

THE INFLUENCE OF WORK ENVIRONMENT AND WORK DISCIPLINE ON WORK PERFORMANCE WITH JOB PROMOTION AS AN INTERVENING VARIABLE EMPLOYEES OF PT PLN (PERSERO) UP3 PEMATANGSIANTAR

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Abstract

This study aims to analyze the influence of the work environment and work discipline on employee performance, with job promotion as an intervening variable at PT PLN (Persero) UP3 Pematangsiantar. This quantitative study used the Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) method with SmartPLS 3.3.3 software. Data were collected through questionnaires from 72 permanent employees. The results are expected to provide insight into the importance of the work environment and work discipline in improving employee performance and the role of job promotion as a mediating factor.

Keywords: *Work Environment, Work Discipline, Employee Performance, Job Promotion, SEM-PLS, PT PLN (Persero) UP3 Pematangsiantar.*

INTRODUCTION

Background of the problem

Human resources are the backbone of an organization; overall organizational success depends heavily on them to achieve organizational goals. Given the importance of human resources within an organization, monitoring employee performance and providing supporting facilities is essential to improving employee performance. According to Nitisemito (2018), the work environment is the totality of equipment and conditions surrounding the workplace that can influence the smooth running of work and job satisfaction. The work environment is one of the main factors determining optimal employee performance. A comfortable, safe, and peaceful work environment can improve employee performance in achieving goals. Work discipline influences an individual's level of performance within a company. Furthermore, work discipline is arguably the most important factor in an organization, as its success can be measured by the discipline of its employees. According to Mangkunegara (2017), work performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Employee performance can be used as a basis for job advancement (job promotions), compensation increases, transfers, and terminations. Several factors that influence work performance include work discipline and the work environment. When it comes to improving performance, one of the key drivers for employee achievement is promotion. A promotion is a transfer that increases an employee's authority and responsibility to a higher position within an organization, thereby increasing their obligations, rights, status, and income.

Formulation of the problem

The problem formulation in this research is as follows:

1. Does the work environment have a positive and significant influence on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees?
2. Does work discipline have a positive and significant influence on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees?
3. Does the work environment have a positive and significant influence on the job promotion of PT PLN (Persero) UP3 Pematangsiantar employees?

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4. Does work discipline influence the promotion of PT PLN (Persero) UP3 Pematangsiantar employees?
5. Does job promotion affect the work performance of PT PLN (Persero) UP3 Pematangsiantar employees?
6. Does the work environment influence work performance through job promotions of PT PLN (Persero) UP3 Pematangsiantar employees?
7. Does work discipline influence work performance through job promotions of PT PLN (Persero) UP3 Pematangsiantar employees?

Research purposes

The objectives of this research are as follows:

1. To determine and analyze the influence of the work environment on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees.
2. To determine and analyze the influence of work discipline on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees
3. To determine and analyze the influence of the work environment on job promotions of PT PLN (Persero) UP3 Pematangsiantar employees
4. To determine and analyze the influence of work discipline on job promotions of PT PLN (Persero) UP3 Pematangsiantar employees
5. To determine and analyze the influence of job promotions on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees.
6. To determine and analyze the influence of the work environment on work performance through job promotions of PT PLN (Persero) UP3 Pematangsiantar employees.
7. To determine and analyze the influence of work discipline on work performance through job promotion of PT PLN (Persero) UP3 Pematangsiantar employees.

STUDYLIBRARY

A. Theoretical Framework

1. Work Performance

a) Definition of Work Performance

Gomes (2016) work performance is the result achieved by a person according to the role played in the organization and is influenced by the ability, expertise, motivation and opportunity to do the job.

b) Factors that influence work performance according to Gomes (2016)

1. Ability

The capabilities consist of:

- Knowledge: The extent to which an individual has mastered knowledge relevant to the task.
- Skills: Technical ability and expertise in performing work.

2. Motivation

According to Gomes, motivation is influenced by:

- Individual needs
- Expectations for work results
- Incentives and rewards

3. Opportunity

Opportunities include work environment conditions that enable employees to work optimally, such as:

- Work facilities and infrastructure
- Physical and social work environment
- Support from superiors or coworkers

c) Work Performance Indicators

According to Gomes (2016), performance indicators encompass several key aspects that can be used to measure the extent to which employees achieve expected work results. The following are performance indicators according to Gomes:

1. Quantity of Work

Describes the amount of work that can be completed in a certain time.

2. Quality of Work

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- Demonstrates the quality of the work results carried out, seen from the accuracy, neatness, and conformity to work standards.
3. Punctuality
Relating to the ability to complete work according to the specified time limit.
4. Presence
Describes the consistency of employee presence at work, which impacts the smooth running of organizational tasks.
5. Cooperation
Demonstrates an individual's ability to work collaboratively with coworkers, both in teams and in interpersonal relationships.

2. Job Promotion

a) Definition Job Promotion

According to Siagian (2015), job promotion is the transfer of an employee or staff member from one position or place to a higher position or place and is accompanied by higher duties, responsibilities and authority than the position previously held.

b) Factors that influence promotion

1. Work performance
Organizations generally use performance as the primary criterion when considering promotions. Employees who demonstrate good work results and make significant contributions to the company are more likely to be considered for promotion.
2. Loyalty
Loyalty to the company is also a crucial factor in job promotions. Employees who are loyal and committed to the company are often prioritized because they demonstrate loyalty and dedication to the organization.
3. Ability
Besides achievement and loyalty, employee ability is also a crucial factor. Employees who possess the skills, knowledge, and abilities that meet the requirements of higher-level positions are more likely to be promoted.
4. Seniority
In some cases, seniority or length of service may also be a consideration in promotions. However, seniority is usually considered alongside an employee's achievements and abilities.

c) Job Promotion Indicators

The following are several detailed points regarding job promotion indicators according to Siagian (2015):

1. Transfer to a Higher Position:
Job promotion is a move from one position to another position at a higher hierarchical level.
2. Greater Duties, Responsibilities, and Authority:
A higher position usually comes with greater duties, responsibilities and authority compared to the previous position.
3. Higher Income:
Job promotions are often accompanied by an increase in income.
4. Main Criteria in Promotion Consideration:
Job Skills/Work Performance: Organizations often consider the results of employee performance and work performance assessments to determine promotions.
Experience and Seniority: Work experience and seniority can also be important factors in considering promotions.
5. Other Factors to Consider:
Loyalty: Employees who are loyal to the company may also be considered for promotion.
Education Level: Higher education levels can increase promotion opportunities.
Management Skills: Good management skills can also be an important consideration.

3. Work Environment

a) Understanding the Work Environment

According to Sedarmayanti (2017), the work environment is all the tools, materials, conditions and procedures around workers that can influence the implementation of work and work comfort.

b) Factors that influence the work environment

According to Sedarmayanti (2017), the work environment is divided into two large types, namely the physical work environment and the non-physical work environment.

1) Physical Work Environment

The physical work environment is all the physical conditions surrounding the workplace that can affect work comfort and efficiency. These physical factors include:

- Lighting (bright/sufficient or dim)
- Air circulation or ventilation
- Cleanliness and tidiness of the work space
- Noise level
- Room temperature or temperature
- Workspace layout
- Work safety and security

A good physical work environment will increase employee enthusiasm and work efficiency.

2) Non-Physical Work Environment (Psychosocial)

The non-physical work environment relates to interpersonal relationships within the organization and the work culture that forms within it. These factors include:

- Relationship between employees
- Relationship between superiors and subordinates
- Organizational culture
- Communication system
- A sense of psychological safety and comfort
- Social support in the workplace
- A conducive non-physical work environment will create a harmonious work atmosphere and increase productivity.

Conclusion:

According to Sedarmayanti (2017), a good work environment—both physical and non-physical—will create a comfortable work atmosphere, support the achievement of optimal performance, and reduce work stress levels.

c) Work Environment Indicators

According to Sedarmayanti (2017), work environment indicators are divided into two main groups, namely:

1. Physical Work Environment

- a) The physical work environment relates to conditions that can be directly observed and felt by the five senses. Indicators include:
 - b) Lighting
Sufficient light will improve concentration and reduce eye fatigue.
 - c) Air circulation and ventilation
Fresh air and good ventilation are important for health and working comfort.
 - d) Noise
The noise level must be within comfort limits so as not to disturb concentration.
 - e) Workspace layout (Layout)
Efficient spatial planning supports smooth employee activities and mobility.
 - f) Cleanliness and safety
A clean and safe workspace will encourage employees to work more comfortably and productively.

2. Non-Physical Work Environment (Psychological/Social)

This includes social and psychological aspects that support work comfort, such as:

- a) Relationships between coworkers
A harmonious working atmosphere can improve teamwork.

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- b) Relationship with superiors
A good relationship between subordinates and superiors encourages effective communication.
- c) Leadership and management support
A fair and participatory leadership style creates a positive work climate.
- d) Organizational culture
The values, norms and habits shared within an organization contribute to creating a comfortable work environment.

4. Work Discipline

a) Understanding Work Discipline

According to Afandi (2021), work discipline is a set of rules or regulations made by organizational management, approved by the board of commissioners or capital owners, agreed upon by the labor union, and acknowledged by the labor department.

b) Factors that influence work discipline

Factors Influencing Work Discipline According to Afandi (2021):

- **Firmness:**
Strict rules and sanctions can encourage employees to comply with the rules and increase discipline.
- **Leadership:**
Effective leadership, including exemplary leadership, can create a disciplined work culture.
- **Supervision:**
Close and appropriate supervision can help ensure that employees comply with work rules and standards.

Apart from these factors, work discipline is also influenced by:

- **Work motivation:**
Motivated employees tend to be more disciplined in their work.
- **Goals and capabilities:**
Employees' ability and understanding of organizational goals can increase awareness of the importance of discipline.
- **Remuneration:**
Disciplined behavior can also be triggered by awards or rewards given to disciplined employees.
- **Justice:**
Fair and consistent disciplinary behavior can increase employee confidence and motivation to be disciplined.
- **Human relations:**
A good relationship between employees and management can encourage the creation of a more disciplined work environment.
- **Work culture:**
A work culture that emphasizes discipline and responsibility can strengthen employee disciplined behavior.

Good work discipline is important for:

- **Improve employee performance:**
Disciplined employees tend to be more productive and efficient in their work.
- **Increase organizational productivity:**
Good work discipline can help organizations achieve their set targets and goals.
- **Creating a positive work environment:**
Good work discipline can create a comfortable and productive work atmosphere.

c) Work Discipline Indicators

According to Afandi (2021:21), work discipline indicators include time compliance, work responsibility, and compliance with regulations.

Time Compliance:

This indicator emphasizes the importance of discipline in terms of working hours, such as:

- **Arrive at work on time:** Ensure employees arrive at work according to the specified schedule.
- **Effective use of time:** Maximize working time to complete tasks well.
- **Never absent/not working:** Ensure consistent employee attendance.

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Job Responsibilities:

This indicator emphasizes the importance of responsibility in work, such as:

- **Job targets:**Achieve the goals set in work.
- **Daily work report:**Make regular reports on work activities and achievements.
- **Responsibility for the work assigned:**Ensure that employees carry out their assigned tasks well.

Compliance with Regulations:

This indicator emphasizes the importance of following the rules that apply in the organization, such as:

- **Comply with all organizational or company regulations:**Ensure employees comply with applicable rules, both written and unwritten.

Conceptual Framework

Based on the theory in the literature review and previous research, a conceptual framework can be compiled in this research as shown in the following figure:

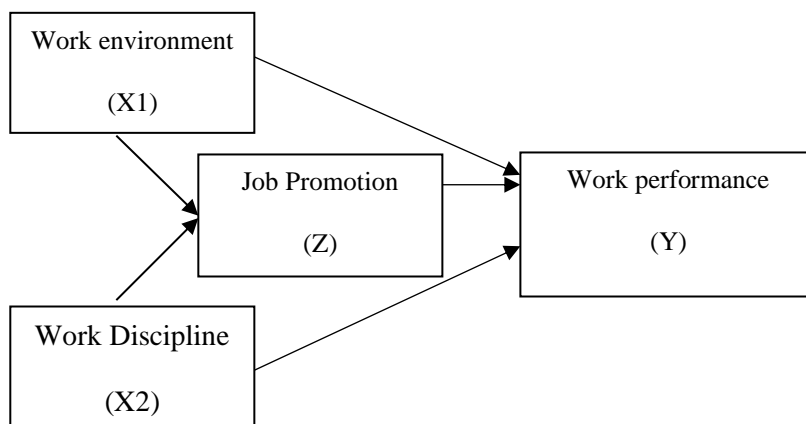


Figure 2.1 Conceptual Framework

Source: ProcessedResearchers 2025

Hypothesis

The hypothesis in this study is as follows:

1. Allegedly work environment has a positive and significant effect on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees
2. Allegedly work discipline has a positive and significant effect on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees
3. Allegedly work environment has a positive and significant influence on the promotion of employees in the field of PT PLN (Persero) UP3 Pematangsiantar
4. Allegedly work discipline has a positive and significant effect on the promotion of PT PLN (Persero) UP3 Pematangsiantar employees
5. Allegedly Job promotion has a positive and significant effect on the work performance of PT PLN (Persero) UP3 Pematangsiantar employees
6. Allegedly The work environment has a positive and significant influence on work performance through job promotion of PT PLN (Persero) UP3 Pematangsiantar employees.
7. Allegedly work discipline has a positive and significant influence on work performance through job promotion of PT PLN (Persero) UP3 Pematangsiantar employees

RESEARCH METHODS

A. Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a specific population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis. This type of

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quantitative research was conducted to create a study that aims to adjust a study and to analyze the Influence of Work Environment and Work Discipline on Work Performance with Job Promotion as an Intervening Variable at PT PLN (Persero) UP3 Pematangsiantar.

B. Location and Time of Research

Location of research conducted research was conducted at the OfficePT PLN (Persero) UP3 Pematangsiantar which is located at Jl. MH Sitorus No. 1 Pematangsiantar. The research period was carried out for 3 months, starting from April to June 2025.

C. Population and Sample

Sugiyono (2017) states that population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at PT PLN (Persero) UP3 Pematangsiantar, totaling 72 people.

D. Research Data Sources

The data used in this study is primary data. Primary data is data obtained directly from the source in the form of words. The data source in this study comes from respondents. To collect the data, the researcher distributed questionnaires to each respondent. Each respondent was required to answer every question on the questionnaire. The quality of the respondents' answers depends heavily on their honesty in answering the questions.

Operational Definition of Variables

Operational definition of the research variables as follows:

**Table 3.1
Operational Definition of Variables**

Variables	Definition	Indicator
Work performance (Y)	Gomes (2016) work performance is the result achieved by a person according to the role played in the organization and is influenced by the ability, expertise, motivation and opportunity to do the job.	<ol style="list-style-type: none"> 1. Quantity of Work 2. Quality of Work 3. Punctuality 4. Presence 5. Cooperation (Gomes, 2016)
Job Promotion (Z)	According to Siagian (2015), job promotion is the transfer of an employee or staff member from one position or place to a higher position or place and is accompanied by higher duties, responsibilities and authority than the position previously held.	<ol style="list-style-type: none"> 1. Transfer to a Higher Position 2. Greater Duties, Responsibilities, and Authority 3. Higher Income 4. Main Criteria in Promotion Consideration: <ul style="list-style-type: none"> - Work Skills/Work Achievement - Experience and Seniority 5. Other Factors to Consider: <ul style="list-style-type: none"> - Loyalty - Level of education - Management Skills

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<p>Work discipline (X2)</p>	<p>According to Afandi (2021), work discipline is a set of rules or regulations made by organizational management, approved by the board of commissioners or capital owners, agreed upon by the labor union, and acknowledged by the labor department.</p>	<ul style="list-style-type: none"> • Time Obedience <ul style="list-style-type: none"> ○ Come to work on time ○ Effective use of time ○ Never absent/not working. • Job Responsibilities <ul style="list-style-type: none"> • Job targets ○ Daily work report ○ Responsibility for the work assigned ○ Compliance with Regulations
<p>Work Environment (X1)</p>	<p>According to Sedarmayanti (2017), the work environment is all the tools, materials, conditions and procedures around workers that can influence the implementation of work and work comfort.</p>	<ol style="list-style-type: none"> 1. Physical Work Environment <ol style="list-style-type: none"> a) Lighting b) Air circulation and ventilation c) Noise d) Workspace layout (Layout) e) Cleanliness and safety 2. Non-Physical Work Environment (Psychological/Social) <ol style="list-style-type: none"> a) Relationships between coworkers b) Relationship with superiors c) Leadership and management support d) Organizational culture

Source: Processed by Researchers(2025)

Data Analysis Techniques

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2016) Partial Least Square (PLS) is a fairly robust analysis method because it is not based on many assumptions.

A. Measurement Model (Outer Model)

The procedure for testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2019).

B. Structural Model (Inner Model)

This test was conducted to determine the relationship between the exogenous and endogenous constructs hypothesized in this study (Hair et al., 2017). To generate inner model test values, the bootstrapping method was

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used in SmartPLS. The structural model was evaluated using the R-squared test for the dependent variable, the Stone-Geisser Q-square test for predictive elevation, and the t-test to determine the significance of the structural path parameter coefficients, as explained below:

1. Coefficient of Determination / R Square (R²)

To assess a model using PLS, we begin by examining the R-square for each dependent latent variable. The interpretation is the same as for regression. Changes in the R-square value can be used to assess the influence of a particular independent latent variable on the dependent latent variable, to determine whether it has a substantive effect (Ghozali, 2016). R² values are generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the model produces observational values and its parameter estimates. A Q² value greater than 0 indicates the model has predictive relevance, meaning it has good observational values. A value less than 0 indicates the model has no predictive relevance (Ghozali, 2016).

3. t-Statistic

This stage is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model of Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2016). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2016) the criteria for the t table value is 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). A value between 0 and 1 indicates a positive relationship. A value between 0 and -1 indicates a negative relationship.

5. Fit Model

This test is used to determine the level of fit of the research model with the ideal model for this study, by looking at the NFI value in the program. The closer the value is to 1, the better the fit.

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