation.

### 3.9 Hypothesis Testing

#### a. Multiple Linear Regression Analysis

This analysis was conducted to examine whether there is a causal relationship between the two variables or to examine how much influence the drop box and e-filing have on the dependent variable, namely individual taxpayer compliance. The formula used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = Employee performance

a = Constant number

X1 = Discipline

X2 = Motivation

X3 = Work environment

e = Standard error (0.05)

b1, b2, b3 = Regression coefficient for each independent variable.

#### b. Coefficient of Determination ( $R^2$ )

According to Ghazali, (2016: 95) "Stating that the coefficient of determination ( $R^2$ ) is used to measure how far the model's ability to explain the variation of the dependent variable".

#### c. F test

According to Ghazali, (2016: 96) "Stating that basically the F statistical test shows whether all independent variables included in the model have a simultaneous influence on the dependent variable".

#### d. T test

According to Ghazali, (2016; 97) "The partial test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable".

## IV. Results and Discussion

### 4.1 Research Results

#### a. General Description of the Company PT Perkebunan Nusantara III (Persero) Medan

PT. Perkebunan Nusantara III (Persero) is a state-owned enterprise that operates engaged in the management, processing and marketing of oil palm plantation products. The company was officially established as a result of the restructuring of SOEs in 1996.

#### b. Descriptive Statistical Analysis

For research at PT Perkebunan Nusantara III (Persero) Medan, the independent variable observed is work discipline (X1), motivation (X2), work environment (X3), while the related variable (devendent variable) is employee performance. Descriptive statistics can be seen from the following table:

**Table 2.** Descriptive statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>mean</b>	<b>Std. Deviation</b>
DISCIPLINE_WORK	100	13	27	19.84	2,666
MOTIVATION	100	14	30	20.42	2,535
WORK ENVIRONMENT	100	14	29	19.79	2.847
EMPLOYEE PERFORMANCE	100	10	23	18.13	2.191
Valid N (listwise)	100				

From the number of output tables, it is explained that based on the answers of 100 respondents, the results of the measurement of the work discipline variable (X1) obtained the smallest score (minimum) worth 13, the largest score (maximum) worth 27, average (mean) worth 19.84 and standard deviation worth 2.666. The results of the measurement of the Motivation variable (X2) for 100 respondents obtained the smallest score (minimum) worth 14, the largest score (maximum) worth 30, the average (mean) worth 20.42 and standard deviation worth 2.535. The results of the measurement of the work environment (X3) from the answers of 100 respondents obtained the smallest score (minimum) of 14, the largest score (maximum) of 29, the mean (mean) of 19.79, and the standard deviation of 2.847. And the results of the measurement of employee performance variables (Y) 100 respondents obtained the smallest score (minimum) of 10, the largest score (maximum) of 23, the mean (mean) is 18.13, and the standard deviation is 2.191.

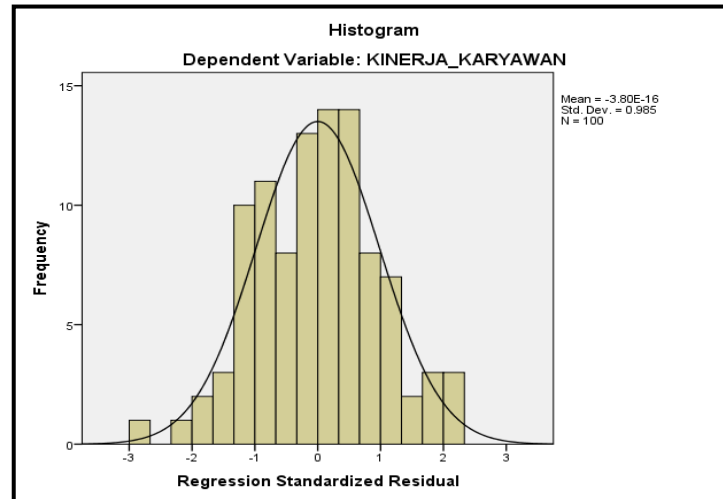


## 4.2 Classic Assumption Test Results

### a. Normality Test

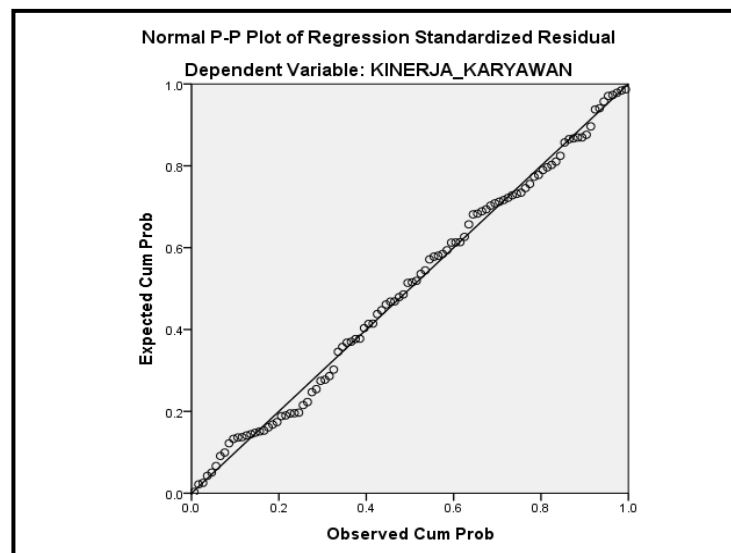
Two systems were obtained that found whether the residuals were normally distributed or not, namely:

#### 1. Graph Analysis



*Figure 2. Histogram Normality Test*

Based on the histogram graph for Figure 3.1 above, it can be seen that the distribution of data has a bell-shaped curve where the data is shown to deviate to the right and left, so that the test data can be said to be normally distributed.



*Figure 3. Normality Test pp plot*

Based on the picture above, the Normal P. Plot of Regression Standardized Residual above shows the points that spread around the diagonal and then the spread follows the direction of the diagonal line so that it can be concluded that the regression model is normally distributed.



## 2. Statistical Analysis

**Table 3.** Kolmogrov-Smirnov Test Analysis Table for Normality Test  
**One-Sample Kolmogorov-Smirnov Test**

		<i>Unstandardized Residual</i>
N		100
Normal Parameters, b	mean	0E-7
	Std. Deviation	2.04838450
Most Extreme Differences	Absolute	.057
	Positive	.057
	negative	-.044
Kolmogorov-Smirnov Z		.567
asympt. Sig. (2-tailed)		.904

- a. Test distribution is Normal.  
b. Calculated from data.

In table 3 above, it can be seen that the value of asymp. Sig. (2 - tailed) is 0.904 which means the asymp value. Sig. (2 - italed) above the significant value of 5%i (0.05), so it can be said that the residual variable is normally distributed. Based on histogram graphic analysis, normal probability plot and Kolmogrov-Smirnovi non-parametric statistical test, all of which show a normal distribution, it can be concluded that the regression equation model meets the assumption of normality.

### b. Multicollinearity Test

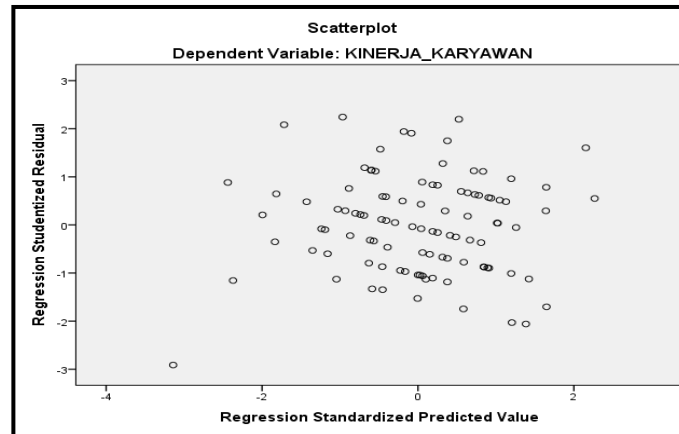
**Table 4.** Multicollinearity Test  
**Coefficients<sup>a</sup>**

Model		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	(Constant)		
	DISCIPLINE_WORK	.865	1.156
	MOTIVATION	.855	1.169
	ENVIRONMENT_PER		
	FORMANCE	.948	1.055

- a. Dependent Variable: EMPLOYEE\_PERFORMANCE

The table shows that the tolerance value of each independent variable as work discipline (X1) is 0.865, Motivation (X2) is 0.855, the work environment (X3) is 0.948, greater than 0.1 but the VIF value of each work discipline independent variable (X1) is worth 1.156 Motivation (X2) worth 1.169, work environment (X3) worth 1,055 is less than 10 then the data is free from Multicollinearity.

### c. Heteroscedasticity Test



**Figure 4.** Scatterplot Graph Analysis

Based on the picture above, it can be observed that the data expands irregularly and does not make a regular pattern and away from point 0, then the data is declared free from Heteroscedasticity.

**Table 5.** Glejser Test  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.175	1.435		1.516	.133
1 DISCIPLINE_WORK	.007	.049	.017	.151	.880
MOTIVATION	-.015	.052	-.031	-.281	.779
WORK ENVIRONMENT	-.019	.044	-.045	-.426	.671

a. Dependent Variable: ABS\_RES

Table 5 shows a significant number of independent work discipline table (X1) valued at  $0.880 > 0.05$ , motivation independent variable (X2) valued at  $0.779 > 0.05$ , work environment independent variable (X3) valued at  $0.671 > 0.05$ . For the results of the glejser test, it can be said that there is no heteroscedasticity problem.

## 4.3 Results of Research Data Analysis

### a. Research Model

The examination of the hypothesis used in this study is using multiple linear regression analysis. The equations for multiple linear regression are:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

The regression model used is:

**Table 6.** Multiple Linear Analysis  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18,969	2,449		7.744	.000
1 DISCIPLINE_WORK	-.049	.084	-.060	-.581	.562
MOTIVATION	-.199	.089	-.230	-2.234	.028
WORK ENVIRONMENT	.212	.075	.276	2.815	.006

a. Dependent Variable: EMPLOYEE\_PERFORMANCE

$$Y = 18.969 + -0.049x_1 + -0.199x_2 + 0.212x_3$$

The explanation of multiple linear regression above is:

1. The constant (a) is 18.96 which is useful if there is no variable value for work discipline, motivation, and work environment. So the achievement value of employees in this company is 18.96.
2. Work Discipline Variable ( $X_1$ ) of -0.049 which is useful for every increase in the Work Discipline variable worth 1 unit. So that the achievement value of employees will also increase by -0.049 units using the assumption that the other variables are the same.
3. Motivation Variable ( $X_2$ ) of 0.199 which is useful for every increase in the motivation variable of 1 unit. So that the value of employee achievement will also increase by 0.199 units using the assumption that the other variables are the same.
4. Work environment variable ( $X_3$ ) worth 0.212 which means that every increase in the work environment variable is worth 1 unit. So that the achievement value of employees will also increase by 0.212 units using the assumption that the other variables are constant.

#### **b. Hypothesis Determination Coefficient**

*Adjusted R square* with  $R^2$  making a corrected coefficient of determination that matches  $R^2$  using a technique to group each sum of squares through degrees of freedom.

**Table 7.** Coefficient of Determination Test  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355a	.126	.099	2,080

a. Predictors: (Constant), WORK\_ENVIRONMENT, WORK\_DISCIPLINE, MOTIVATION

b. Dependent Variable: EMPLOYEE\_PERFORMANCE

Based on table 3.6 above, it can be concluded:

1.  $R=0.355$  means the correlation between the variables of work discipline, motivation, work environment, and high achievement variables.

- The value of the coefficient of determination (R square) is 0.126, this shows that 12.6% of the variation in the employee performance variable (Y) can be explained by the variables of work discipline (X1), motivation (X2), work environment (X3) while the rest is 87,4% is another independent variable that is not explained in this study.

### c. Simultaneous Hypothesis Testing (F test)

**Table 8.** Simultaneous Test (F Test)  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	59,918	3	19.973	4.616	.005b
1 Residual	415,392	96	4.327		
Total	475,310	99			

a. Dependent Variable: PERFORMANCE\_KARYAWAN

b. Predictors: (Constant), WORK\_ENVIRONMENT, WORK\_DISCIPLINE, MOTIVATION

Based on the table above, the degrees of freedom 1( $df_1$ )=k-1=4-1=3, and the degrees of freedom 2( $df_2$ )=n-k=100-4=96, where the number of n=the number of samples, k=the number of variables, then the value  $F_{table}$  at the level of confidence of significance of 0.05 is 2.70. The results of hypothesis testing obtained a value  $F_{count}$  of 4.616 which is greater than  $F_{table}$  of 2.70 with sig.0.000 < 0.05, this result indicates that  $H_0$  rejected and  $H_a$  accepted. Thus, work discipline, motivation, and work environment simultaneously have a positive and significant impact on employee performance variables at PT. Perkebunan Nusantara III (Persero) Medan.

### c. Partial Hypothesis Testing (T Test)

**Table 9.** Persian test (t test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18,969	2,449		7.744	.000
1 DISCIPLINE_WORK	-.049	.084	-.060	-.581	.562
MOTIVATION	-.199	.089	-.230	-2.234	.028
WORK ENVIRONMENT	.212	.075	.276	2.815	.006

a. Dependent Variable: EMPLOYEE\_PERFORMANCE

According to the above, then:

- The work discipline variable (X1) has  $t_{count}$  of -0.581 and a value  $t_{table}$  of 1.6602 then the value of  $t_{count} > t_{table}$  (-0.581 < 1.6602) and the value of sig .0.562 > 0.05 means that the hypothesis is rejected, namely that work discipline partially has an unfavorable and insignificant impact on employee performance at PT. Perkebunan Nusantara III (Persero) Medan.

2. Motivation variable (X2) has  $t_{count}$  of 2.234 and a value  $t_{table}$  of 1.6602 then the value of  $t_{count} > t_{table}$  ( $2.234 < 1.6602$ ) and the value of sig.  $0.028 < 0.05$  means that the hypothesis is accepted; Partial motivation has a good and significant impact on employee performance at PT. Perkebunan Nusantara III (Persero) Medan.
3. The work environment variable (x3) has  $t_{count}$  of 2,815 and a value  $t_{table}$  of 1.6602 then the value of  $t_{count} > t_{table}$  ( $2.815 < 1.6602$ ) and the value of sig.  $0.006 < 0.05$  means that the hypothesis is accepted; The work environment partially has a positive and significant impact on the performance of employees at PT. Perkebunan Nusantara III (Persero) Medan.

## 4.2 Discussion

### a. Analysis Discipline Effect Worku Against Employee Performance

Judging from the calculation of the partial hypothesis examination, it is -0.581 with a value of  $t_{table}$  1.6602 then the value of  $t_{count} > t_{table}$  ( $-0.581 > 1.6602$ ) as well as sig value  $0.562 > 0.05$ . This condition means that the hypothesis is not accepted, namely: Work discipline as a partial which has an unfavorable impact and does not significantly on the performance of employees at PT. Perkebunan Nusantara III (Persero) Medan.

Based on the theory of (Thomas Gordon, 1996:3). Work discipline can be seen as something that has great benefits, both in the interests of the organization and the interests of employees. Discipline is behavior and discipline in accordance with rules and regulations, or behavior that is obtained from continuous training. The results obtained do not match the theory with the SPSS results.

Based on the company PT. Perkebunan Nusantara III (Persero) Medan, related to the crime scene, it was explained that work discipline was in accordance with company rules and in line with the theory of (Thomas Gordon, 1996:3).

From the researcher's perception, the processed data is not in accordance with the explanation of the crime scene results, thus it is clear that the above results explain that work discipline has no effect on employee performance at PT. Perkebunan Nusantara III (Persero) Medan.

### b. Analysis of the Effect of Motivation on Employee Performance

Judging from the calculation of the partial hypothesis examination, it is -2.234 with a value of  $t_{table}$  1.6602, the value of  $t_{count} > t_{table}$  ( $2.234 < 1.6602$ ) and a sig value of  $0.028 < 0.05$ . This condition means that the hypothesis is accepted, namely: motivation as a partial which has a good and significant impact on employee productivity at PT. Perkebunan Nusantara III (Persero) Medan.

Based on the results of the research above, motivation has a positive effect on employee performance. This shows that the results obtained are in accordance with the theory of Samsudin (2010: 281), namely motivation is the process of influencing or encouraging from outside on a person or work group so that they want to carry out something that has been determined.

Based on the company PT. Perkebunan Nusantara III (Persero) Medan related from the crime scene, it was explained that work discipline was in accordance with company rules and in line with the theory of Samsudin (2010: 281).

From the researcher's perception, employees feel that there is career support, high attention from superiors on the welfare of their employees, the existence of job opportunities given and also awards given by the leadership to their employees. Thus, high or low work motivation has a positive effect on employee performance at PT. Perkebunan Nusantara III (Persero) Medan.

### c. Analysis of the Effect of the Work Environment on Employee Performance

Judging from the calculation of the partial hypothesis examination, it has 2.815 and a value of  $t_{table}$  1.6602, the value  $t_{count} > t_{table}$  ( $2.815 > 1.6602$ ) and the sig value is  $0.006 < 0.05$ . This condition means that the hypothesis is accepted, namely: the work environment as a partial which has a good and significant impact on employee performance at PT. Perkebunan Nusantara III (Persero) Medan.

Based on the results of the research above, motivation has a positive effect on employee performance. This shows that the results obtained are in accordance with the theory of Sedarmayanti, (2011: 2), namely the work environment is the entire tooling and materials encountered, the surrounding environment in which a person works, work methods, and arrangements. work both individually and as a group.

Based on the company PT. Perkebunan Nusantara III (Persero) Medan related from the crime scene, it was explained that the work environment was in accordance with company rules and in line with the theory of Sedarmayanti, (2011: 2). Where indicators from the theory also support the results of crime scenes in the work environment such as air temperature, cleanliness, and employee relations.

From the researcher's perception, the work environment has a positive and significant influence on employee performance. This positive influence indicates that a good work environment will have a positive effect on the level of employee performance. This means that a good, comfortable and pleasant work environment will form a productive work culture so that every employee is always motivated to give their best performance to complete all tasks according to their role.

## V. Conclusion

In accordance with the results of the analysis and the discussion above, several things can be conveyed, namely:

1. Results partial test has the conclusion that Work Discipline variable (X1) impact not enough good and not significant regarding employee performance (Y) at PT. Perkebunan Nusantara III (Persero) Medan. Where is the Discipline variable work (X1) have  $t_{count}$  of -0.581 and the value of a number of 1.6602 then the value of  $t_{count} > t_{table}$  ( $-0.581 < 1.6602$ ) as well as sig value  $0.562 > 0.05$ .
2. Results testing according to partial has a conclusion that the motivation variable (X2) good impact and significant regarding employee performance (Y) at PT. Perkebunan Nusantara III (Persero) Medan. Where is the motivation variable (X2) has  $t_{count}$  of 2.234 and value a number of 1.6602 then the value of  $t_{count} > t_{table}$  ( $2.234 < 1.6602$ ) and sig value  $0.028 < 0.05$ .
3. The results of the partial test have the conclusion that the work environment variable (X3) has a good and significant impact on employee performance (Y) at PT. Perkebunan Nusantara III (Persero) Medan. Where is the work environment variable (X3) has  $t_{count}$  of 2.815 and a value of of 1.6602, then the value of  $t_{count} > t_{table}$  ( $2.815 < 1.6602$ ) and sig. value  $0.006 < 0.0$ .

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