

THE INFLUENCE OF WORK ETHIC, WORK STRESS, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. PERKEBUNAN NUSANTARA IV REGIONAL III KEBUN TANDUN

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Abstract: This study aims to determine the extent to which work ethic, work stress, and work environment contribute to improving employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. This study uses quantitative research. The sample in this study consisted of 88 respondents who are employees at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Based on the results of the t-test hypothesis, it can be concluded that work ethic partially has a positive and significant effect on employee performance with a calculated t-value of $5.189 > t\text{-table } 1.988$ and a significance value of $0.001 < 0.05$. Work stress partially has a positive and significant effect on employee performance with a calculated t-value of $4.114 > t\text{ table } 1.988$ and a significance value of $0.001 < 0.05$, the work environment partially has a positive and significant effect on employee performance with a t-value of $4.508 > t\text{ table } 1.988$ and a significance value of $0.000 < 0.05$. Based on the results of the F hypothesis test, it can be concluded that work ethic, work stress, and work environment simultaneously have a positive and significant effect on employee performance. Based on the results of the coefficient of determination analysis, it can be concluded that the effect of work ethic, work stress, and work environment on employee performance is 92.8%.

Keywords: Work Ethic, Work Stress, Work Environment, Employee Performance

Abstrak: Penelitian ini bertujuan untuk mengetahui sejauh mana etos kerja, stres kerja dan lingkungan kerja berkontribusi terhadap peningkatan kinerja karyawan pada PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kuantitatif. Sampel dalam penelitian ini sebanyak 88 responden yang merupakan karyawan pada PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Berdasarkan hasil uji hipotesis t dapat disimpulkan etos kerja secara parsial berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai t hitung penempatan sebesar $5,189 > t\text{ tabel } 1,988$ dan nilai signifikansi sebesar $0,001 < 0,05$, stres kerja secara parsial berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai t hitung sebesar $4,114 > t\text{ tabel } 1,988$ dan nilai signifikansi sebesar $0,001 < 0,05$, lingkungan kerja secara parsial berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai t hitung sebesar $4,508 > t\text{ tabel } 1,988$ dan nilai signifikansi sebesar $0,000 < 0,05$. Berdasarkan hasil uji hipotesis F disimpulkan bahwa etos kerja, stres kerja dan lingkungan kerja secara simultan berpengaruh positif dan signifikan terhadap kinerja karyawan. Berdasarkan hasil analisis koefisien determinasi dapat disimpulkan pengaruh etos kerja, stres kerja dan lingkungan kerja terhadap kinerja karyawan adalah sebesar 92,8%.

Kata Kunci: Etos Kerja, Stres Kerja, Lingkungan Kerja, Kinerja Karyawan

INTRODUCTION

Companies in the modern era face increasingly complex challenges in maintaining sustainability and increasing competitiveness amidst globalization. Rapidly changing business environments, intense competition, and increasing consumer demands require every company to optimize all available resources, especially human resources. Human resources are viewed as the most valuable asset because their role is not only as an implementer of operational activities, but also as a primary driver in achieving organizational goals. One of the key elements in human resource management is employee performance, which has a direct impact on productivity and the achievement of company goals. Employee performance indicates the level of individual ability to carry out their duties and responsibilities



effectively, in accordance with the criteria determined by the company. Without maximum performance from each person, the company's vision and mission will be difficult to achieve. Therefore, improving employee performance is not solely the responsibility of the human resources department, but rather a strategic responsibility for all levels of company management.

PT. Perkebunan Nusantara IV (PTPN IV) as one of the State-Owned Enterprises (BUMN) engaged in the agro-industry sector, particularly in palm oil and rubber commodities, plays a vital role in supporting the national economy and food industry resilience. In its operations, the company has various work units spread across various regions, one of which is the Tandun Plantation Region III. This work area has a significant contribution to the company's total production, so employee performance within it is a crucial aspect that requires serious attention. Considering the characteristics of work in the plantation sector which is generally carried out in an open environment with high physical intensity, the challenge in maintaining employee performance is also more complex, because it involves psychological, social, and environmental aspects simultaneously. Based on the results of the data obtained, in the Tandun Plantation Region III there are still obstacles in achieving harvest targets which are suspected to be closely related to employee performance.

One factor believed to influence performance is work ethic. Employees with a strong work ethic generally display high discipline, high motivation, and deep responsibility in carrying out their duties. However, the phenomenon of work ethic that occurred at PT. Perkebunan Nusantara IV Regional III Kebun Tandun shows differences in the level of work ethic among employees. Some employees are able to demonstrate high dedication and discipline, but there are also employees who tend to be less disciplined, for example arriving late, having difficulty in working together with coworkers, not being able to complete tasks without supervision from superiors, and not having a commitment to achieving company goals.

Besides work ethic, another factor that influences performance is work stress. Employees with high levels of work stress are prone to experiencing impaired focus, reduced motivation, physical and mental fatigue, and decreased productivity. At PT. Perkebunan Nusantara IV Regional III Kebun Tandun, the phenomenon of work stress is evident in the presence of employees who feel excessively burdened with tasks, unclear expectations from superiors, discomfort in interactions with coworkers, and lack of rest time due to high production targets. The next factor is the work environment, both physical and non-physical work environments. In reality, in this unit, problems related to the work environment are still found, such as low willingness of coworkers to help each other, lack of support when facing difficulties, discomfort in expressing opinions, and the influence of less harmonious communication.

Employee performance serves as a primary indicator in assessing the success of the managerial system and operational policies implemented by the company. Suboptimal performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun is suspected to be influenced by the low work ethic of some employees, high levels of work stress, and a less than conducive work environment. Therefore, appropriate management strategies are needed to create conducive working conditions and effective communication between leaders and employees to maintain motivation and work enthusiasm. Maintaining and improving employee performance is a strategic step that not only impacts operational efficiency, but also the sustainability and competitiveness of the company amidst the dynamics of the ever-evolving plantation industry.

Research Objectives

1. To determine and analyze the partial effect of work ethic on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.
2. To determine and analyze the partial effect of work stress on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.
3. To determine and analyze the partial effect of work environment on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.
4. To determine and analyze the simultaneous effect of work ethic, work stress, and work environment on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.



THEORETICAL FRAMEWORK

Human Resource Management

Human resource management is a strategic and integrated process in managing human assets owned by an organization, this process includes a series of activities, starting from fundamental functions starting from planning, organizing, developing, coordinating to controlling all workforce activations, including procurement, training, performance appraisal, compensation, and maintenance of employment relationships. Mangkunegara (2019:2) “Human resource management is the planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, maintenance, and separation of workforce in order to achieve organizational goals.”

Work Ethic

According to (Ginting, 2017) work ethic is a work spirit that is characteristic of a person or group of people who work, which is based on the work ethics and perspectives that are believed in, and is realized through determination and concrete behavior in the world of work.

Work Stress

According to (Ganster & Rosen, 2021), work stress is an individual's reaction to work pressures and demands that exceed their ability to cope, which can have a negative impact on physical and mental health, as well as job performance and satisfaction.

Work environment

According to (Dessler, 2017), the work environment is the totality of factors that influence workers in the workplace, including physical conditions such as lighting, temperature, noise, and cleanliness, as well as psychological factors such as employee relationships, leadership style, and organizational culture. A conducive work environment can increase employee productivity and well-being.

Employee Performance

According to (Mangkunegara, 2017), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. This means that not only quantity, quality, and completion are considered, but also the responsibility and suitability of the tasks or work assigned.

Conceptual Framework

A conceptual framework is a conceptual guide that explains the relationships between the variables to be examined in this research. With a framework, researchers can systematically describe the flow of thought underlying the research, from supporting theories to the relationships between the variables examined. This section aims to present the theoretical foundation and relationships between variables as a basis for conducting research analysis.

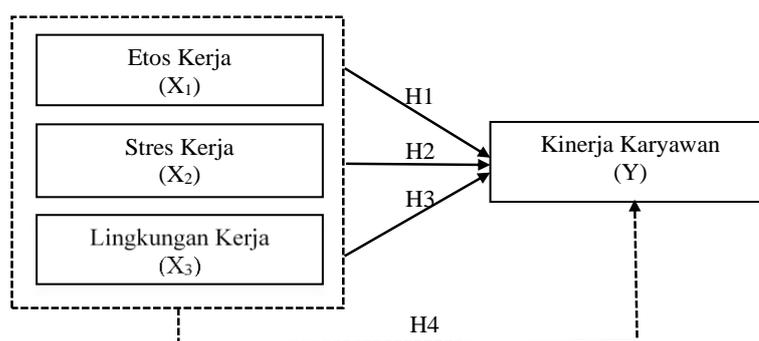


Figure 1. Conceptual Framework

Description:

- > : Partially
- - - - -> : Simultaneously

RESEARCH METHOD

Data Types and Sources



The type of research used is quantitative research, which is an approach that utilizes data in the form of numbers or quantities to test hypotheses, explain relationships between variables, and describe phenomena objectively. The data collection methods used in this research are observation, interviews, questionnaires, documentation studies and literature studies.

Population and Sample

The population in this study consisted of 762 employees of PT. Perkebunan Nusantara IV Regional III Kebun Tandun. The sampling technique used in this study was non-probability sampling with accidental sampling. In this study, the sample size was calculated using the Slovin formula and a standard error of 10%, resulting in a sample size of 88 respondents.

Formula :

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

Description :

n : Number of Samples

N : Population Size

e : *Standard Error*

Thus, the sample size becomes:

$$n = \frac{762}{1+762(10\%)^2}$$

$$n = 88,3$$

Data Analysis Techniques

This study uses multiple linear regression analysis because there is more than one independent variable. According to Ghozali (2018:99), "multiple linear regression analysis is used to determine the direction and extent of the influence of independent variables on dependent variables." The multiple linear regression equation is as follows:

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

Explanation:

Y : Employee Performance

X₁ : Work Ethic

X₂ : Work Stress

X₃ : Work Environment

A : Constant

b₁,b₂,b₃: Regression coefficients of research variables

e : error

In this study, researchers used several data analysis tools consisting of validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, t-tests (partial), F-tests (simultaneous), and coefficient of determination (R²) tests.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondents Based on Gender

The number of respondents based on gender of the 88 respondents, that 62 respondents or 70.45% were male and 26 respondents or 29.55% were female. This shows that the majority of respondents were male.

Respondents Based on Their Highest Level of Education

The number of respondents based on Their Highest Level of Education, A total of 47 people (53.40%) were high school graduates, 17 people (19.32%) were D3 graduates, 20 people (22.73%) were S1 graduates, and 4 people (4.55%) were S2 graduates, so the majority were high school graduates.

Respondents Based on Age

The number of respondents based on age of the 88 respondents, that respondents aged 20-25 years were 8 respondents (9.09%), 26-30 years were 11 respondents (12.5%), 31-35 years were 15 respondents (17.05%), 36-40 years were 16 respondents (18.18%) and those aged over 40 years were 38 respondents (43.18%). Thus, the majority of respondents were over 41 years old.



Data Analysis Test

Validity Test

Validity testing is a test to determine whether a questionnaire is valid, such as whether the questions in the questionnaire actually measure what they are supposed to measure. The validity test results show that the r value calculated for each item is above the r table of 0.361. Therefore, it can be concluded that all statements in this study are valid.

Reliability Test

Reliability is a measuring tool used to assess questionnaires, which are indicators of a variable. According to (Ghozali, 2018), reliability is defined as an index indicating the extent to which a measuring instrument is trustworthy or reliable. This test aims to ensure that the measurement instrument used is capable of producing stable and consistent data when measuring the same phenomenon. If the Cronbach's alpha value is >0.60, the instrument has good reliability. If the Cronbach's alpha value is <0.60, the instrument being tested is unreliable. This research instrument was declared reliable because the resulting Cronbach's alpha coefficient exceeded the minimum criterion of 0.60, indicating that the research variables can be further analyzed.

Normality Test

This test is carried out to see whether the data distribution has a significant difference or not with the standard value. To ensure accurate data distribution, the normality testing procedure was implemented using the Kolmogorov-Smirnov instrument supported by graphical analysis in the form of histograms and P-Plots diagrams.

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		88	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.14662066	
Most Extreme Differences	Absolute	.063	
	Positive	.061	
	Negative	-.063	
Test Statistic		.063	
Asymp. Sig. (2-tailed) ^c		.200	
Monte Carlo Sig. (2-tailed)	Sig.	.532	
	99% Confidence Interval	Lower Bound	.519
		Upper Bound	.545

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Processed Data from IBM SPSS 31, 2025

Based on Table, it is known that the Asym Sig (2-tailed) value is 0.200 > 0.05, so it can be concluded that the regression model is normally distributed.

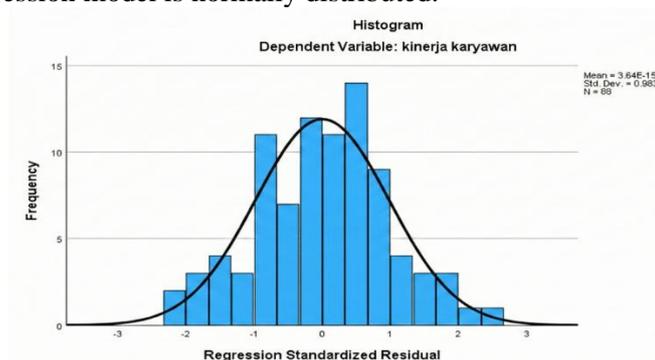


Figure 2. Histogram Curve

Source: Processed Data from IBM SPSS 31, 2025

Based on the histogram curve, it forms a bell-shaped pattern and does not deviate to the left or right. Therefore, it can be concluded that the data is normally distributed.



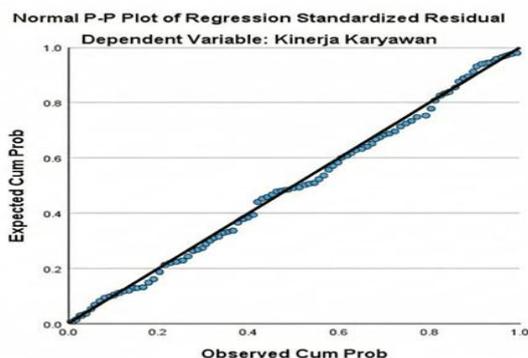


Figure 3. Regression Standardized Residual

Source: Processed Data from IBM SPSS 31, 2025

Based on the figure, The data is scattered around the diagonal line and follows the direction of the diagonal line, so the regression model satisfies normality.

Multicollinearity Test

Table 2. Multicollinearity Test

Coefficients ^a							Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	13.613	.840		16.208	<.001		
	EtosKerja	.349	.067	.394	5.189	<.001	.143	7.006
	StresKerja	.202	.049	.287	4.114	<.001	.169	5.909
	LingkunganKerja	.386	.086	.320	4.508	<.001	.163	6.139

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data from IBM SPSS 31, 2025

Based on the table, The VIF values of the Work Ethic variable are 7.006, Work Stress are 5.909, and Work Environment are 6.139. Therefore, it can be concluded that there is no multicollinearity because the VIF values of the independent variables are <10. Thus, there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to test whether there is variance inequality in the regression model.

Table 3. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.093	.481		-.193	.848
	EtosKerja	.021	.038	.150	.541	.590
	StresKerja	.054	.028	.489	1.930	.057
	Lingkungankerja	-.086	.049	-.454	-1.757	.082

a. Dependent Variable: ABS_RES

Source: Processed Data from IBM SPSS 31, 2025

Based on the table, It is known that the sig value for work ethic is 0.590, work stress is 0.057, and work environment is 0.082. Thus, it can be concluded that there are no signs of heteroscedasticity in this research data.

Heteroscedasticity Analysis Results

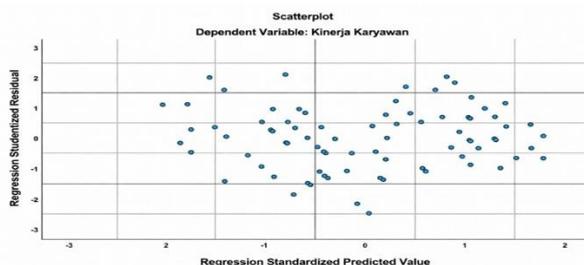


Figure 4. Heteroscedasticity Analysis Results



Based on the figure, It can be seen that the points are scattered above and below zero on the y-axis, indicating that there is no heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is intended to determine the linear relationship between independent variables and dependent variables.

Table 4. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.613	.840		16.208	<.001
	EtosKerja	.349	.067	.394	5.189	<.001
	StresKerja	.202	.049	.287	4.114	<.001
	LingkunganKerja	.386	.086	.320	4.508	<.001

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data from IBM SPSS 31, 2025

$$Y = 13.613 + 0,349X_1 + 0,202X_2 + 0,386X_3$$

Based on the equation, it can be described as follows:

1. The constant value is 13.613, which means that if the values of the Work Ethic, Work Stress, and Work Environment variables are 0, then the Employee Performance value is 13.613.
2. The regression coefficient for the Work Ethic variable is 0.349, meaning that if the Work Ethic variable increases by 1 unit, Employee Performance will increase by 0.349 units.
3. The regression coefficient for the Work Stress variable is 0.202, meaning that if the Work Stress variable increases by 1 unit, Employee Performance will increase by 0.202 units.
4. The regression coefficient for the Work Environment variable is 0.386, meaning that if the Work Environment variable increases by 1 unit, Employee Performance will increase by 0.386 units.

Partial Test (t-Test)

The t-test is used to test whether the proposed hypothesis is accepted or rejected.

Table 5. Partial Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.613	.840		16.208	<.001
	EtosKerja	.349	.067	.394	5.189	<.001
	StresKerja	.202	.049	.287	4.114	<.001
	LingkunganKerja	.386	.086	.320	4.508	<.001

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data from IBM SPSS 31, 2025

Based on the table above, it can be seen that the effect of each variable X on variable Y can be seen as follows:

1. Given that the calculated t-value for Work Ethic is 5.189 > the table t-value of 1.988 and the significance value is 0.001 < 0.05, it can be concluded that Work Ethic partially has a positive and significant effect on Employee Performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.
2. Given that the calculated t-value for Work Stress is 4.114 > the table t-value of 1.988 and the significance value is 0.001 < 0.05, it can be concluded that Work Stress has a partial positive and significant effect on Employee Performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.
3. Given that the calculated t-value for Work Environment is 4.508 > the table t-value of 1.988 and the significance value is 0.001 < 0.05, it can be concluded that Work Environment partially has a positive and significant effect on Employee Performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.

Simultaneous Test (F-Test)

The F test aims to test the combined effect of independent variables on the dependent variable.



Table 6. Simultaneous Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1541.334	3	513.778	377.308	<.001 ^b
	Residual	114.382	84	1.362		
	Total	1655.716	87			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), LingkunganKerja, StresKerja, EtosKerja

Source: Processed Data from IBM SPSS 31, 2025

Based on the table, Given that the calculated F value is $377.308 > F$ table 2.71 and the sig value is $0.001 < 0.05$, it can be concluded that Work Ethic, Work Stress, and Work Environment simultaneously have a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.

Coefficient of Determination (R²) Test

The value of the coefficient of determination is between zero and one ($0 < R^2 < 1$). A small R² value means that the ability of the independent variables to explain the dependent variable is very limited.

Table 7. Coefficient of Determination (R²) Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965 ^a	.931	.928	1.167

a. Predictors: (Constant), LingkunganKerja, StresKerja, EtosKerja

b. Dependent Variable: Kinerja Karyawan

Source: Processed Data from IBM SPSS 31, 2025

Based on the table, the Adjusted R Square value is 0.928 or 92.8%. Therefore, it can be concluded that Work Ethic, Work Stress, and Work Environment can explain Employee Performance by 92.8%, while the remaining $100\% - 92.8\% = 7.2\%$ is the influence of other variables or factors not examined in this study, such as compensation systems and transformational leadership styles. The urgency of adding the compensation variable is based on the characteristics of the plantation industry, which is labor-intensive and production-targeted, where incentive and allowance systems can improve employee performance. On the other hand, the transformational leadership style variable is a crucial factor given the vast operational area of the Tandun Plantation, which requires effective supervision and coordination. Leaders in the plantation environment not only act as supervisors but also as inspirers who are able to empower teams to exceed standards.

DISCUSSION

The Influence of Work Ethic on Employee Performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.

Work ethic partially has a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. This study aligns with the findings of research conducted by (Kismoyogi et al., 2020), which found that work ethic has a positive and significant effect on employee performance. The results indicate that a higher work ethic leads to improved performance. Similarly, the results of a study conducted by (Situmorang et al., 2025) at PT. Perkebunan Nusantara IV Regional II Medan confirmed that work ethic is a key factor driving improved employee performance in the plantation sector.

A strong work ethic, encompassing discipline and a strong sense of responsibility, enables employees at PT. Perkebunan Nusantara IV Regional III Kebun Tandun to remain consistent and productive in achieving production targets and facing operational challenges in the field. Furthermore, when plantation employees exhibit strong work ethic and uphold integrity daily, they tend to demonstrate greater dedication to the company's aspirations, feel proud to be part of the organization, and are driven to deliver optimal yields and performance on an ongoing basis. This impacts increased productivity and optimizes plantation operations. Statistical analysis shows that work ethic has a



significant relationship with performance, meaning that strengthening employee values of integrity, discipline, and dedication will directly impact the achievement of production targets on the plantation. The results of partial hypothesis testing, or t-tests, show that the work ethic variable has a calculated t-value of 5.189, significantly higher than the t-table value of 1.988. With a significance value of 0.001, well below the 0.05 threshold, empirically proves that work ethic is not merely a supplement, but rather a primary driving force in improving employee performance. This very strong positive correlation reflects that discipline and dependability, the main indicators of work ethic, have been well internalized by employees. The questionnaire data shows that high work morale is not merely a formality, but rather a form of dedication that directly impacts the criteria for achieving production targets. This clearly demonstrates that every increase in employee work values will be followed by a tangible increase in harvest productivity. Therefore, management needs to ensure ongoing efforts to maintain strong motivation and a strong work culture to improve work effectiveness and efficiency at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.

The Influence of Work Stress on Employee Performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun

Work stress partially has a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. This study aligns with the findings of research conducted by (Siregar & Ardeandra, 2025), which stated a positive and significant influence on employee performance. The results indicate that work stress in the plantation environment actually stimulates employees to increase discipline and responsibility in achieving harvest targets. Similarly, the results of research conducted by (Tinambunan et al., 2022) align with research at PT. Perkebunan Nusantara III (Persero) Medan, which showed that work stress has a positive and significant contribution to performance. This reinforces the eustress theory, which holds that stress is not always destructive; if managed effectively, work pressure can actually transform into a stimulant for employees, increasing productivity and a sense of responsibility in completing their tasks.

Positive stress (eustress) motivates employees to work harder and demonstrates their professionalism in facing production targets and challenges in the plantation sector. This contributes to increased harvest productivity and operational efficiency. Statistical analysis shows that work stress has a significant relationship with performance, indicating that a challenging but measurable workload will have a direct impact on optimizing employee performance achievements. This is proven through a partial hypothesis test or t-test which shows that the work stress variable has a positive and significant influence on employee performance, with a calculated t-value of 4.114, which far exceeds the t-table value of 1.988. The significance obtained at $0.001 < 0.05$ confirms that the work pressure felt by employees in the plantation sector consistently drives an increase in their work results and the characteristics of work in the plantation sector such as daily production targets are internalized by employees not as a threat, but as a stimulus for professionalism. The tension that arises from work demands actually becomes a driving mechanism or driving force that increases employee focus and persistence in achieving harvest targets. Therefore, management needs to ensure that work pressure remains at a productive level to maintain employee motivation and work enthusiasm at PT. Perkebunan Nusantara IV Regional III Kebun Tandun.

The Influence of the Work Environment on Employee Performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun

The work environment has a partial and significant positive effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. The results of this study align with the results of research conducted by (Dessy et al., 2020) which stated that the work environment has a positive effect on employee performance. The results showed that the atmosphere in the workplace, facilities, and relationships between employees significantly determine how optimal the work results are delivered by employees. Likewise, the results of research conducted by (Aini & Ariefiantoro, 2021), which stated that the work environment has a positive effect on employee performance. The results of this study indicate that this positive influence is supported by the fulfillment of two main dimensions, namely a conducive physical and non-physical work environment. Physically, the availability of adequate work support facilities in the plantation area and workspace management that supports comfort are the main foundations. Meanwhile, support from non-physical aspects is reflected in the creation of harmonious



working relationships between colleagues, effective communication with superiors, and a work atmosphere full of a sense of family. Significant statistical findings confirm that the better the quality of the work environment provided by management, the greater the dedication and performance achieved by employees.

A good and supportive work environment functions as a "disturbance reducer," meaning adequate infrastructure and a safe working environment eliminate technical and mental distractions that often hinder work speed. When employees feel supported by good facilities and harmonious social relationships, they no longer feel burdened by difficult procedures but instead feel empowered to deliver optimal results or achieve targets. In other words, a company's investment in a quality work environment is a direct investment in the quality of employee output. The significant role of the work environment in moderating employee work behavior at PT. Perkebunan Nusantara IV Regional III Kebun Tandun was empirically proven through partial hypothesis testing. Based on the data processing results, the calculated t-value was 4.508, which is substantially greater than the t-table of 1.988, with a significance level of 0.000. This figure provides statistical legitimacy that the work environment is not merely a supporting factor, but rather a determining variable that actively drives improved employee performance. Therefore, management needs to continuously maintain and enhance the factors that drive the work environment to create superior and sustainable employee performance.

CONCLUSION

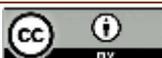
Based on the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. Based on the results of the t-test, it can be concluded that work ethic has a partial positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Therefore, H0 is rejected and H1 is accepted.
2. Based on the results of the t-test, it can be concluded that work stress has a partial positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Therefore, H0 is rejected and H2 is accepted.
3. Based on the results of the t-test, it can be concluded that the work environment has a partial positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Therefore, H0 is rejected and H3 is accepted.
4. Based on the results of the F-test, it can be concluded that work ethic, work stress, and the work environment simultaneously have a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Therefore, H0 is rejected and H4 is accepted.
5. Based on the analysis of the determination coefficient results, the Adjusted R Square value was obtained at 0.928 or 92.8%. Therefore, it can be concluded that work ethic, work stress, and work environment are able to explain employee performance by 92.8%, while the remaining $100\% - 92.8\% = 7.2\%$ is influenced by other variables or factors outside this study such as completion and leadership style. The urgency of adding compensation variables is based on the characteristics of the plantation industry which is labor-intensive and based on production targets, where the incentive and allowance system can improve employee performance. On the other hand, the transformational leadership style variable is a crucial factor considering the vast operational area at the Tandun Plantation which requires effective supervision and coordination patterns. Leaders in the plantation environment not only play a role as supervisors but also as inspirators who are able to empower time to exceed standards.

Suggestions

Based on the research findings, the following suggestions are proposed:

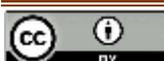
1. Based on the descriptive analysis of the Work Ethic variable, it can be concluded that respondents overall demonstrated a positive attitude. However, this study identified a critical point in the indicator of the ability to resolve differences of opinion professionally, which received the lowest average score of 3.66. Although statistically, this figure still falls within the "Agree" category, it presents a potential barrier to work harmony. If not immediately optimized, it could hinder the effectiveness of teamwork in achieving the company's operational targets. To improve the quality of employee work ethic, the management of PT. Perkebunan Nusantara IV Regional III Kebun Tandun is advised to



- prioritize the development of interpersonal communication and conflict management competencies through structured training, such as emotional intelligence workshops.
2. Based on the descriptive analysis of the Work Stress variable, it was found that the indicator regarding superior leadership styles that motivate employees received an average score of 3.59. These results indicate that although employees generally tend to agree that superior leadership has a positive impact, this score still needs to be optimized. A score position on the threshold between 'Neutral' and 'Agree' indicates that the existing leadership style is not fully effective in reducing the work pressure or stress experienced by employees in carrying out daily operational tasks. The management of PT. Perkebunan Nusantara IV Regional III Kebun Tandun is advised to evaluate communication and coordination patterns between superiors and subordinates through a more supportive and empathetic leadership approach. Superiors are expected to not only provide rigid work instructions but also provide moral support and appreciation, which can reduce employee psychological stress. By transforming the leadership style to a more motivational one, the company can create a less stressful work environment, so that employees feel more appreciated and have a sense of mental calm, which directly impacts increased collective work productivity.
 3. Based on the descriptive analysis of the Work Environment variable, the indicator regarding the willingness of coworkers to help and cooperate when facing obstacles was found to have the lowest average score, at 2.80. This result indicates that the non-physical work environment at PT. Perkebunan Nusantara IV Regional III Kebun Tandun is at a less conducive level in terms of social support. A score below 3.00 reflects the phenomenon of work individualism, where synergy among employees has not yet been established, resulting in operational challenges often having to be addressed independently without adequate collective support. Company management is advised to immediately improve the non-physical aspects of the work environment by initiating team-building programs or regular internal gatherings to strengthen emotional bonds among employees. Furthermore, the company needs to create a work system that encourages collaboration, such as setting team-based performance targets and providing a more open coordination platform. By improving this collaborative climate, it is hoped that technical obstacles in the field can be resolved more quickly with the assistance of colleagues, thus creating a supportive and harmonious work environment.
 4. This study is limited by the relatively limited sample size and the scope of the study, which focused only on PT. Perkebunan Nusantara IV Regional III Kebun Tandun. Therefore, generalizing the results to organizations with different characteristics requires caution. Furthermore, the variables analyzed were limited to work ethic, work stress, work environment, and employee performance, and the use of a questionnaire instrument could potentially introduce subjective bias from respondents. It is recommended that further research use qualitative or mixed methods to achieve better results.
 5. Future researchers are expected to expand the scope of the study in terms of the area and number of samples, as well as adding other relevant variables. The reason for adding these variables is that the Adjusted R Square value of 92.8% indicates that there is still a 7.2% influence from other factors outside this study. The variables recommended for further study are compensation variables based on the characteristics of labor-intensive and production-targeted plantation industries, where incentive and benefit systems can improve employee performance. On the other hand, the variable of transformational leadership style is a crucial factor given the vast operational area of the Tandun Plantation, which requires effective supervision and coordination. Leaders in the plantation environment not only act as supervisors but also as inspirers who are able to empower teams to exceed standards.

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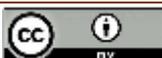
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