

Research Article

# Analysis of the Effect of Compensation and Work Environment on Employee Discipline at PT Sinar Sawit Subur Lestari

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## ABSTRACT

This study analyzes the influence of compensation and the work environment on employee discipline at PT Sinar Sawit Subur Lestari. Work discipline is considered crucial for increasing organizational productivity, particularly in the palm oil plantation industry, which demands compliance and responsibility. The research method used was quantitative with saturated sampling, involving 80 employees as respondents. Data were collected through a Likert-scale questionnaire, and analysis was conducted using multiple linear regression with SPSS version 25. The results show that compensation has a positive and significant effect on employee discipline, with a t-value of 8.001 and a significance level of 0.000. This indicates that a fair compensation system can increase employee motivation and compliance. However, the work environment did not show a significant effect, with a t-value of 0.267 and a significance level of 0.790. Conversely, simultaneously, compensation and the work environment had a significant effect on employee discipline, with an F-value of 71.694 and a significance level of 0.000. The coefficient of determination indicates that these two factors explain 64.2% of the variation in employee discipline. This study recommends that companies improve transparent compensation systems and create a supportive work environment to strengthen employee discipline in a sustainable manner.

**Keywords:** Compensation; Work Environment; Employee Discipline; Human Resource Management.

## 1. INTRODUCTION

The increasingly competitive business environment requires companies to have high-quality and highly disciplined human resources. In the context of human resource management, work discipline is regarded as one of the main factors determining organizational effectiveness and productivity. In general, it can be indicated that the development of the palm oil agribusiness sector still has promising prospects, viewed from price trends, export opportunities, and product development (Abdul & Eka, 2023). Employees with a high level of discipline tend to comply with regulations, work according to standard operating procedures, and complete tasks on time, which directly impacts the achievement of organizational goals (Sutrisno, 2019).

Various international studies show that work discipline is an important variable influencing organizational performance. A study conducted by Chandrasekar (2021) concluded that the level of employee discipline is closely related to the human resource management system implemented by the company, particularly in terms of compensation and the creation of a conducive work environment. These findings emphasize that work discipline does not emerge naturally but is shaped through organizational policies and supportive working conditions. One of the most widely studied factors in empirical research is compensation. Compensation is viewed as a form of reward for employee contributions that can influence work attitudes and behavior. An international study by Abidin et al. (2025) indicates that a fair and competitive compensation system has a significant effect on employee work behavior, including discipline. Similar findings were reported by Pratama (2020), who stated that compensation aligned with workload and responsibilities can improve employee compliance with company regulations. Conversely, compensation perceived as unfair may lead to job dissatisfaction and encourage indiscipline.

In addition to compensation, the work environment also plays a significant role in shaping employee discipline. The work environment includes both physical and non-physical aspects directly experienced by employees during their work. Research by Wahyuningsih (2018) demonstrates that a conducive work environment supports employee comfort, thereby increasing productivity and enthusiasm at work. Conversely, a less conducive environment can lead to dissatisfaction or psychological stress, which may disrupt employee productivity. Unfortunately, many companies consider a safe and

healthy work environment as an unnecessary expense and do not invest sufficiently in maintaining a comfortable workplace (Zhenjing et al., 2022). This finding is reinforced by Hantrisna (2023), who stated that inadequate working conditions, such as insufficient facilities and uncomfortable workspace layouts, can reduce employee motivation and discipline. In the context of the palm oil plantation industry, work discipline is a crucial aspect due to the nature of the work, which demands punctuality, adherence to procedures, and effective coordination among employees. Research by Tauwi et al. (2023) in the palm oil sector shows that low work discipline can hinder operational processes and reduce company productivity. Therefore, companies in this sector are required to implement human resource management policies that encourage disciplined work behavior.

Based on field conditions, PT Sinar Sawit Subur Lestari, a company operating in the palm oil plantation sector, still faces several issues related to employee discipline. Initial observations indicate that the physical work environment is not yet fully optimal, including limited supporting facilities, inadequate lighting, and less comfortable workspace arrangements. In addition, there is a perception among employees regarding the mismatch between compensation and workload, particularly among positions with similar responsibilities. These conditions may lead to job dissatisfaction, which can negatively affect employee discipline. This phenomenon is consistent with previous research stating that dissatisfaction with compensation and work environment can trigger indiscipline, such as tardiness, low compliance with regulations, and reduced work responsibility (Uhai et al., 2024). However, previous studies also show varying results depending on organizational characteristics and industry sectors. Therefore, further research is needed to empirically examine the effect of compensation and work environment on employee discipline within the context of a palm oil plantation company.

Based on the above explanation, this study is important to analyze the effect of compensation and work environment on employee discipline at PT Sinar Sawit Subur Lestari. This research is expected to provide empirical contributions to the development of human resource management studies and serve as a basis for company management in formulating effective policies to improve employee discipline. In the current era of globalization, the rapid advancement of information technology has intensified competition among companies. This increasingly competitive environment requires companies to enhance their competitiveness by working more effectively and efficiently, focusing on their core business, and improving human resource management. Therefore, job resources are essential for employees and play an important role in managing and reducing job demands (Lu et al., 2023). Professional human resource management has become a key factor in achieving competitive advantage in the globalization era (George & Wal, 2023). Discipline, performance, and a fair compensation system are crucial elements in creating productive and committed employees.

The success of a company largely depends on the quality of its human resources, often referred to as the “frontline” of the organization. High employee performance is strongly expected. The greater the number of high-performing employees, the higher the overall productivity of the company, enabling it to survive in global competition. According to Dumitriu et al. (2025), employee discipline reflects the quality and quantity of work achieved by an employee in carrying out responsibilities assigned to them. To achieve optimal discipline, companies must ensure that every employee works in a disciplined, consistent, and responsible manner.

At PT Sinar Sawit Subur Lestari, a company engaged in the palm oil plantation sector, high discipline is essential to ensure optimal operational performance. Employee discipline reflects the level of success in completing tasks and achieving predetermined work targets. Sutrisno (2019) emphasized that work discipline is one of the main factors influencing employee performance. Disciplined employees tend to comply with regulations, arrive on time, and work according to standard operating procedures, which positively impacts organizational productivity, especially in sectors requiring punctuality and procedural compliance such as industry and plantations. One of the main aspects influencing employee discipline is compensation. Compensation is a form of reward provided by the company for employee contributions and performance, both financially and non-financially. According to Sopian et al. (2025), compensation not only fulfills employees' economic needs but also serves as a motivational tool that encourages disciplined work behavior. When compensation meets employee expectations and aligns with workload, employees tend to demonstrate higher loyalty, compliance with regulations, and work discipline.

Low or unfair compensation can reduce motivation, trigger dissatisfaction, and ultimately decrease employee discipline. In addition to compensation, the work environment plays an important role in supporting the achievement of organizational goals. Although not directly involved in operational processes, the work environment determines employee comfort and concentration. A good physical and psychological work environment has been proven to improve efficiency, discipline, and performance, while a poor environment can lead to dissatisfaction and decreased productivity.

Based on initial observations at PT Sinar Sawit Subur Lestari, several issues were identified in the physical work environment, such as inadequate facilities, limited meeting space, poorly organized parking areas, suboptimal lighting, and insufficient security personnel. In addition, there are indications of unequal workload and unfair compensation among employees with similar positions, leading to dissatisfaction. Therefore, this study aims to analyze the effect of compensation and work environment on employee discipline at PT Sinar Sawit Subur Lestari.

## Literatur Review

### Compensation

Compensation is a form of return, both financial and non-financial, received by employees for services contributed to the organization (S.W. et al., 2020). Similarly, compensation is a reward given by companies to employees for their performance, whether direct or indirect, financial or non-financial (Nugraha & Tjahjawati, 2017). Furthermore, compensation is any form of reward given to employees in return for their contributions to the organization or company (Pioh & Tawas, 2016).

### Work Environment

According to Sedarmayanti in (Panjaitan, 2017) the physical work environment in the sense of all conditions that exist around the workplace, will affect employees both directly and indirectly. In line with this opinion, the work environment is everything around employees that affects the tasks assigned, in general the definition of the work environment is the environment where employees carry out their duties and work (Anisyah et al., 2025). A similar opinion was expressed by Nitisemito in the journal (Kustanto & Harsoyo, 2019), defining the work environment as everything around workers that can influence them in carrying out the tasks assigned.

### Employee Discipline

Employee discipline according to Siswanto in the journal (Kustanto & Harsoyo, 2019), is an attitude of respect, appreciation, obedience and compliance with applicable regulations both written and unwritten and is able to carry them out and does not avoid receiving sanctions if he violates the duties and authorities given to him. In line with this understanding, employee discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to comply with all company regulations and applicable social norms (Tawil, 2024)

### Research Hypothesis

A research hypothesis is a tentative assumption or answer to the research problem formulation, tested using statistical analysis, specifically the t-test and f-test, to determine the individual influence of independent variables on the dependent variable (Ghozali, 2021). Based on the theoretical description and conceptual framework, the following hypotheses are proposed:

H1: Compensation analytically has a positive and significant effect on employee discipline at PT Sinar Sawit Subur Lestari.

H2: The work environment analytically does not have a positive and significant effect on employee discipline at PT Sinar Sawit Subur Lestari.

H3: Compensation and the work environment analytically have a positive and significant effect on employee discipline at PT Sinar Sawit Subur Lestari.

## 2. RESEARCH METHOD

This research uses a quantitative approach to examine a specific population or sample with the aim of testing hypotheses and explaining causal relationships between variables through statistical analysis. Quantitative methods are highly suitable for use in organizational and human resource management research because they can describe empirical conditions and relationships between variables in a measurable manner (John W. Creswell & J. David Creswell, 2017). This research was conducted at PT Sinar Sawit Subur Lestari, Sihopuk Baru, Halongonan District, North Padang Lawas Regency, North Sumatra 22753.

The types of data used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through questionnaires distributed to all employees of PT Sinar Sawit Subur Lestari. Meanwhile, secondary data were obtained from company documents and other written sources relevant to the research object. The use of primary and secondary data aims to strengthen the analysis results and provide a more comprehensive picture of the research conditions (Cooper & Schindler, 2014). In this study, one of the software frequently used by researchers in classical assumption tests with multiple linear regression research is the SPSS software application (Sholihah et al., 2023). In this study, the data obtained were questionnaires distributed to all employees of PT Sinar Sawit Subur Lestari.

## Instrument Testing

### 1. validity test

A test where the index indicates whether the measuring instrument actually measures what it is intended to measure. This test is used to determine correlations between items on a questionnaire. Validity testing is performed on indicators to

determine if there is a correlation between the questions in the questionnaire (Ghozali, 2021).

**Table 1** Compensation Variable Validity Test (X1)

		Correlations				
		X1.1	X1.2	X1.3	X1.4	TOTAL
X1.1	Pearson	1	.669**	.799**	.669**	.832**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	80	80	80	80	80
X1.2	Pearson	.669**	1	.838**	1.000**	.960**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	80	80	80	80	80
X1.3	Pearson	.799**	.838**	1	.838**	.938**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000
	N	80	80	80	80	80
X1.4	Pearson	.669**	1.000**	.838**	1	.960**
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	80	80	80	80	80
TOTAL	Pearson	.832**	.960**	.938**	.960**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	80	80	80	80	80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: 2026 processing with SPSS version 25

**Table 2** Work Environment Validity Test (X2)

		Correlations							TOTAL
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	
X2.1	Pearson	1	.655**	.821**	.821**	1.000**	.655**	.821**	.880**
	Correlation								
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80
X2.2	Pearson	.655**	1	.798**	.798**	.655**	1.000**	.798**	.898**
	Correlation								
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80
X2.3	Pearson	.821**	.798**	1	1.000**	.821**	.798**	1.000**	.965**
	Correlation								
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80

X2.4	Pearson	.821**	.798**	1.000**	1	.821**	.798**	1.000**	.965**
	Correlation								
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80
X2.5	Pearson	1.000**	.655**	.821**	.821**	1	.655**	.821**	.880**
	Correlation								
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	80	80	80	80	80	80	80	80
X2.6	Pearson	.655**	1.000**	.798**	.798**	.655**	1	.798**	.898**
	Correlation								
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	80	80	80	80	80	80	80	80
X2.7	Pearson	.821**	.798**	1.000**	1.000**	.821**	.798**	1	.965**
	Correlation								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	80	80	80	80	80	80	80	80
TOTAL	Pearson	.880**	.898**	.965**	.965**	.880**	.898**	.965**	1
	Correlation								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80	80	80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: 2026 processing with SPSS version 25

**Table 3** Work Discipline Variable Test (Y)

		Correlations				
		Y1	Y2	Y3	Y4	TOTAL
Y1	Pearson	1	.645**	.748**	.748**	.834**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	80	80	80	80	80
Y2	Pearson	.645**	1	.863**	.863**	.917**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	80	80	80	80	80
Y3	Pearson	.748**	.863**	1	1.000**	.977**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000

	N	80	80	80	80	80
Y4	Pearson Correlation	.748**	.863**	1.000**	1	.977**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	80	80	80	80	80
TOTAL	Pearson Correlation	.834**	.917**	.977**	.977**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	80	80	80	80	80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: 2026 processing with SPSS version 25

If the calculated r value for X1, X2, Y is greater than the table r (0.220), then the questionnaire item or statement is significantly correlated with the total score, meaning the questionnaire item is declared valid.

If the calculated r value for X1, X2, Y is greater than the table r (0.220), then the questionnaire item or statement is not significantly correlated with the total score, meaning the questionnaire item is declared invalid.

Based on the tables above, it is shown that each question instrument used has a calculated r value for the question item that is greater than the r table, so that the instrument (X1, X2, and Y) can be declared valid, because the calculated r value is greater than the r table with a significance level of 5% (0.05). Therefore, each question item has met the requirements for use as a question instrument.

## 2. Reability Test

Reliability testing is used to measure the consistency of research instruments. Reliability is measured using the Cronbach's Alpha value, where an instrument is declared reliable if it has a Cronbach's Alpha value  $\geq 0.60$ . This value indicates that the instrument has an acceptable level of reliability for social and management research (Ghozali, 2021). The tables below show that each questionnaire instrument used has an r-value greater than 0.60 for each question item, which is greater than the r-table value, so the instruments (X1, X2, and Y) can be declared reliable.

**Tabel 4** Compensation Variable Reliability Test (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.942	4

Source: 2026 Research

**Tabel 5** Work Environment Reliability Test (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.969	7

Source: 2026 Research

**Tabel 6** Reliability Test of Work Discipline Variables (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.945	4

Source: 2026 Research

### 3. RESULTS AND DISCUSSION

#### 3.1 Results of Normality, Multicollinearity, and Heteroscedasticity Tests

##### Normality Test

The normality test using the non-parametric Kolmogorov-Smirnov statistical test is a normality test using the cumulative distribution function. The standardized residual value is normally distributed if the calculated  $K < K$  table or the Sig. value  $> \alpha$  (Sholihah et al., 2023).

**Table 7** One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Work Discipline Variable (Y)
N		80
Normal Parameters <sup>a,b</sup>	Mean	17.06
	Std. Deviation	1.633
Most Extreme Differences	Absolute	.405
	Positive	.405
	Negative	-.258
Test Statistic		.405
Asymp. Sig. (2-tailed)		.000 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

. Source: 2026 processing with SPSS version 25

##### Multikolinearitas

A frequently used method in research is to examine the Tolerance and Variance Inflation Factor values. If the VIF value is less than 10, the research model is considered free of multicollinearity (Sholihah et al., 2023).

**Table 8** Multikolinearitas  
Coefficients<sup>a</sup>

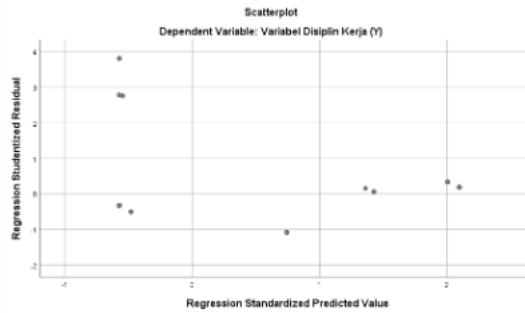
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.252	1.366		1.648	.103		
	Variable compensation (X1)	.848	.106	.787	8.001	.000	.469	2.134
	Variable work environment (X2)	.017	.065	.026	.267	.790	.469	2.134

a. Dependent Variable: Variabel Disiplin Kerja (Y)

Source: 2026 processing with SPSS version 25

##### Heteroskedastisitas Test

This method is performed by observing a scatterplot, where the horizontal axis shows the Predicted Standardized value and the vertical axis shows the Studentized Residual value. If the observed scatterplot has a specific pattern, it indicates a heteroscedasticity problem in the regression model (Sholihah et al., 2023).



**Figure 2.** Heteroscedasticity Test Results  
 Source: 2026 Processing with SPSS version 25

### 3.1.1 Multiple Linear Regression Results

**Table 9** Multiple Linear Regression Results

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.252	1.366		1.648	.103		
	Variable compensation (X1)	.848	.106	.787	8.001	.000	.469	2.134
	Work Environment Variables (X2)	.017	.065	.026	.267	.790	.469	2.134

a. Dependent Variable: Work Discipline Variable (Y)

Data management using SPSS 25 and multiple linear regression analysis calculations refer to the formula:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + e$$

Information:

- Y = Employee Discipline
- α = Konstanta
- β1 = Regression coefficient of Compensation variable
- β2 = Regression coefficient of Work Environment variable
- X1 = compensation
- X2 = Work Environment
- e = Standard Error

#### 3.1.1.1 Results of t-test, F-test and Coefficient of Determination Test

##### T-Test Results

The criteria used in decision making are as follows (Ghozali, 2021):

- a. Ha is rejected if Sig t > significance level α (0.05).
- b. Ha is accepted if Sig t < significance level α (0.05).

**Table 10** Result test-t

		<b>Coefficients<sup>a</sup></b>				<b>Collinearity Statistics</b>		
		Unstandardized Coefficients		Standardized Coefficients				
		Std.						
Model		B	Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.252	1.366		1.648	.103		
	Variabel compasitation (X1)	.848	.106	.787	8.001	.000	.469	2.134
	Variabel work environment (X2)	.017	.065	.026	.267	.790	.469	2.134

a. Dependent Variable: Variabel Discipline work (Y)

Source: 2026 processing with SPSS version 25

### Hypothesis Testing 1 (H1)

The results of the t-test show that the calculated t-value (8.001) > t-table (1.990) with a significance of (0.469) < 0.05, so it can be concluded that compensation has a positive and significant effect on employee discipline at PT Sinar Sawit Subur Lestari.

### Testing Hypothesis 2 (H2)

The results of the t-test show that the calculated t-value (0.267) > t-table (1.990) with a significance of (0.790) > 0.05, so it can be concluded that the Work Environment does not have a positive and significant effect on employee discipline at PT Sinar Sawit Subur Lestari.

### Result Uji-F

The criteria used in decision making is to compare the calculated F value with the F value according to the table.

- a. If the calculated  $F < F$  table, the independent variations together do not have an effect on the dependent variable.
- b. If the calculated  $F > F$  table, the independent variables jointly influence the dependent variable.

### Testing Hypothesis 3 (H3)

**Table 11** Result test-F

		<b>ANOVA<sup>a</sup></b>				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.077	2	68.538	71.694	.000 <sup>b</sup>
	Residual	73.611	77	.956		
	Total	210.688	79			

a. Dependent Variable: Variabel Disiplin Kerja (Y)

b. Predictors: (Constant), Variabel Work Environment (X2), Variabel compensation (X1)

Source: 2026 processing with SPSS version 25

The results of the F test show that the calculated F value (71.694) > F table (3.96) with a significance of (0.00) < 0.05, so it can be concluded that compensation and the work environment have a positive and significant influence on employee discipline at PT Sinar Sawit Subur Lestari.

### Coefficient of Determination (R<sup>2</sup>)

The results of the determination coefficient test show an Adjusted R Square value which means that variables X1 and X2 are able to explain most of the variation in variable Y, while the rest is influenced by other factors outside the research model.

**Table 12** Result Determinasi (R<sup>2</sup>)

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.807 <sup>a</sup>	.651	.642	.978	.908

a. Predictors: (Constant), Variabel Work Environment (X2), Variabel Kompensasi (X1)

b. Dependent Variable: Variabel Discipline Work (Y)

Source: Processed in 2026 using SPSS version 25

Based on the **Table 12**, the calculation results for the R2 value obtained in the multiple regression analysis obtained a coefficient of determination (Adjusted R Square) of 0.642. This means that the ability of the independent variable to explain the dependent variable is 64.2%, while the remaining 35.8% can be explained by other variables outside this study.

The magnitude dimension refers to the difficulty level of the task that a person believes he or she can accomplish. That is, the students' self-confidence toward their abilities in accomplishing various tasks at different levels of difficulty. The strength dimension refers to the resilience and persistence of students in accomplishing various tasks. Meanwhile, the generality dimension refers to students' beliefs about their abilities in accomplishing certain tasks as well as on a broader range of activities and situations.

### 3.2 Discussion

#### The Effect of Compensation on Employee Discipline

The research results indicate that compensation has a positive and significant influence on employee discipline at PT Sinar Sawit Subur Lestari. This is demonstrated by the calculated t-value of 8.001 > t-table 1.990 with a significance level of 0.000 < 0.05, thus accepting the first hypothesis (H1). This finding suggests that the better the company's compensation system, the higher the level of employee discipline.

Fair compensation commensurate with workload encourages employees to work with greater discipline, comply with regulations, and demonstrate a high level of responsibility for assigned tasks. This is because compensation serves not only to fulfill economic needs but also as a form of recognition and work motivation. Employees who feel valued through appropriate compensation tend to exhibit higher levels of loyalty, commitment, and discipline at work.

This research finding aligns with the theory proposed by Sutrisno (2019), which states that compensation is a crucial factor in improving employee discipline and performance. Furthermore, Pratama's (2020) research also shows that appropriate compensation can increase employee compliance with organizational rules. Thus, compensation can be a strategic tool in human resource management, particularly in improving work discipline.

In the context of PT Sinar Sawit Subur Lestari, this research finding reinforces the phenomenon found in the field that employees perceive a mismatch between compensation and workload. Therefore, improving the compensation system can be an effective step to sustainably improve employee work discipline.

#### The Influence of the Work Environment on Employee Discipline

The results of the study indicate that work environment variables do not have a positive and significant effect on employee discipline. This is evidenced by the calculated t-value of 0.267 < t-table 1.990 and a significance level of 0.790 > 0.05, thus rejecting the second hypothesis (H2).

This finding indicates that the work environment at PT Sinar Sawit Subur Lestari is not yet a primary factor influencing employee discipline. Although a comfortable work environment can increase morale and productivity, in this study, this factor did not significantly impact disciplinary behavior.

This could be due to several factors. First, the characteristics of work in the palm oil plantation sector emphasize individual responsibility and supervisory systems over the physical work environment. Second, employees may have become accustomed to the existing work conditions, making the work environment no longer a primary factor influencing discipline. Third, other factors such as leadership, motivation, and organizational culture are more dominant in shaping work discipline.

The results of this study differ from Wahyuningsih's (2018) study, which stated that the work environment significantly influences productivity and work behavior. However, these differences in results indicate that the influence of the work environment on discipline can vary depending on the type of industry and organizational conditions.

### The Simultaneous Effect of Compensation and Work Environment on Employee Discipline

The F-test results indicate that compensation and the work environment simultaneously have a positive and significant effect on employee discipline. This is demonstrated by the calculated F-value of 71.694 > F-table 3.96 with a significance level of  $0.000 < 0.05$ , thus the third hypothesis (H3) is accepted.

This finding indicates that both independent variables together can influence employee work discipline. Although the work environment does not have a significant effect partially, it simultaneously contributes to improved discipline. To support the section "The Effect of Compensation and the Work Environment on Employee Discipline," you can refer to previous research. Research by Pratama (2020) showed that compensation commensurate with workload has a positive effect on employee discipline. This demonstrates the importance of a fair compensation system in encouraging compliance with regulations. Meanwhile, research by Wahyuningsih (2018) and Hantrisna (2023) revealed that while a conducive work environment can boost morale, its impact on employee discipline can vary. A poor work environment has the potential to reduce discipline. Your research is in line with these findings, showing that compensation has a significant effect on discipline, while the work environment does not have a significant effect separately, although both together influence employee discipline.

## 4. CONCLUSION

Based on the research findings on the influence of compensation and the work environment on employee discipline at PT Sinar Sawit Subur Lestari, the following conclusions can be drawn:

1. Compensation has a positive and significant effect on employee discipline.  
The results indicate that the better the company's compensation system, the higher the level of employee discipline. This is evidenced by the t-test results, which show a calculated t-value greater than the table t-value and a significance level less than 0.05. Fair, transparent, and appropriate compensation for workload can increase employee motivation, compliance with regulations, and responsibility at work. Therefore, compensation is a primary factor in improving work discipline at PT Sinar Sawit Subur Lestari.
2. The work environment does not have a positive and significant effect on employee discipline, partially.  
The results indicate that the work environment is not yet a primary factor influencing employee discipline at PT Sinar Sawit Subur Lestari. This may be due to the characteristics of work in the plantation sector, which emphasizes individual responsibility and a supervisory system. Furthermore, employees may have adapted to the existing work conditions, making the work environment no longer a dominant factor in improving discipline.
3. Compensation and the work environment simultaneously have a positive and significant effect on employee discipline.  
The F-test results indicate that both variables, together, can improve employee work discipline. This indicates that work discipline is the result of a combination of various organizational factors. Although the work environment does not have an individual effect, its presence still contributes to the effectiveness of the human resource management system.
4. The compensation and work environment variables explain 64.2% of employee discipline.  
Based on the coefficient of determination (Adjusted R Square), it is known that employee work discipline is largely influenced by compensation and the work environment, while the remainder is influenced by other factors such as leadership, work motivation, organizational culture, supervisory systems, and job satisfaction. This suggests that further research needs to examine other variables to obtain more comprehensive results.

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