



The Effect of Flexibility, Discipline, and Work Environment on Employee Performance at PT Sinergi Gula Nusantara Gempolkrep Sugar Factory, Mojokerto

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Abstract

This study aims to analyze the effect of work flexibility, work discipline, and work environment on employee performance at PT Sinergi Gula Nusantara Gempolkrep Sugar Factory in Mojokerto. This study uses a quantitative approach with an associative method through multiple linear regression analysis. The research sample consisted of 67 employees from the general finance and plantation departments, selected using a saturation sampling method. The results show that work flexibility, work discipline, and work environment simultaneously have a significant effect on employee performance. Partially, these three variables also have a significant effect on employee performance. This study is expected to serve as a basis for companies to improve employee performance through optimal management of work flexibility, work discipline, and work environment.

Keywords: Work Flexibility, Work Discipline, Work Environment, and Employee Performance

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INTRODUCTION

In an era of increasingly fierce competition, more and more companies are realizing the importance of employees as one of the main factors in improving their competitiveness. In the business world, every company faces various challenges in order to continue to grow. To remain competitive, leaders must be able to optimize the use of employees through proper human resource management. An organization cannot function properly without well-managed human resources. To motivate employees to reach their full potential, organizations can set clear performance standards and provide regular feedback (Kristanti *et al.*, 2023).

An employee's performance is a reflection of their work behavior, which is reflected in the form of work results in accordance with their duties within a certain period of time. There are many factors that can improve employee performance, including motivation, work stress, rewards, work environment, intrinsic recognition, corporate culture, job satisfaction, training

and development, leadership, questioning difficulties, engagement, communication, organizational citizenship behavior, safety, and experience (Yolanda *et al.*, 2022). In addition, flexibility and work discipline can also be factors that increase or decrease employee performance (Subakti *et al.*, 2023).

PT Sinergi Gula Nusantara (SGN) is a company established as part of the government's efforts to consolidate all sugar factories previously operated by state plantation companies (PTPN). The company operates in the sugar segment with 36 sugar factories, including the Gempolkrep Sugar Factory. The Gempolkrep Sugar Factory was founded in 1849 with the aim of meeting sugar demand in Europe and maximizing profits for Dutch investors. As it developed, the Gempolkrep Sugar Factory was handed over to the Indonesian government in 1958 as part of the nationalization of Dutch companies at that time. In recent years, the Gempolkrep Sugar Factory has experienced a decline in sugar production targets. This is due to unstable production quality and quantity.

Table 1. Sugar Production Targets of Gempolkrep Sugar Factory

Year	Sugar Production Target	Sugar Production Realization	Percentage
2021	58.438,54 ton	57.342,60 ton	98%
2022	72.129,79 ton	68.231,50 ton	95%
2023	65.585,39 ton	57.123,50 ton	87%
2024	82.309,05 ton	60.827,500 ton	74%

Source: Quality Assurance Departement Gempolkrep Sugar Factory, 2025

Table 1. shows that sugar production did not reach the annual target set by the company. In the last four years, from 2021 to 2024, sugar production at the Gempolkrep sugar factory fell from 98% to 74%, indicating a decline in employee performance reflected in the quality and quantity of sugar production that did not meet the target.

All employees of the Gempolkrep Sugar Factory have their respective duties and responsibilities to achieve the goals set by the company. These duties include business planning, data collection on partner farmers, agricultural land mapping, production preparation, quality control of sugarcane yields, training of partner farmers, and control and supervision of farmers' activities on agricultural land and the company's administrative system. If these duties are not carried out properly, it will have a negative impact on the quantity and quality of the sugarcane harvest as raw material for sugar production. The suboptimal quality of employee performance is influenced by inadequate management of flexibility policies, which leads to a decline in employee discipline and creates an unfavorable work environment. This can cause a decline in employee performance, making it difficult to achieve the targets set by the company.

THEORITICAL REVIEW

Human Resource Management

Human Resource Management is a process carried out by organizational leaders to recruit, retain, and develop the workforce both qualitatively and quantitatively, with the aim of utilizing the workforce effectively and efficiently to achieve company goals (Purnomo *et al.*, 2021). Human resource management is also defined as activities that include the processes of planning, organizing, directing, and supervising used to achieve company goals (Siagian, 2022).

Human resources are the only resources that have reason, feelings, desires, abilities, knowledge, motivation, energy, and creativity (reason, emotion, and will). All of these human

resource potentials influence the organization's efforts in achieving its goals (Armansyah, 2024). In this context, human resource management plays an important role in companies to lead employees so that their potential can be utilized optimally.

Theory and Concept of Work Flexibility

Work flexibility is defined as flexible work arrangements through choices of working hours, work location, and work methods within the framework of work policies. According to Luh *et al.* (2024), Carlson (2010) states that work flexibility is a formal or informal policy established by human resource managers with the flexibility that exists in the company.

Work flexibility is defined as the ability of employees to control their working hours and work location in accordance with guidelines set by the company (Chandra *et al.*, 2020). The purpose of work flexibility is to give employees more control over various aspects of their work (Alhadi *et al.*, 2025). Work flexibility is characterized by several key indicators, specifically time flexibility, timing flexibility, and place flexibility.

Theory and Concept of Work Discipline

Mauli & Wijayanto (2021) state that discipline in a company is an important component for achieving goals through employee motivation and enthusiasm in carrying out their duties. Work discipline can also be understood as employees' efforts to increase their awareness and willingness to comply with all applicable rules and social norms (Sadat *et al.*, 2020). The benefits of work discipline are evident for both the company and employees. For companies, work discipline ensures the maintenance of order and the smooth execution of tasks so that optimal results can be achieved. For employees, it creates a pleasant working atmosphere so that their work motivation increases. Work discipline is characterized by several key indicators, specifically punctuality and a sense of responsibility.

Theory and Concept of Work Environment

The work environment encompasses everything that surrounds employees and can affect them in carrying out their duties (Nursiti & Angriani, 2023). According to Armansyah (2024), a comfortable work environment has a major influence on employees' sense of security and ability to work well. If employees feel comfortable in the workplace, they are usually more motivated and can work more productively. The work environment includes physical, social, and psychological aspects within a company that affect employee performance and career development. By understanding how the work environment affects employee performance, companies can take steps to improve working conditions that benefit all parties. Work environment indicators include the following. Work environment is characterized by several key indicators, specifically work atmosphere, work equipment and relationships between employees.

Theory and Concept of Employee Performance

Performance is an employee's ability to carry out tasks or work based on their expertise (Ferliani *et al.*, 2022). According to Hasibuan & Siregar (2025), employee performance is described as the quantity and quality of work performed by an employee in carrying out their duties in accordance with the responsibilities assigned to them. In this case, performance not only includes work results, but also relates to how the tasks are completed. Employee performance is characterized by several key indicators, specifically quantity of work, quality of work, punctuality, attendance and ability to work together in a team.

The Impact of Flexibility, Discipline, and Work Environment on Employee Performance

Flexibility in the workplace, work discipline, and the work environment are important factors that influence each other and contribute to improving employee performance. Flexibility in the workplace helps employees to better organize their time and tasks, reduce work pressure, and achieve a balance between work and private life, thereby optimizing their skills and motivation. However, flexibility must be accompanied by a high level of work discipline so that employees remain responsible, can manage their time well, and comply with company rules. In addition, a pleasant, safe, and supportive work environment, supported by adequate facilities and good social relationships, creates a sense of satisfaction and motivation at work. Fulfilling the needs for autonomy, competence, and social relationships ultimately promotes employee engagement, mental health, and optimal performance.

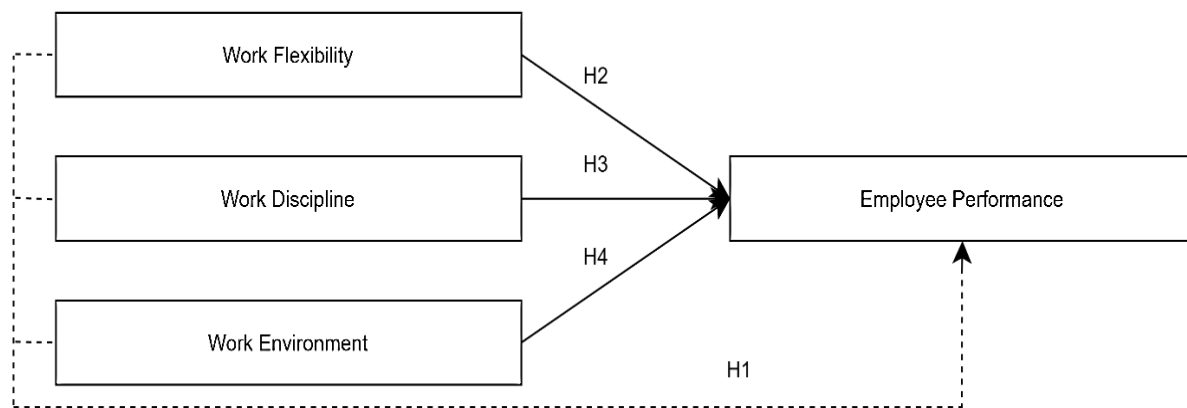


Figure 1. Conceptual Framework

H1: Flexibility, discipline, and work environment simultaneously have a significant effect on employee performance at PT Sinergi Gula Nusantara Gempolkrep Sugar Factory.

H2: Flexibility in the workplace has a significant effect on employee performance at PT Sinergi Gula Nusantara Gempolkrep Sugar Factory.

H3: Work discipline has a significant influence on employee performance at PT Sinergi Gula Nusantara Gempolkrep Sugar Factory.

H4: The work environment has a significant influence on employee performance at PT Sinergi Gula Nusantara Gempolkrep Sugar Factory.

RESEARCH METHODS

This study was conducted to determine the relationship between two or more variables in a study. Based on the research objectives, an associative study with a quantitative approach was chosen. With a quantitative approach, the relationship between variables can be measured objectively based on numerical data. Quantitative data is data obtained from predetermined answers that are numerical and measurable (Creswell, 2023). This study used non-probability sampling with a full sample approach of 67 employees from the general finance and plant departments at the Gempolkrep sugar factory.

The data used was primary data collected through the distribution of questionnaires with a Likert scale from 1 to 5 to respondents. The data obtained was then analyzed using IBM SPSS Statistics software version 31. This study was evaluated using multiple linear regression analysis. The tests conducted included data instrument test, classical assumption test, multiple linear regression analysis test, and hypothesis test.

RESULTS AND DISCUSSION

Data Instrument Tes

Validity Test

The validity test was conducted by comparing the r_{table} and r_{hitung} values. The r_{table} with a sample of 67 respondents and a significance level of 5% is 0.2404. Meanwhile, the r_{hitung} obtained through data processing is as follows.

Table 2. Validity Test Result

Variable	Item Indicators	r_{table}	r_{value}	Conclusion
Work Flexibility	1.1	0,2404	0,829	Valid
	1.2	0,2404	0,777	Valid
	1.3	0,2404	0,493	Valid
	1.4	0,2404	0,612	Valid
	1.5	0,2404	0,603	Valid
	1.6	0,2404	0,459	Valid
Work Discipline	2.1	0,2404	0,668	Valid
	2.2	0,2404	0,665	Valid
	2.3	0,2404	0,789	Valid
	2.4	0,2404	0,727	Valid
Work Environment	3.1	0,2404	0,628	Valid
	3.2	0,2404	0,574	Valid
	3.3	0,2404	0,688	Valid
	3.4	0,2404	0,724	Valid
	3.5	0,2404	0,446	Valid
	3.6	0,2404	0,592	Valid
Employee Performance	1.1	0,2404	0,735	Valid
	1.2	0,2404	0,548	Valid
	1.3	0,2404	0,668	Valid
	1.4	0,2404	0,378	Valid
	1.5	0,2404	0,403	Valid
	1.6	0,2404	0,542	Valid
	1.7	0,2404	0,592	Valid
	1.8	0,2404	0,626	Valid
	1.9	0,2404	0,459	Valid
	1.10	0,2404	0,534	Valid

Source: Processed primary data with SPSS 31, 2026

Based on the table above, it can be seen that all items from each variable, namely flexibility, discipline, work environment, and employee performance, have a r_{hitung} value between 0.378 and 0.829. The r_{hitung} for each variable statement has a value greater than r_{table} (0.2404). This shows that each statement item given in the questionnaire is valid.

Reliability Test

The reliability test was conducted to determine the extent to which the research instrument, when measured again under the same conditions, could provide consistent results. The results of the reliability test for this study are as follows.

Table 3. Reliability Test Result

Variabel	Reliability Standards	Cronbach's Alpha	Conclusion
Work Flexibility	0,6	0,702	Reliable
Work Discipline	0,6	0,661	Reliable
Work Environment	0,6	0,656	Reliable
Employee Performance	0,6	0,746	Reliable

Source: Processed primary data with SPSS 31, 2026

Based on the table above, the reliability test results for the Work Flexibility variable were 0.702, the Work Discipline variable were 0.661, the Work Environment variable were 0.656, and the Employee Performance variable were 0.746. All variables in this study have an alpha value above the minimum limit of 0.60. This indicates that the constructs in the questionnaire have a good level of consistency. Thus, this research instrument is declared reliable and can be used to measure variables consistently.

Classical Assumption Test

Normality Test

The normality test is used to determine whether the residual data in the regression model is normally distributed.

Table 4. Kolmogorov-Smirnov Test Result

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			67
Normal Parameters ^{a,b}	Mean	0,0000000	
	Std. Deviation	2,48066701	
Most Extreme Differences	Absolute	0,080	
	Positive	0,043	
	Negative	-0,080	
Test Statistic			0,080
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	0,351	
	99% Confidence Interval	Lower Bound	0,339
		Upper Bound	0,363
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: Processed primary data with SPSS 31, 2026

Based on the table above, the Asymp. Sig. (2-tailed) value is 0.200. The normality test using the Kolmogorov-Smirnov method produces a significance value of 0.200, which is greater than 0.05, so it can be stated that the residuals in this regression model are normally distributed.

Multicollinearity Test

The multicollinearity test serves to determine whether there is a very strong relationship between independent variables in the regression model.

Table 5. Multicollinearity Test Result

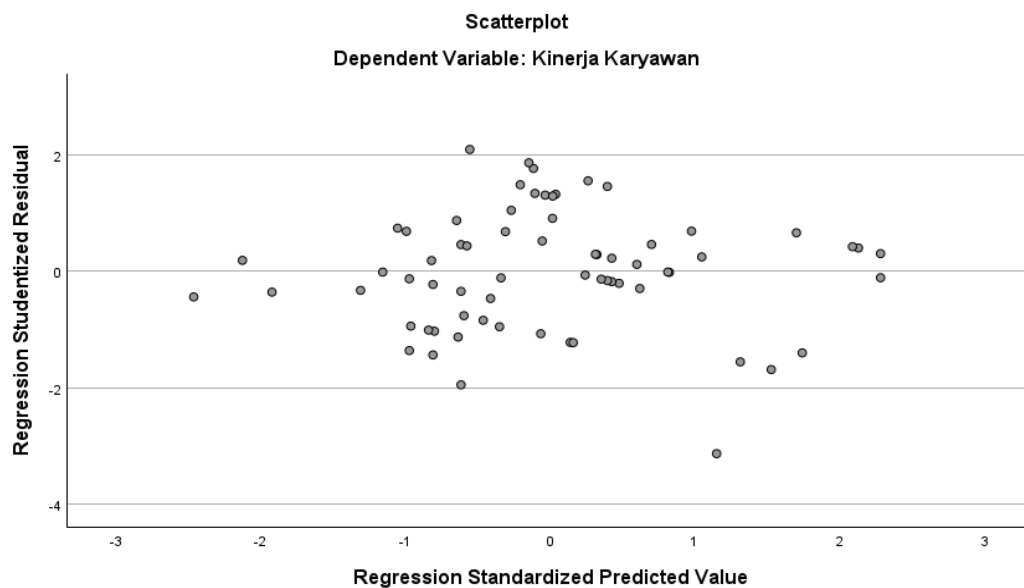
Variable	Tolerance	VIF	Conclusion
Work Flexibility	0,943	1,061	There is no multicollinearity
Work Discipline	0,967	1,034	There is no multicollinearity
Work Environment	0,942	1,061	There is no multicollinearity

Source: Processed primary data with SPSS 31, 2026

Based on the data analysis results, all independent variables, namely flexibility, discipline, and work environment, have a Tolerance value of more than 0.10 and a VIF value of less than 10. This indicates that there is no multicollinearity between the independent variables in this study. Each independent variable does not have a significant linear correlation with one another.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the prediction errors in the regression model were homoscedastic (constant) or heteroscedastic (non-constant).



Source: Processed primary data with SPSS 31, 2026

Figure 2 Scatterplot Graph

Based on the image above, it can be seen that there are residual points scattered randomly around the horizontal zero line. These points do not form a specific pattern. A scatterplot graph showing a random distribution pattern indicates that the data does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is performed to analyze the relationship between independent variables and dependent variables.

Table 6. Multiple Linear Regression Analysis Test

Variable	Standardized Coefficient (β)	t	Sig.	Conclusion
Constant	12,382	1,668	0,100	
Work Flexibility	0,295	2,495	0,015	Positive Significant
Work Discipline	0,574	2,157	0,035	Positive Significant
Work Environment	0,528	3,395	0,001	Positive Significant

Source: Processed primary data with SPSS 31, 2026

Based on the table above, the multiple linear regression equation is as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 12.382 + 0.295X_1 + 0.574X_2 + 0.528X_3$$

The regression analysis results show that the constant of 12.382 indicates the employee performance value when work flexibility, work discipline, and work environment are considered to be zero. The three independent variables have a positive effect on employee performance, where work flexibility has a coefficient of 0.295, work discipline is 0.574, and work environment is 0.528, which means that each one-unit increase in each variable will increase employee performance in accordance with the magnitude of each coefficient.

Hypothesis Test

F Test

The F test was conducted to test whether the independent variables, namely work flexibility, work discipline and work environment, had a significant simultaneous effect on the dependent variable, employee performance, in the regression model. The F-table with 67 respondents as the sample and a significance level of 5% is 2.75.

Table 7. F-Test Result

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152,930	3	50,977	7,907	<,001 ^b
	Residual	406,145	63	6,447		
	Total	559,075	66			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Flexibility, Work Discipline, Work Environment

Source: Processed primary data with SPSS 31, 2026

Based on the data analysis results, a significance value of <0.001 was obtained, which is less than 0.05, and a calculated F value of 7.907, which is greater than the table F value of 2.75. Thus, it can be concluded that H_0 is rejected and H_1 is accepted.

T-test

The t-test or partial test serves to identify the effect of each independent variable on the dependent variable individually (partially) in a linear regression model. The t-table with 67 respondents as the sample and a significance level of 5% is 1.9983.

Table 8. T-Test Result

Variabel	t table	t value	Sig.	Conclusion
Work Flexibility	1,9983	2,495	0,015	Significant
Work Discipline	1,9983	2,157	0,035	Significant
Work Environment	1,9983	3,395	0,001	Significant

Source: Processed primary data with SPSS 31, 2026

Based on the table above, the three variables have a t-value greater than the t-table value. Thus, it can be stated that the variables of work flexibility, work discipline and work environment partially have a significant effect on employee performance.

Coefficient of Determination

The coefficient of determination is used to determine the magnitude of the combined influence of the independent variables, namely work flexibility, work discipline and work environment, on the dependent variable, employee performance.

Table 9. Coefficient of Determination Result

R	R Square	Adjusted R Square
0,523	0,274	0,239

Source: Processed primary data with SPSS 31, 2026

Based on the analysis in the table above, the coefficient of determination value obtained is 0.274. This means that 27.4% of the employee performance variable will be influenced by the variables of work flexibility, work discipline, and work environment. Meanwhile, the remaining 72.6% of employee performance variables will be influenced by other factors outside the scope of this research model.

The Effect of Flexibility, Discipline, and Work Environment on Employee Performance at PT SGN Gempolkrep Sugar Factory, Mojokerto

The F test results show that work flexibility, work discipline, and work environment simultaneously have a significant effect on the performance of employees at the Gempolkrep Sugar Factory, as evidenced by the F value of 7.097, which is greater than the F table value of 2.75 and has a significance of <0.001 . This finding is in line with previous studies which state that the combination of flexibility, discipline, and work environment plays an important role in improving employee performance. Therefore, companies need to manage these three aspects in an integrated manner so that employees feel comfortable, disciplined, and able to

work optimally, thereby encouraging increased motivation, responsibility, and sustainable performance.

The Effect of Work Flexibility on Employee Performance at PT SGN Gempolkrep Sugar Factory, Mojokerto

The results of the study indicate that work flexibility has a significant effect on the performance of employees at the Gempolkrep Sugar Factory, as evidenced by a calculated t-value of 2.495, which is greater than the table t-value of 1.9938 and a significance of 0.015, thus accepting H2. This finding is in line with previous studies which state that work flexibility contributes positively to improving employee performance. The application of flexibility in determining work time, place, and methods provides opportunities for employees to develop, maintain work-life balance, and reduce stress, thereby encouraging responsibility and optimal performance. However, flexibility policies still need to be regulated appropriately so as not to cause negligence in achieving company targets.

The Effect of Work Discipline on Employee Performance at PT SGN Gempolkrep Sugar Factory, Mojokerto

The results show that work discipline has a significant effect on employee performance at Gempolkrep Sugar Factory, as evidenced by a calculated t-value of 2.157, which is greater than the table t-value of 1.9983, and a significance level of 0.035, thus accepting H3. This finding is in line with previous studies which state that work discipline plays an important role in improving employee performance. A good level of discipline is reflected in the ability of employees to complete their work on time and take responsibility for their tasks, even though there are still some violations of rules and regulations. Therefore, the company needs to maintain and improve work discipline in order to maintain smooth operations and optimize employee contributions to the achievement of company targets.

The Effect of Work Environment on Employee Performance at PT SGN Gempolkrep Sugar Factory, Mojokerto

The results of the study indicate that the work environment has a significant effect on the performance of employees at the Gempolkrep Sugar Factory, as evidenced by a calculated t-value of 3.395, which is greater than the table t-value of 1.9983, and a significance level of 0.001, thus accepting H4. This finding is in line with previous studies which state that the work environment plays an important role in improving employee performance. A comfortable work environment, supported by adequate facilities and infrastructure as well as harmonious working relationships, creates a sense of security and comfort for employees, enabling them to work optimally. Therefore, companies need to continue to maintain and improve a positive work environment so that employee performance can be optimized.

CONCLUSION

Based on the research results, it can be concluded that work flexibility, work discipline, and work environment have a significant effect on the performance of employees at the Gempolkrep Mojokerto Sugar Factory, both simultaneously and partially. Together, these three variables contribute significantly to improving employee performance. Individually, work flexibility, work discipline, and work environment have been proven to have a significant influence on employee performance. Therefore, proper management of these three aspects is an important factor in encouraging the achievement of optimal employee performance.

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