

# **The Influence of Discipline, Work Skills and Work Environment on Work Productivity**

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## **Abstract**

Productivity in organizations is basically centered on human resources owned by an organization. Given that human resources are important, attention, direction and management of human resources must be carried out and applied within the organization in order to achieve an organizational productivity goal. Therefore, organizations need employees who are skilled at work and a good work environment in order to realize employee work productivity, besides that the discipline of individual employees is also very necessary to increase productivity whose achievements are also the goals of the company. The purpose of this study was to determine how much influence discipline, skills and work environment have on employee productivity. The research sample was 92 people and data were collected using a questionnaire questionnaire method, the data analysis technique used multiple linear regression test with the help of SPSS version 26 statistical program. The results of this study prove that discipline has a positive and insignificant effect on employee work productivity. Work skills have a positive and significant effect on employee work productivity. The work environment has a positive and significant effect on employee productivity. The conclusion of this study is that the discipline variable does not have a partial effect on work productivity, while the skills and work environment variables have a partial influence on work productivity.

*Keywords: Discipline, Work Skills, Work Environment, and Work Productivity.*

## **1. Introduction**

Productivity in a company is largely determined by the utilization of human resources, therefore human resource management is an acknowledgment of the importance of the labor unit as an important resource for achieving the goals of the institution or agency. For this reason, the workforce needs to be considered with the right manager in order to provide optimal benefits for organizational development. Every company in its implementation focuses on aspects of the workforce (employees), so that whether or not a company's goals are achieved will depend a lot on the circumstances and the ability of employees to be productive and able to develop themselves in accordance with the expectations of the employees themselves. factors that influence it. Within the scope of work, employees act as part of a group of people who work together to achieve predetermined goals. In order for cooperation to run well, all elements in the organization or company, especially human resources, must be actively involved and have the drive to jointly achieve goals. An agency leader has an important role to mobilize all employees and potential human resources in the company or agency. One of the most important things in managing human resources is about work productivity.

Productivity According to Sutrisno (2016), productivity is a measure of productive efficiency. A comparison between the output and input. Meanwhile, according to Danadjaja (2016), productivity as a workforce is actually only part of the entire productivity of a business. There are two aspects of productivity, namely in terms of quantity and quality. Quantitative evidence shows that an employee's work performance can be measured according to the number of products realized. At the same time, the quality aspect is the result of employees doing as much work as possible. This can be measured by the number of products realized. In this case, the researcher will observe in a case study conducted at PT. IEI where there are problems in achieving production results in the scanner production department in the 2020 period. According to the data obtained, there are problems in achieving scanner production results at PT. Indonesia Epson Industry.

**Table 1. Scanner Production Results PT. IEI Period October 2019 – September 2020**

No.	Period	Target (Pcs)	Result (Pcs)	Different (Pcs)
1	Okt -19	100	57.35	42.47
2	Nov -19	100	46.33	53.67
3	Des -19	100	39.65	60.35
4	Jan – 20	100	48.87	51.13
5	Feb – 20	100	41.77	58.23
6	Mar – 20	100	49.05	50.95
7	Apr -20	100	38.84	61.16
8	Mei – 20	100	35.61	64.39
9	Jun – 20	100	63.46	36.54
10	Jul – 20	100	73.42	26.58
11	Ags – 20	100	56.77	43.23
12	Sep – 20	100	22.43	77.57
<b>Total</b>		<b>1.200</b>	<b>573,55</b>	<b>(626,9)</b>

*Source: PT IEI data (2020)*

From Table 1, it can be concluded that there are problems in the production of PT. IEI from October 2019 to September 2020 shows that the total output of 573.55 pcs has not reached the target set by the company. According to Wibowo (2011) the factors that influence employee work productivity are the quality of employees or human resources including work attitudes, work discipline levels, work environment and good work skills as well as manual and non-manual work environments. One of the causes of not achieving the number of production results is the work skills of employees. The view of Wulandari (2013) further proves that work productivity can be influenced by skills and knowledge, because these two things can increase work efficiency.

According to toha (2011) ability is one of the elements in maturity related to knowledge or skills that can be obtained from education, training and an experience. In this regard, the ability of an employee to use reason, mind, and creativity to do something better, so that the results of his work can be assessed. Basically if they continue to hone and train their skills in order to increase their productivity and performance, this can make them competent in one or more fields, they will get better, employees often make repeated mistakes or artificial errors, which will affect quality. or high quality products. The skills employees have in the workplace require speed, accuracy and flexibility.

All employees must be responsible for the quality of the product because a good product can be produced with quality work.

**Table 2. Defect Inprocess Dept Scanner**

No.	Period	Assy Defect	Others Defect
1	Okt – 19	1.758	0
2	Nov – 19	1.027	0
3	Des -19	1.360	0
4	Jan – 20	1.512	42
5	Feb – 20	1.315	0
6	Mar – 20	1.201	0
7	Apr – 20	926	0
8	Mei – 20	1.206	56
9	Jun – 20	1.306	0
10	Jul – 20	1.455	41
11	Ags – 20	2.232	176
12	Sep – 20	1.247	0
<b>Total</b>		<b>1.200</b>	<b>315</b>

*Source: PT IEI data (2020)*

From Table 2 above, it can be concluded that defects due to human error increased in August 2020. According to previous research by Supriyadi (2018), there are several factors that cause product defects, including worker or human factors, then machines and methods. Errors that can be found are when doing work in the production room during the assembly process. This error is incorrect or not in accordance with SOP/ALO regulations and causes workers to change external functions or product defects. Then during the finishing production process, it usually results in rejecting production, as mentioned above, quality problems will occur in several production lines from the initial assembly to packing. This problem can be seen from table 1.3 where the defect rate is still relatively high and this is usually caused by the workers (Human Error) and cannot be separated from the lack of skills of the workers and lack of concentration or lack of focus when doing the work. Employees who are not skilled in inspecting products so that defective products can pass will result in a decrease in product quality / quantity and company productivity.

According to Erisna (2017) employees with strict work discipline will indirectly affect their work efficiency, and vice versa if employees with lower levels of discipline will result in a decrease in productivity. Fixed working hours (rest time is longer than the set time), because working time directly affects work productivity. Employees who are not disciplined will be very detrimental to both themselves and the company.

According to Syuaib (2017) discipline is as a tool used by leaders to communicate with employees so that they are willing to change a behavior, as well as an effort to increase one's awareness and willingness to obey all organizational regulations and applicable social norms. All

employees of PT. IEI must comply with all applicable rules and regulations in the company area because this is already regulated in the collective labor agreement (PKB) and company regulations.

Based on the results of an interview with one of the leaders of the E2 Production department scanner unit, Rohmah Sri Rahayu, that there are problems that often occur at PT. IEI, among others, does not pay attention to work attributes that must be used, such as ground heels, anti-static clothing, ear plugs, grounding (anti-static equipment), palmpit, latex gloves, nitrill and PPE namely safety shoes, masks, faceshields, helmets, aprons, cuffs and so on. Because most employees do not feel comfortable when cursing these various work attributes, however, work attributes are a requirement that must be used at work in order to support work efficiency and to minimize the number of work accidents. This can also guarantee the company's K3 program, namely occupational health and safety and the most important thing is to ensure that the quality of the product is ok without the slightest defect until it reaches the consumer. Another reason for the use of PPE and work attributes is that all materials mostly have sensitive electrical components because every movement of the human body is associated with static electricity in the human body or ESD (Electro Static Discharge).

Every work environment that is felt to be satisfactory for employees can encourage employees to do their best, so that they can plan the company's work environment appropriately. The department that has been appointed by the company related to the work environment must be able to understand each work environment that will be prepared for the company. Sedarmayanti (2017) explains that the work environment is a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. Broadly speaking, there are 2 types of work environment, namely physical and non-physical work environments. Physical work environment factors are air, space, coloring, lighting, air, noise, and cleanliness and security. Meanwhile, the non-physical environment is all conditions that occur related to the relationship between co-workers, or relationships with subordinates. This will certainly affect job satisfaction.

Based on the results of an interview with one of the leaders of the E2 Production department scanner unit, Rohmah Sri Rahayu, the researchers found several working environmental conditions including the PIC or production operator working in a standing position for 8 hours of normal work (excluding overtime) under normal conditions, which of course can affect the productivity and performance, because if employees stand continuously, it can make employees feel tired more easily. Limited box and parts storage capacity can affect work productivity, because if all the parts received exceed the maximum storage limit, the warehouse department employees will combine several parts and put them in any place. this often happens when parts have been exhausted in production and production requests are urgent by the e-kanban system then warehouse employees have to search first or request parts back to vendors, this will of course take longer, so it will affect work efficiency and production results. Each operator must supply parts from the vendor box independently and put it into the box stock, because every employee is required to work quickly and precisely, this makes employees store parts carelessly or not arranged neatly because if the parts are not arranged neatly and carefully Caution can cause defects in parts, but if the employee arranges the parts it can take time and make the employee work in a hurry so that the quality and quality of the product will not be guaranteed.

Employees are often not on time when they return to work when they have a break, the company determines a break for 1 hour per day, in fact employees often use the rest time beyond the time determined by the company. Based on the above, work discipline, work skills and work environment are serious problems for PT IEI and must be considered by company management in terms of work efficiency. As for employee productivity evaluation work, it is important to know the correct productivity measurement

## **2. Literature Review**

### **Work Productivity**

Maximum productivity will certainly be expected by every company, because the key to sustainable business success lies in employee productivity. Therefore, the higher the productivity of the employees, the greater the profits obtained by the company. Employee productivity according to Sendow (2019) is defined as the ability to produce goods and services from various resources or production factors that are used to improve the quality and quantity of work produced in a company. In every company, work productivity is very important, because in running a business this is a benchmark for the success of the business. According to Busro (2018), work productivity is the ability of a person or group of people to produce goods and services within a certain time that has been determined or in accordance with the plan. Because a company can be considered good if the work productivity of its employees is good too. Butar (2015) revealed that work productivity is a measurement and quantity of work by considering all costs and related matters and those required for the job. From this explanation, it can be concluded that work productivity is a measure that compares the quality and quantity of employees in units of time to use the resources used in order to obtain results and work performance effectively and efficiently.

### **Discipline**

According to Hasibuan (2018), work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. Awareness is the attitude of a person who voluntarily follows all the rules and is aware of his duties and responsibilities, so that a person can properly obey and carry out all his duties, not because of coercion from anyone. Basically, discipline is integrated within oneself, so that actions or attitudes are no longer considered a burden, but are pure within oneself. According to Bintoro and Daryanto (2017) it was stated that discipline is an exercise in thinking and character, the goal is that everyone's behavior always obeys the rules. In order to accelerate organizational goals, good employee discipline is very necessary, because if employee discipline is bad, it can hinder and slow down organizational goals. Discipline shows that employees have the conditions or attitudes to respect the rules and regulations of the organization. Therefore, if the existing rules or regulations in the organization are ignored or often violated, the employee's work discipline will be bad. On the other hand, if employees are bound by the organization's rules, it describes a good condition of discipline. According to Abdul Rachman Saleh (2018) Discipline is a process that can foster a person's feelings to maintain and improve organizational goals objectively, through compliance with organizational regulations. Izzah (2016) explains that Discipline is the attitude and behavior of employees so that they are able to obey and comply with applicable regulations, both written and unwritten and able to run them. Based on some of the descriptions above, the researcher can conclude that discipline is an attitude of respect for organizational rules and regulations that exist among employees, and an attitude that leads someone to voluntarily comply with any applicable organizational rules.

### **Work Skills**

One of the things that must be considered to realize the company's goals is the work skills of employees, because if the company has competent and skilled employees it can help the company to increase productivity. According to Tolo (2016), work skills are skills or abilities to do a job that are only obtained by practice. Meanwhile, according to Lian (2013), skills are the ability of a person to carry out an activity or job as a skill or expertise to do a job that is only required by practice. .

According to Budiyo (2014) Job skills are an ability to translate knowledge into practice so that the desired goal is achieved. Everyone must have skills, but it is the skill level that can distinguish the abilities of each employee in completing and carrying out their duties and work. This is the nature of employees who skillfully support work productivity so that they can meet their needs, targets and can achieve company goals. According to Efendi (2018), employees who have good work skills will give more attention, thoroughness, enthusiasm, and creativity in carrying out their work which will encourage them to produce greater output within a certain period of time so that they can produce more output give the best for the company. With the skills possessed by an employee, it is expected to be able to complete work productively.

## **Work Environment**

According to Almustofa (2014) the work environment is something that is around the workers and that affects them in carrying out the tasks assigned. Meanwhile, according to Bambang (2014) the work environment is one of the factors that influence the performance of an employee. Employees who work in a work environment that supports their best work will produce good performance. Conversely, if employees work in a work environment whose working conditions are inadequate and do not support their best work, the employee concerned will become lazy and easily tired so that employee performance will decrease. Saydam (2017) the work environment is the overall work facilities and infrastructure around employees who are carrying out work that can affect the implementation of the work itself. The same thing was also stated by Masnah-(2017)-opinioned-about-the understanding of the work environment, the work environment is the whole-of-work-infrastructure-that-is-around-the-employee-who-is-doing-the-work may affect the execution of the work. From some of the opinions that have been stated above, it can be concluded that the work environment is anything that directly or indirectly affects an employee at work, both physically and non-physically, can affect himself and his work in the workplace.

## **3. Methodology**

This study uses quantitative research, which uses data collection techniques by distributing questionnaires to resource persons in the production department (Scanner) of PT. Indonesia Epson Industry. This study uses 3 independent variables and 1 dependent variable. The first independent variable is Discipline. The second independent variable is Job Skills, the third independent variable is Work Environment, and one dependent variable is Work Productivity. The population in this study were all employees of E2 Production PT Indonesia Epson Industry as many as 1,133 people. Based on the results of calculations carried out using the Slovin formula, the sample in this study amounted to 92 people. The sampling method was through the distribution of questionnaires containing statements about compensation, work environment and communication given to 92 employees of PT Indonesia Epson Industry. The questionnaire used in this study was a questionnaire using a Likert scale model. Methods Data analysis using multiple linear regression with the help of SPSS program.

## **4. Result and Discussion**

### **Coefficient of Determination**

To find out the extent of the influence of the independent variable on the dependent variable, an R test was carried out using the SPSS Version 26 program, the results can be seen in the table below:

**Table 1. Results of the Coefficient of Determination Analysis**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 <sup>a</sup>	.760	.752	6.465

Source: SPSS data processing results (2021)

Based on the table above, it can be seen that the R value or correlation coefficient is 0.872 and the R Square value or coefficient of determination is 0.760 if the percentage is 76%. This figure means that the Discipline variable (X1), Skill variable (X2), Environmental variable (X3) have an influence on the Productivity variable (Y) by 76%. While the rest (100% - 76% = 24%) is influenced by other variables outside the regression equation or variables that are not examined.

**Table 2. Multiple Linear Regression Test Results**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.888	6.182		.629	.531
	Kedisiplinan Kerja (X1)	.149	.098	.139	1.523	.131
	Keterampilan Kerja (X2)	.665	.126	.540	5.265	.000
	Lingkungan Kerja (X3)	.319	.123	.247	2.606	.011

Source: SPSS data processing results (2021)

Based on the table above, it can be obtained a regression equation that represents the effect of variables X1, X2, and X3 on variable Y, as follows:

$$Y = 0.388 + 0.149 + 0.665 + 0.319$$

The regression model can be interpreted that the constant value is positive indicating the positive influence of the independent variable increases or has an effect in one unit, then the Work Productivity variable will increase or be fulfilled. Discipline coefficient value of 0.149 means that for every increase in one discipline score, the employee's work productivity will increase by 0.149 assuming other independent variables are fixed. The Work Skills coefficient value of 0.665 means that for every increase in one work skill score, the employee's work productivity will increase by 0.665 with the assumption that other independent variables are fixed. The work environment coefficient value of 0.319 means that for every one increase in the work environment score, the employee's work productivity will increase by 0.319 assuming other independent variables are fixed. From the regression equation, it shows that if the score of discipline, work skills and work environment increase, it will increase employee productivity and vice versa.

## Discussion

### *The Effect of Discipline on Work Productivity*

The results of the hypothesis testing of Discipline on Work Productivity obtained the value of Sig = 0.131 and t = 1.523 while t table = 1.986. Because the value of Sig > 0.05 and tcount < ttable,

then H1 is rejected, meaning that there is no significant effect between the discipline variable on the work productivity variable. So it can be concluded that discipline has no effect on employee productivity. These results are in accordance with research conducted by Maria (2020) that partial discipline has no effect on work productivity. Based on the findings of the study, discipline cannot increase employee work productivity because discipline is a series of behaviors that show obedience, order, obedience and order and it requires awareness of each individual where each individual has different characters and habits. Thus, work productivity is not fully influenced by discipline.

#### *The Influence of Work Skills on Work Productivity*

The results of hypothesis testing of Work Skills on Work Productivity obtained the value of Sig = 0.000 and tcount = 5.265 while ttable = 1.986. Because the value of Sig < 0.05 and tcount > ttable then H2 is accepted, meaning that there is a significant influence between the Job Skills variable on the Work Productivity variable. So it can be concluded that work skills will affect employee productivity. These results are in accordance with research conducted by Efendi (2018) that work skills partially affect work productivity. Based on the findings of the study, work skills have an important role to increase employee productivity because skills can support the career of every employee in a competitive world of work and can show the true identity of employees, aspects of work skills that need to be honed by every employee to increase work productivity. including creative and innovative, communication skills, good ethics and attitude, organizational and governance skills, always think critically, can solve problems and master the field of technology. Thus, work productivity can be influenced by the work skills of employees.

#### *Influence of Work Environment on Work Productivity*

The results of testing the work environment hypothesis on employee performance obtained the value of Sig = 0.011 and t = 2.606 while t table = 1.986. Because the value of Sig < 0.05 and tcount > ttable then H3 is accepted, meaning that there is a significant influence between the Work Environment variable on the Work Productivity variable. These results are in accordance with the results of research by Agus (2016) and Badrianto (2020) that the work environment partially affects work productivity. Based on the findings of the study, the work environment has an influence on work productivity because if employees feel comfortable, safe and pleasant, including facilities and workplaces, it can help and accelerate the completion of work according to predetermined standards and timescales. Thus, work productivity can be influenced by the work environment.

### **5. Conclusion**

Work productivity is a problem that must get serious attention from the company, because the increase in work productivity will not happen by itself, but there must be effort and participation from both the company and the employees themselves. One way to increase employee productivity is to have resources that are disciplined in every company regulation because these regulations are made for the progress and good of the company, provide regular training to improve the skills of each employee and create a conducive and healthy work environment for employees. employees for the convenience of working. In this way, it is expected to guarantee quality resources and enable employees to achieve the level of productivity desired by the company. After analyzing the results and discussion, researchers can conclude that discipline does not have a significant effect on employee productivity at PT Indonesia Epson Industry, which means that there is no compliance or adherence to collective agreements and self-control which is the essence of work discipline that can encourage productivity, for that the company plays an important role so that employees work more effectively and efficiently because the company is very dependent on the performance of each



employee who is able to carry out each task properly and correctly so that everything goes as expected by the company. This shows that there is no influence between discipline and work productivity. Work Skills have a significant influence on the Work Productivity of employees at PT. Indonesia Epson Industry, which means that work skills are needed to increase work productivity by conducting training, competency testing, supervision, motivating human resources, adjusting work according to abilities and interests, giving appreciation and conducting periodic performance evaluations. This shows that the more employees' work skills increase, the work productivity will also increase. The Work Environment has a significant influence on the Work Productivity of employees at PT. Indonesia Epson Industry, which means that the work environment is urgently needed to increase work productivity by creating a comfortable, safe, conducive work environment, providing adequate learning facilities and facilities for employees, always giving appreciation and making good relationships with colleagues. This shows that the more the work environment improves, the work productivity will also increase.

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