

The Influence Of Employee Engagement, Work Discipline, And Physical Work Environment Physical Work Environment On The Performance Of Production Employees At Pt. Gunung Mas Raya Pks Sungai Bangko Rokan Hilir

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Abstract

Every organization /company has a responsibility to ensure that employees and other people involved are always in a safe condition, a safe and healthy workplace is very important for everyone to be able to do their job. This study was conducted to determine the effect of Employee Engagement, Work Discipline and Work Environment on Employee Performance at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. Data were collected from 41 employees at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. Collected through questionnaires distributed to all employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. The analysis was carried out using multiple linear regression to determine the effect of the independent variable on the dependent variable. The results of data analysis using SPSS show that Employee Engagement, Work Discipline and Work Environment on Employee Performance have a positive and significant effect on employee performance at PT. Gunung Mas Raya PKS Sungai Bangko Rokan Hilir.

Keywords: *Employee Engagement, Work Discipline and Work Environment on Employee Performance*

Introduction

Human resources (HR) in a company cannot be separated. The company's success depends on the unity of human beings who have the same goal of making the company progress and develop and earn profits. When this goal is achieved, the hope of these human resources is to get commensurate rewards for their contributions.

Based on the results of preobservation, it is known that the performance of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir is still low, this can be seen from Often, the achievement of employee tasks does not run efficiently because they do not meet the predetermined time standards. In addition, employees' low

performance can also be seen from the timeliness of doing their tasks. This finding is supported by the results of the pre-survey that has been conducted previously. as follows:

Table 1 Pre-Survey Results of Employee Performance of PT Gunung Mas Raya PKS Sungai .Bangko Rokan Hilir

No	Question	Yes	No	Total
1.	I did a good and thorough job.	8	12	20
2.	I always show up on time as scheduled.	6	14	20
3.	I complete my tasks because I feel I have a responsibility to the company.	9	11	20
4.	I have high loyalty in advancing the company.	7	13	20

Source: PT Gunung Mas Raya PKS Sungai Bangko, 2024

Based on table 1 shows that the performance of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir is still quite low where the decline in employee performance is due to the employees themselves, where the low awareness and responsibility of employees in carrying out their duties properly, lack of discipline, such as employees who come in and out without permission and leave unfinished work, an uncomfortable environment such as smoke and the smell of waste for that reason there is a decrease in employee performance and as a result the employee's work target is not achieved. According to Suci (2023), the ability of employees to carry out their duties in accordance with the standards set for the organization is very important. This includes optimizing efforts to achieve the targets set for the organization. The following is performance data on PT Gunung Mas Raya PKS Sungai Bangko Rokah Hilir

Table 2 Employee performance data at PT. Gunung Mas Raya PKS Sungai .Bangko Rokan Hilir

Amount		Employee Performance					
Year	Employees	Good		Medium		Less	
		(80-100)		(61-79)		(0-60)	
		Amount	%	Amount	%	Amount	%
2019	71	31	43,66	25	35,21	15	21,12
2020	68	28	41,17	22	32,35	18	26,47
2021	71	29	40,84	22	30,98	20	28,16
2022	68	25	36,76	20	29,41	23	33,82
2023	41	15	36,58	9	21,95	17	41,46

Source: PT. Gunung Mas Raya PKS Sungai Bangko, 2024

From table 2 Overall, during the period 2019 to 2023, all employees take turns working and can be divided into several criteria, namely good, medium, and less good. However, from the results of the evaluation of employee performance at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir, it can be seen that there are still many who have unsatisfactory performance. Where every year there are still employees who perform less. The performance assessment of a company is determined by the level of individual contribution or a person's performance can be seen from the completion of

the tasks that are his responsibility. This is important to assess how productive an employee is and his ability to work in a group.

Employee performance is influenced by a number of factors, namely employee engagement, According to Noviardy & Aliya (2020) Employee engagement is characterized by a deep sense of commitment, great desire, and high enthusiasm. This is reflected in the efforts made to achieve higher levels, continue to work hard despite facing various challenges, exceed expectations, and show real initiative. Based on interviews with the hrd of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir, there are still employees who prove that individuals do not prioritize their work and company, such as lack of responsibility in carrying out work, lack of seriousness in working, lack of willingness to work harder to achieve organizational goals, lack of concern for the fate of the company, and lack of a high sense of loyalty in advancing the company. The results of the employee engagement survey of production employees at the company are summarized in this table:

Table 3 Pre-Survey of Employee Engagement in the Production Section at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir

No	Question	Yes	No	Total
1	Have a high passion for work	9	11	20
2	Have a sense of engagement and interest in the work	5	15	20
3	Focus on the work assigned	6	14	20

Source: PT. Gunung Mas Raya PKS Sungai Bangko, 2024

Based on table 3 of the pre-survey, it can be seen that employee engagement at PT Gunung Mas Raya PKS Sungai Bangko Rokah Hilir from the results of a pre-survey conducted by researchers with 20 employees as respondents, proves that employees in this company are still lacking in carrying out their responsibilities. Employees who have worked for more than 15 years may start to feel bored. They tend to find their work no longer interesting. This can result in decreased discipline, lack of gratitude, and lack of initiative in improving their work abilities. Some of them tend to focus more on the hope of a bigger income without trying to develop themselves. Their contribution to the company tends to be perceived as a burden rather than a motivation for growth and development. This can have a negative impact on the company's progress and the well-being of all employees.

According to Candana (2021), work discipline is employee compliance with the rules set for the company. With work discipline, it is hoped that each individual will be able to carry out the rules and regulations that apply in the company environment. This discipline is very important, because it will have a direct impact on the implementation of the tasks carried out for each employee.

Tabel 1 Results of Pre Survey of Work Discipline of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir

No	Question	Yes	No	Total
1.	I come to work on time	6	14	20
2.	I comply with all company rules.	9	11	20

3.	Saya selalu bertanggung jawab atas pekerjaan yang diberikan.	7	13	20
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Source: PT. Gunung Mas Raya PKS Sungai Bangko, 2024

Based on table 4 above, it shows that the work discipline of employees of PT Gunung Mas Raya PKS Sungai Bangko on indicators consisting of, obeying the time rules that fill in not as many as 14 people, obeying the company rules that fill in not as many as 11 people, obeying the rules of behavior in work that fill in not as many as 13 people, based on the questionnaire that has been presented, there are several indicators that have not proven a satisfactory level of discipline. For this reason, companies must pay attention to various factors that can affect employee performance, one of which is effectiveness, authority, discipline, work environment initiatives and employee engagement. The employee absenteeism in the last five years of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir.

Table 5 Employee Absence Rate at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir

No	Year	Number of Employees	Number of Working Days	Alpha		Too late	
				Total	%	Total	%
1	2019	71	240	45	63,3	66	92,9
2	2020	68	239	33	48,5	74	108,8
3	2021	71	245	30	42,2	53	74,6
4	2022	68	244	6	8,8	55	80,8
5	2023	41	244	1	2,43	44	107,3

Source: PT Gunung Mas Raya PKS Sungai Bangko, 2024

Based on table 5, the recapitulation of employee attendance at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir 2019-2023 has experienced many changes. Where every year PT Gunung Mas Raya employees always have several employees proving a lack of discipline by committing violations related to attendance, and there are still many who are often late for work. This proves that the discipline of this company is still not good.

The physical work environment within a company creates conditions that support the comfort of employees in carrying out their duties, thus enabling the achievement of company goals more effectively (Pratiwi & Wahyuningtyas, 2016). The condition of the work environment that is not conducive is reinforced by the results of a pre-survey that the author conducted on 20 employees. The following table shows the results of the pre-survey regarding the physical work environment to PT. Gunung Mas Raya PKS Sungai Bangko Rokan Hilir.

Table 6 Pre-survey of the physical work environment of the Production Section of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir

No	Question	Yes	No	Total
1	Is the lighting of the production work space good	7	13	20

2	Do you feel that the security facilities provided by the company are good enough	12	8	20
3	Does the room have good air circulation so that the room is not stuffy and smelly	6	14	20
4	Is the work environment clean and tidy	15	5	20
5	Does the noise around you interfere with your performance?	17	3	20

Source: Data olahan peneliti, 2024

Based on table 6, it can be seen that the physical work environment at PT Gunung Mas Raya PKS Sungai Bangko Rokah Hilir from the results of a survey conducted by researchers with 20 employees as respondents, proves that the physical work environment in this company is still not good enough. where the physical work environment such as lighting in the production section needs to be improved, the dust that is transported for palm oil-carrying trucks causes the wind to blow blocked, thus disturbing the condition of the surrounding environment and the lack of cleanliness of the workspace and around the work environment, the smell of waste from processing palm fruit is quite strong at the location of PT Gunung Mas Raya PKS Sungai Bangko Rokah Hilir, the noise is high enough to disturb the comfort and concentration of employees. These problems greatly affect employee performance, a good and comfortable work environment greatly impacts employee performance. Conversely, if the work environment is less supportive, this can negatively affect their productivity.

PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir is one of the industries engaged in the field of Agribusiness, especially in the production of oil palm fruit, with the main results of vegetable oil from oil palm fruit and Palm Kernel (IKS). The company is located in Bangko Mas Raya village, Bangko Pusako District, Rokan Hilir-Riau Regency. The company PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir is a company that is one of the subsidiaries of PT Salim Ivomas Pratama Tbk and belongs to a group of large companies that focus on the oil palm plantation sector.

Research Method

The sources of information used for the following research include primary data obtained from the research site directly such as observation, interviews, documentation studies and questionnaires, secondary data obtained from materials found in publications and journals relevant to the research. For this research, the nonprobability technique chosen is saturated sampling or census, where all members of the population are used as samples. Thus, the sample to be used in this study consists of all production employees at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir, totaling 41 employees. The data analysis technique for the following research is the classical assumption test including validity and reliability tests, multiple linear regression analysis, t test, f test and coefficient of determination test through the SPSS (Statistical Product Service Solutions) application.

Result and Discusion

Result

a.) Descriptive Analysis

Descriptive statistics is a statistical analysis that is useful for providing an overview or description of data that can be seen from the average, maximum, minimum and standard deviation values (Ghozali, 2015).

Empoloyee Engagement (X1)

The results of respondents' responses to the 6 statement items on the empoloyee engagement questionnaire that have been distributed to respondents are as follows:

Table 7 Respondents' Statement Items on Employee Engagement

No	assessment items	Average	Category
1	Spirit	3,76	Good
2	Enthusiasm	3,73	Good
3	A sense of engagement	3,61	Good
4	Interest in the work	3,51	Good
5	Difficulty disengaging from work	3,37	Good Enough
6	Focus without distraction	3,27	Good Enough
Employee Engagement		3,54	Good

Source: SPSS Processed Data, 2024

Based on table 7 it can be seen that respondents' responses regarding emplooyee engagement as a whole are categorized as good, by dividing the average value of 3.54.

The highest assessment is in the "enthusiasm" indicator with a score of 3.76 which is in the good category. this shows that employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir have enthusiasm for work such as maintaining production quality and maintaining work safety.

In addition, there are indicators that show the lowest results, namely the indicator "focus without distraction" with a score of 3.27 which is in the good enough category. this shows that employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir are less focused on doing work because the work environment is not optimal such as high noise.

Work Discipline (X2)

The results of respondents' responses to the 6 statement items on the work discipline questionnaire that have been distributed to respondents are as follows:

Table 8 Respondents' statement items on Work Discipline

No	assessment items	Average	Category
1	Arrive on time	3,39	Good Enough

2	Start work on time	3,37	Good Enough
3	Not skipping work	3,49	Good
4	Following the company's SOP	3,51	Good
5	Wearing personal protective equipment (PPE)	3,68	Good
6	Maintain attitude when interacting	3,76	Good
Work Discipline		3,53	Good

Source: SPSS Processed Data, 2024

Based on table 8 It can be seen that respondents' responses regarding work discipline get an average of 3.53 which is categorized as good.

The highest assessment is in the indicator "Maintain attitude when interacting" with a score of 3.76 which is in the good category. this shows that employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir have a good attitude with superiors and coworkers.

In addition, there are indicators that show the lowest results, namely the indicator "starting work on time" with a score of 3.37 which is in the good enough category. this shows that employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir do not obey company regulations such as arriving late and being absent during working hours. For this reason, companies need to pay attention to their employees again so that they have a disciplined attitude at work and obey company regulations in order to improve performance.

Physical Work Environment (X3)

The results of respondents' responses to 7 statement items on the physical work environment questionnaire that have been distributed to respondents are as follows:

Table 9 Respondents' Responses to the Physical Work Environment

No	assessment items	Average	Category
1	Coloring	3,17	Good Enough
2	Lighting	3,15	Good Enough
3	Circulating air	3,15	Good Enough
4	Noise	3,49	Good
5	Space/space layout	3,63	Good
6	Security	3,78	Good
7	Cleanliness	3,78	Good
Physical Work Environment		3,45	Good

Source: SPSS Processed Data, 2024

Based on table 9 it can be seen that respondents' responses regarding the physical work environment received an average of 3.45 overall categorized as good.

The highest assessment is in the "security" indicator with a score of 3.78 which is in the good category. this shows that the company PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir maintains good security such as wearing personal protective equipment (PPE).

In addition, there are indicators that show the lowest results, namely the "lighting and air circulation" indicator with a score of 3.15 which is in the good enough category. this shows that lighting and air circulation at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir need to be improved so that employees feel comfortable at work and improve performance.

Performance (Y)

The results of respondents' responses to the 6 statement items on the performance questionnaire that have been distributed to respondents are as follows:

Table 4 Respondents' statement items on performance

No	assessment items	Average	Category
1	Able to complete work	2,83	Good Enough
2	Achieving the target	2,78	Good Enough
3	Effectiveness	2,83	Good Enough
4	Cooperation	3,10	Good Enough
5	Responsibility	3,44	Good
6	Personal qualities	3,51	Good
Performance		3,08	Good Enough

Source: SPSS Processed Data, 2024

Based on table 4 it can be seen that respondents' responses regarding performance share an average of 3.08 which is categorized as quite good.

The highest assessment is in the "security" indicator with a score of 3.51 which is in the good category. this shows that employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir have good personalities such as communicating effectively, honestly, and politely.

In addition, there are indicators that show the lowest results, namely the indicator "achieving targets" with a score of 2.78 which is in the fairly good category. this shows that employees at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir are less productive in solving problems such as violating attendance and being absent during working hours.

b.) Research Instrument Test

1. Validity Test Results

Validity testing was carried out on all production employees at PT Gunung Mas Raya PKS Sungai Bangko, totalling 41 employees. The validity test is a process that compares data reported for researchers with data shared directly from research subjects, as explained by Sugiyono (2019).

Table 10 Validity Test Results

Variable	Instrument	R calculated	R table	Description
Employee Engagement (X1)	X1.1	0,911	0,308	Valid
	X1.2	0,932	0,308	Valid
	X1.3	0,949	0,308	Valid
	X1.4	0,953	0,308	Valid
	X1.5	0,923	0,308	Valid
	X1.6	0,911	0,308	Valid
Work Discipline (X2)	X2.1	0,959	0,308	Valid
	X2.2	0,966	0,308	Valid
	X2.3	0,965	0,308	Valid
	X2.4	0,961	0,308	Valid
	X2.5	0,954	0,308	Valid
	X2.6	0,938	0,308	Valid
Physical Work Environment (X3)	X3.1	0,849	0,308	Valid
	X3.2	0,866	0,308	Valid
	X3.3	0,902	0,308	Valid
	X3.4	0,877	0,308	Valid
	X3.5	0,875	0,308	Valid
	X3.6	0,902	0,308	Valid
	X3.7	0,902	0,308	Valid
Performance (Y)	Y1	0,808	0,308	Valid
	Y2	0,840	0,308	Valid
	Y3	0,881	0,308	Valid
	Y4	0,839	0,308	Valid
	Y5	0,755	0,308	Valid
	Y6	0,704	0,308	Valid

Source: SPSS Processed Data, 2024

Based on table 10 it can be seen that the validity test results for all statement items that measure the employee engagement, work discipline, physical work environment and performance variables have $r_{count} > r_{table}$ 0.308, so that all statement items on employee engagement, work discipline, physical work environment and performance are said to be valid and can be used in research.

2. Reliability Test Results

Reliability tests are carried out on statements that have been valid. The technique for testing instrument reliability is to use the Cronbach alpha method where variables can be seen from the alpha value and r table. If the croncbach alpha value > r table, the research instrument is said to be reliable with a croncbach alpha value > 0.60.

Table 11 Reliability Test Results

Variable	Cronbach's Alpha	Standart	Description
Employee Engagement (X1)	0,967	0,60	Reliabel
Work Discipline (X2)	0,981	0,60	Reliabel
Physical Work Environment (X3)	0,952	0,60	Reliabel
Performance (Y)	0,892	0,60	Reliabel

Source: SPSS Processed Data, 2024

Based on table 11 It can be seen that the reliability test results show that the employee engagement variable (X1), work discipline variable (X2), physical work environment variable (X3) performance variable (Y) has a Cronbach's Alpha value greater than 0.60. So it can be said that the statements on variables X1, X2, X3 and Y are reliable and can be used in research. So it can be said that the statements on variables X1, X2, X3 and Y are reliable and can be used in research.

c.) Classical Assumption Test

1. Data Normality Test Results

According to Ghozali (2016), the normality test aims to determine whether in a regression model, both the independent variable and the dependent variable, or both, follow a normal distribution. To test the normality of the data, the Kolmogorov - Smirnov test (sample K-S) is carried out through SPSS with the following criteria.

- If the value of asymp. Sig (2-tailed) < a (0.05). Then significantly the data is not normally distributed.
- If the value of asymp. Sig (2-tailed) > a (0.05), then the data is significantly normally distributed

Table 12 Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		41
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,60505755
Most Extreme Differences	Absolute	,099
	Positive	,099
	Negative	-,077

Test Statistic	,099
Asymp. Sig. (2-tailed)	,200 ^{c,d}
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Source: SPSS Processed Data, 2024

Based on table 12 it can be seen that the normality test results are normal. The significance value to see whether the data is normal or not, namely if the sig level > 0.05 can be interpreted as normal, otherwise if the sig level < 0.05 it can be interpreted as abnormal. In the table above, it can be seen that the significant value is 0.200 > 0.05 and from these results it is said that the data above is normally distributed.

2. Multicollinearity Test Results

The multicollinearity test helps identify whether there are independent variables that have in common with other independent variables in the regression model, as well as to determine the relationship between these independent variables. This test is carried out by comparing the tolerance value and variance inflation factor (VIF) value against the predetermined limits, where the tolerance value must be greater than 0.01 and the VIF value should not exceed 10 (Ghozali, 2016).

Table 13 Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	T		Tolerance	VIF
1 (Constant)	3,823	1,092		3,502	,001		
Employee Engagement	,265	,082	,357	3,225	,003	,269	3,713
Disiplin Kerja	,203	,085	,342	2,378	,023	,159	6,281
Lingkungan Kerja Fisik	,196	,070	,304	2,820	,008	,284	3,519

a. Dependent Variable: Kinerja

Source: SPSS Processed Data, 2024

Based on table 13 it is known that the employee engagement, work discipline and physical work environment variables share a tolerance value > 0.10 , and share a VIF value < 10.00 , it means that there are no multicollinearity symptoms.

3. Heteroscedasticity Test Results

According to Ghozali (2016), heteroscedasticity analysis is needed to evaluate whether in the regression model there are differences in residual variances between one observation and another.

Table 14 Heteroscedasticity Test Results

		Coefficients ^a		Standardiz ed Coefficient s		
Model		Unstandardized Coefficients B	Std. Error	Beta	T	Sig.
1	(Constant)	,240	,681		,353	,726
	Employee Engagement	,056	,051	,335	1,089	,283
	Disiplin Kerja	-,049	,053	-,368	-,920	,363
	Lingkungan Kerja Fisik	,034	,043	,235	,787	,436

a. Dependent Variable: Res

Source: SPSS Processed Data, 2024

Based on table 14 shows that the sig value on the employee engagement variable is $0.283 > 0.05$ which is assumed to be no heteroscedasticity. The work discipline variable has a sig value of $0.363 > 0.05$ which is assumed not to occur heteroscedasticity and the physical work environment variable has a sig value of $0.436 > 0.05$ which is also assumed not to occur heteroscedasticity symptoms. For a good research model is one in which heteroscedasticity does not occur.

d.) Data Analysis Test Results

1. Multiple Linear Regression Test Results

Multiple linear regression analysis is carried out to predict and predict the contribution of two independent variables including employee engagement (X1), work discipline (X2) and the physical work environment (X3) to the dependent variable, namely Performance (Y) at PT Gunung Mas Raya PKS Sungai

Bangko Rokan Hilir. The following are the results of multiple linear regression analysis tests in this study.

Table 15 Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,823	1,092		3,502	,001
	Employee Engagement	,265	,082	,357	3,225	,003
	Disiplin Kerja	,203	,085	,342	2,378	,023
	Lingkungan Kerja Fisik	,196	,070	,304	2,820	,008

a. Dependent Variable: Kinerja

Source: SPSS Processed Data, 2024

Based on table 15 it is known that the constant value (a₁) is 3.823 and the coefficient value of the employee engagement variable (b_{X1}) is 0.265 and the coefficient value of the work discipline variable (b_{X2}) is 0.203 and the coefficient value of the physical work environment variable (b_{X3}) is 0.196. Malkal divided the multiple linear regression model for this research as follows: $Y = 3.823 + 0.265X_1 + 0.203X_2 + 0.196X_3 + e$

2. simultaneous statistical test results (F)

According to Ghazali (2016), the F test serves to evaluate the extent to which the regression function can estimate the actual value (goodness of fit). Basically, the F test is used to determine whether the independent variables have a significant effect on the dependent variable. The criterion for determining the F test is done by comparing the calculated F value with F_{table}. In this study, the significance level was set at 5%,

Table 16 Statistical Test Results F

ANOVA^a					
Model		Sum of Squares	Df	Mean Square	Sig.
1	Regression	741,196	3	247,065	88,710
	Residual	103,048	37	2,785	
	Total	844,244	40		

- a. Dependent Variable: Kinerja
b. Predictors: (Constant), Lingkungan Kerja Fisik, Employee Engagement, Disiplin Kerja
Source: SPSS Processed Data, 2024

Based on table 16 it is known that the results of the joint testing of the variables of employee engagement, work discipline and physical work environment are related to performance. $F_{hitung} > F_{tabel}$ yaitu $88,710 > 3.24$ with a significance value of $0.000 < 0.05$.

3. partial statistical test results (t)
According to Ghazali (2016), to assess the results of the t-test hypothesis, we use a significance level of 5% with respect to the appropriate degrees of freedom. In addition, Ghazali also noted that in this test, the coefficient used is 5%.

Table 17 partial statistical test results (t)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3,823	1,092		3,502	,001
	Employee Engagement	,265	,082	,357	3,225	,003
	Disiplin Kerja	,203	,085	,342	2,378	,023
	Lingkungan Kerja Fisik	,196	,070	,304	2,820	,008

- a. Dependent Variable: Kinerja
Source: SPSS Processed Data, 2024

Based on table 17 above, the results are divided as follows:

- a. Employee Engagement. Divided t count 3.225 with a significance of 0.003. thus t count ($3.225 > t_{table} (2.022)$) or a significance of $0.003 < 0.05$. This means that employee engagement has a positive and significant effect on performance.
- b. Work discipline. Divided by t count 2.378 with a significance of 0.023. thus t count ($2.378 > t_{table} (2.022)$) or a significance of $0.023 < 0.05$. This means that work discipline has a positive and significant effect on performance.

- c. Physical work environment. Divided by t count 2.820 with a significance of 0.008. thus t count ($2.820 > t$ table (2.022) or a significance of $0.008 < 0.05$. This means that the physical work environment has a positive and significant effect on performance.

4. Test Coefficient of Determination (R^2)

The coefficient of determination (R^2) basically measures the extent to which the model's ability to explain variations in the dependent variable. The R^2 value ranges from zero to one. Where, a low R^2 value, this statement indicates that the independent variables have only a limited ability to explain the variations that occur in the dependent variable. Conversely, if the value is close to one, this indicates that the independent variables are almost completely able to provide the information needed to predict variations in the dependent variable (Ghozali, 2016).

Table 18 Test Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,937 ^a	,878	,868	1,669

a. Predictors: (Constant), Lingkungan Kerja Fisik, Employee Engagement, Disiplin Kerja

Source: SPSS Processed Data, 2024

Based on table 118 it is known that the divided R^2 (R Square) value is 0.878 or 87.8% which indicates that there is an influence of employee engagement variables, work discipline and the physical work environment on the performance of production employees at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir which is simultaneous between variables X1 and X2 and X3 on variable Y by 87.8% and the remaining 12.2% is influenced by other variables not used in this study.

Discussion

1. Effect of Employee Engagement on Performance

Employee engagement is characterized by a deep sense of commitment, great desire, and high enthusiasm. This is reflected in the efforts made to achieve higher levels, continue to work hard despite facing various challenges, exceed expectations, and show real initiative

The results of research conducted on the employee engagement variable show that partial employee engagement has a significant effect on performance. The higher the employee engagement, it will be able to improve employee performance. Employee engagement carried out by employees will be able to create a strong attachment to the company not only to get a salary, but employees will also be motivated to improve their performance.

Employee engagement at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir is already classified as good, companies and employees only need to maintain and improve it again so that employees feel positively involved and bound in the company and are more productive and enthusiastic and have the desire to stay in the company for a longer period of time. This is in accordance with the opinion of Sutono & Hidayat (2023) employee engagement is an attachment that an employee has with the company which is reflected through full awareness of wanting to be involved in matters related to the company and trying to contribute to achieving the company's goals or mission.

2. Effect of Work Discipline on Performance

Work discipline is employee compliance with the rules set for the company. With work discipline, it is hoped that each individual will be able to carry out the rules and regulations that apply in the company environment

The results of research conducted on work discipline variables show that work discipline partially has a significant effect on performance. The higher the employee's work discipline, it will be able to improve employee performance. If employees have a work discipline attitude, it will be able to increase work passion, foster a sense of calmness and will be more enthusiastic about working and realizing company goals. Conversely, if employees do not have a disciplined attitude, it will reduce performance and even result in losses for the company and themselves.

The attitude of work discipline possessed by production employees at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir is classified as good, employees only need to maintain and improve it again so that it can provide many benefits for both the organization and individual employees, such as supporting the smooth running of work, increasing productivity and creating a pleasant work atmosphere and helping the company smoothly achieve its goals. This is in line with the opinion of Suci (2023) that work discipline is an attitude of respect, compliance with applicable policies, both written and unwritten regulations which are carried out consciously and voluntarily without coercion to produce optimal performance.

3. Effect of Physical Work Environment on Performance

The physical work environment within a company creates conditions that support the comfort of employees in carrying out their duties, thus enabling the achievement of company goals more effectively

The results of research conducted on the physical work environment variable prove the results of the physical work environment partially have a significant effect on performance. The higher the physical work environment facilities provided to employees, the higher employee performance will be. A good physical work environment will be able to improve employee performance, because given adequate physical work facilities, it will support better employee attitudes and

actions and improve performance and be sustainable in achieving the company's vision, mission and goals.

The physical work environment facilities provided for PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir are classified as good, PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir only needs to maintain and improve the provision of physical work facilities to employees so that there is a conducive atmosphere in the workplace that can provide a sense of comfort, security and peace so that employees will be able to work optimally and can increase employee motivation and loyalty. This is in line with the opinion of Pratiwi & Wahyuningtyas (2016) The physical work environment in a company is designed to create a comfortable atmosphere for employees. With good conditions, employees can work more efficiently and achieve company goals more effectively.

4. The Effect of Emplooye Engagement, Work Discipline and Physical Work Environment on Performance

The results of the study prove that emplooye engagement, work discipline and the physical work environment simultaneously affect performance. The higher the emplooye engagement, work discipline and physical work environment, the performance will increase. Vice versa, if the lower the emplooye engagement, work discipline and physical work environment, it will reduce performance and harm the company. Emplooye engagement that is carried out for employees will be able to improve performance, loyalty, have a more productive work environment and provide benefits to the company. Likewise, the attitude of work discipline owned by employees will be able to increase work passion, foster a sense of calmness and will be more enthusiastic about working and realizing company goals. The physical work environment is the same as emplooye engagement and work discipline, the better the physical work facilities provided will be able to improve performance foster a sense of comfort and peace at work.

Emlooye engagement, work discipline and the physical work environment at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir are already classified as good, PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir and its employees only need to maintain and improve emlooye engagement, work discipline attitudes and provide physical work environment facilities in order to improve performance and achieve the company's vision and mission and goals.

This research also supports previous research according to (Atik et al., 2023) which concluded that transformational leadership, employee engagement work environment work discipline affects employee performance. The higher the emlooye engagement, work discipline in the physical work environment, the more significant the increase in performance. From this analysis, it can be concluded that the higher the emlooye engagement, work discipline in the physical work environment, the more significant the increase in employee performance of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir

Conclusion

Based on the results of research and discussion, the following conclusions can be drawn:

1. The employee engagement variable partially has an influence on the performance of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. The better the employee engagement of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir, it will improve employee performance. Vice versa, the less good employee engagement, the lower the performance of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir employees will be.
2. The work discipline variable partially has an influence on the performance of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. The better the work discipline in the employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir, it will improve employee performance. Vice versa, the less good work discipline, the lower the performance of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir employees will be.
3. Physical work environment variables partially have an influence on the performance of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. The better the physical work environment at PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir, it will improve employee performance. Vice versa, the less good the physical work environment, the lower the performance of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir employees will be.
4. Employee engagement, work discipline and physical work environment simultaneously have a positive effect on the performance of employees of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir. The higher the employee engagement, work discipline in the physical work environment, the more significant the increase in performance. Vice versa, the less good employee engagement, work discipline in the physical work environment, the lower the performance of PT Gunung Mas Raya PKS Sungai Bangko Rokan Hilir employees will be.

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