

EMPLOYEE PERFORMANCE: THE ROLES OF WORK DISCIPLINE, OCCUPATIONAL SAFETY AND HEALTH, AND WORK ENVIRONMENT

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Abstract

This study aims to analyze the effects of work discipline, occupational safety and health, and work environment on employee performance at PT Armada Lintas Samudra. The study used a quantitative approach with PT Armada Lintas Samudra as the research object. The population consisted of 37 permanent employees, and all of them were selected as the sample using total sampling. Data were collected through an online closed-ended questionnaire using a five-point Likert scale and were analyzed using SPSS. The analysis techniques included validity and reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. The results showed that work discipline had a positive and significant effect on employee performance, as indicated by a significance value of 0.011. Occupational safety and health also had a positive and significant effect on employee performance, with a significance value of 0.026. However, work environment did not have a significant partial effect on employee performance, as its significance value was 0.103. Simultaneously, work discipline, occupational safety and health, and work environment had a significant effect on employee performance, with an F-value of 12.101 and a significance value of 0.000. The model explained 48.1% of the variation in employee performance. These findings indicate that improving employee performance requires strengthening work discipline and optimizing occupational safety and health implementation within the company.

Keywords: Employee Performance, Discipline, Occupational Safety, Work Environment, Logistics

1. Introduction

In an increasingly competitive business environment and amid more complex operational demands, the quality of human resources has become a key determinant of organizational success (Sofiyan et al., 2026). Employee performance reflects not only the capability of individuals in carrying out their duties, but also the organization's effectiveness in achieving its operational targets (Handoko et al., 2021). In companies operating in the logistics and shipping sector, employee performance holds even greater importance because it is directly related to service timeliness, administrative accuracy, operational safety, and the continuity of supply chain activities (Y. Lubis et al., 2025). For this reason, work discipline, occupational safety and health, and the work environment are important factors that deserve serious attention, as these variables are closely associated with employee productivity and work quality (Bhastary et al., 2024).

PT Armada Lintas Samudra is a logistics and transportation company headquartered in Batam, Indonesia, with branch offices in Jakarta and Semarang. The company has operated since October 8, 2013, and provides domestic and international freight services, including sea transportation, air transportation, land transportation, warehousing, loading and unloading, rental services, and customs clearance. As a company engaged in dynamic

operational activities, PT Armada Lintas Samudra depends heavily on employee performance in maintaining service professionalism, speed, accuracy, comfort, safety, and integrity. However, company performance records indicate that employee performance has shown a declining trend during the 2022–2024 period. Employee performance realization decreased from 95.2% in 2022 to 92.1% in 2023 and further declined to 88.7% in 2024. This trend suggests that employee performance has not fully met the company's expected standards and indicates the existence of human resource management problems that require further investigation.

One of the factors presumed to influence employee performance is work discipline. In the logistics industry, even minor delays can disrupt operational schedules and lead to broader financial and service consequences (Tukiran, 2021). Work discipline refers to employee compliance with working hours, company rules, operational procedures, administrative accuracy, and responsibility in carrying out assigned tasks. Strong discipline encourages accountability, consistency, and order in work execution, which in turn contributes to improved productivity and reduced operational errors (Sitopu, 2021).

In the case of PT Armada Lintas Samudra, attendance data for 2022–2024 show a decline in attendance levels from 93.5% to 88.2%, while tardiness increased from 3.1% to 6.3% and permission-related absences rose from 2.0% to 3.1%. These data indicate that the implementation of work discipline has not been optimal, which may negatively affect operational effectiveness and overall employee performance.

In addition to discipline, occupational safety and health is another crucial factor in the logistics and shipping sector, where employees are exposed to relatively high occupational risks. In operational contexts involving cargo handling, machinery usage, and field activities, the implementation of occupational safety and health is not merely an administrative obligation but a strategic necessity. A well-implemented occupational safety and health system can create a sense of security, reduce work-related anxiety, minimize workplace accidents, and ultimately improve employee focus and productivity. Nevertheless, data from PT Armada Lintas Samudra indicate a decline in the implementation of occupational safety and health measures during 2022–2024. Personal protective equipment compliance decreased from 92.1% to 83.4%, employee participation in occupational safety and health training fell from 86.5% to 72.8%, and workplace accidents increased from 2 cases to 6 cases. These conditions indicate that occupational safety and health practices have not been consistently implemented, which may have implications for employee performance.

Another factor that may influence employee performance is the work environment. The work environment includes both physical and non-physical aspects surrounding employees while they perform their jobs (Oriama & Wanyoike, 2021). Physical aspects include lighting, air circulation, noise, humidity, color arrangement, and the availability of work facilities (Syaifuddin et al., 2024). Non-physical aspects include communication among employees, teamwork, leadership support, and social interaction in the workplace. A conducive work environment can create comfort, security, and motivation, thereby supporting employees in performing their duties effectively (F. R. A. Lubis et al., 2023). Conversely, an unconducive work environment may reduce concentration, increase fatigue, and lower employee productivity. At PT Armada Lintas Samudra, several workplace phenomena were identified, including operational noise that potentially disturbs concentration, incomplete facilities that have not fully supported work effectiveness, and communication among divisions that is not always optimal. Variations in lighting and air circulation in certain work areas also potentially affect employee

comfort while working. These conditions suggest that the work environment remains an important issue that may affect employee performance.

From a theoretical perspective, many studies have reported that work discipline, occupational safety and health, and the work environment positively influence employee performance. However, previous empirical findings have not always been consistent. Some studies show that work discipline significantly affects employee performance, while others report insignificant results (Honkley et al., 2025). Similar inconsistencies are also found in occupational safety and health studies (Saputra & Mahaputra, 2022) (Iman et al., 2023) where some research confirms a significant positive effect on employee performance, while other studies indicate that the effect is weak or statistically insignificant. These inconsistencies may be caused by contextual differences such as industry characteristics, managerial commitment, employee perceptions, and operational risk levels (Alamsyah et al., 2025). Moreover, studies specifically focusing on local shipping and logistics companies such as PT Armada Lintas Samudra remain limited. Most prior studies have examined general industrial settings or different organizational contexts, making it difficult to directly generalize their findings to shipping and logistics companies with distinctive operational characteristics.

The urgency of this study lies in the existence of actual organizational problems reflected in the declining trend of employee performance, weakened disciplinary indicators, decreasing occupational safety and health compliance, increasing workplace accidents, and work environment conditions that may not yet fully support employee effectiveness. These practical problems require empirical examination to determine the extent to which work discipline, occupational safety and health, and the work environment influence employee performance. Such analysis is important not only for diagnosing the source of employee performance problems, but also for providing a scientific basis for managerial decision-making in the company. Therefore, this study is relevant in both practical and academic terms, particularly in strengthening the development of human resource management studies in logistics and shipping companies in Indonesia.

Based on these considerations, this study aims to analyze the effect of work discipline, occupational safety and health, and work environment on employee performance at PT Armada Lintas Samudra, both partially and simultaneously. This study is expected to contribute theoretically by enriching the human resource management literature, especially regarding employee performance determinants in the logistics and shipping sector. Practically, the findings are expected to provide input for company management in formulating strategies to improve employee discipline, strengthen occupational safety and health implementation, and create a more supportive work environment. This article is organized into five main sections, namely introduction, theoretical background, methods, results and discussion, and conclusion.

2. Theoretical Background

Human resource management is a strategic process concerned with managing and optimizing the role of employees in order to achieve organizational goals effectively and efficiently (Susanto, 2025). In this perspective, employees are viewed as valuable individuals whose abilities and potential must be developed through formal organizational systems (Widyastuti, 2022). One important outcome of human resource management is employee performance, which reflects the quality and quantity of work produced by employees based on organizational standards (Fadli, 2024). Employee

performance also represents the effectiveness of employee actions in carrying out their responsibilities and contributing to the achievement of organizational objectives. In practice, employee performance is influenced by several factors, including ability, motivation, work environment, and organizational support (Samba et al., 2021).

Employee performance can be understood as work achievement shown through neatness, timeliness, quality, quantity, and work knowledge (Triansyah et al., 2023). A high level of performance indicates that employees are able to complete tasks according to company expectations and operational standards (Triansyah et al., 2023). In the context of logistics and shipping companies, employee performance is especially important because it is directly related to service speed, operational accuracy, timeliness, and work safety (Astika et al., 2022). Therefore, understanding the factors that influence employee performance is essential for improving organizational effectiveness and maintaining service quality (Hasrul Azwar Hasibuan et al., 2022).

Work discipline is one of the main factors that may affect employee performance. Work discipline refers to employee obedience, compliance, loyalty, regularity, and orderliness in following organizational rules and procedures (Sutrisno et al., 2023). Discipline is important because it helps maintain order and supports the smooth implementation of work activities (Costinot & Bahmani-Oskooee, 2023). Employees with a high level of discipline tend to carry out their duties on time, comply with operational rules, and show a stronger sense of responsibility toward their work (Putri & Azahra, 2023). In human resource management, discipline functions not only as a control mechanism but also as an important element in creating a productive and harmonious work climate (Prasetyo & Wahyudi, 2021). The indicators of work discipline include obedience, compliance, loyalty, regularity, and orderliness (Faris et al., 2024).

Occupational safety and health, or K3, is another important variable in this study. Occupational safety and health refers to systematic efforts to create working conditions that protect employees from accidents, illness, and other work-related risks (Rifqi et al., 2023). K3 includes the use of protective equipment, safe working space, proper use of work equipment, healthy working conditions, and adequate lighting in the workplace (Pulungan, 2020). In high-risk sectors such as logistics and shipping, the implementation of K3 is highly relevant because employees are often exposed to physical hazards during daily operations (Marzuki et al., 2021). A good K3 system can reduce accidents, improve employee comfort, and strengthen employee confidence while carrying out their duties. As a result, employees are more likely to work effectively and productively.

The work environment also plays an important role in influencing employee performance (Marini et al., 2023). The work environment includes both physical and non-physical conditions surrounding employees while they perform their work (Setiawan et al., 2022). Physical aspects include lighting, air circulation, noise, humidity, color arrangement, and work facilities. Non-physical aspects include support from leaders, teamwork, and communication among employees. A supportive work environment creates comfort, safety, and motivation, which enable employees to focus better on their tasks (Sinta, 2022). By contrast, an unfavorable work environment may create stress, discomfort, and lower productivity. Therefore, the work environment is closely related to the effectiveness of employee performance in the organization.

Previous studies have shown that work discipline, occupational safety and health, and work environment generally have positive relationships with employee performance. Research by (Oriama & Wanyoike, 2021) found that work discipline positively and significantly affected employee performance. (Saputra & Mahaputra, 2022) reported that

discipline had a significant positive effect on employee performance in the logistics sector. In addition, several studies showed that K3 had a positive and significant effect on employee performance, including those by (Saidi et al., 2019), studies by (Ridwan et al., 2023) indicated that work environment significantly influenced employee performance. These findings suggest that discipline, K3, and work environment are important determinants of employee performance. However, some previous findings were not always fully consistent across sectors and organizational settings, which indicates the need for further empirical testing in a specific company context, particularly in logistics and shipping companies.

Based on the theoretical explanation and previous empirical findings, this study proposes that work discipline, occupational safety and health, and work environment are factors that may influence employee performance at PT Armada Lintas Samudra. Employees who are more disciplined are expected to show better performance because they follow organizational rules and complete work in a more orderly way. Employees who work in safer and healthier conditions are also expected to perform better because they feel protected and can focus on their tasks. Likewise, employees who work in a supportive environment are expected to demonstrate higher performance because they experience better physical comfort and social support at work.

Based on this framework, the hypotheses of this study are formulated as follows:

- H1: Work discipline has a significant partial effect on employee performance at PT Armada Lintas Samudra.*
- H2: Occupational safety and health has a significant partial effect on employee performance at PT Armada Lintas Samudra.*
- H3: Work environment has a significant partial effect on employee performance at PT Armada Lintas Samudra.*
- H4: Work discipline, occupational safety and health, and work environment have a significant simultaneous effect on employee performance at PT Armada Lintas Samudra.*

3. Methods

This study used a quantitative approach with PT Armada Lintas Samudra as the research object (Prastowo, 2016). The population consisted of 37 permanent employees, and all of them were selected as the sample using total sampling (Wiwin Yuliani, 2020). Data were collected through an online closed-ended questionnaire using a five-point Likert scale, supported by secondary data from books, journals, and company documents. The dependent variable was employee performance, while the independent variables were work discipline, occupational safety and health, and work environment. Employee performance was measured through neatness, timeliness, quality, quantity, and job knowledge (Sugiyono, 2019). Work discipline was measured by obedience, compliance, loyalty, regularity, and orderliness. Occupational safety and health were measured through protective equipment, safe working space, use of work equipment, healthy workspace, and lighting, while work environment was measured through lighting, air circulation, noise, color use, and humidity. Data were analyzed using SPSS through validity and reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination.

The multiple linear regression model used in this study was:

$$Y=a+b1X1+b2X2+b3X3+e$$

where Y represents employee performance, a is the constant, b1, b2, and b3 are regression coefficients, X1 is work discipline, X2 is occupational safety and health, X3 is work environment, and e is the error term.

4. Results and Discussion

4.1 Results

Table 1. Respondent Profile

Category	Description	Frequency	Percentage
Gender	Male	19	51%
	Female	18	49%
Age	22–27 years	13	35%
	28–33 years	12	32%
	34–39 years	9	24%
	40–45 years	3	8%
Position	Sales	13	35%
	SPV Tracking	4	11%
	SPV Freight	4	11%
	Accounting	4	11%
	Finance	3	8%
	Other managerial positions	9	24%

Source: Processed internal data (2026)

Table 1 shows that the respondents were relatively balanced by gender, with male employees slightly dominating at 51%. In terms of age, most respondents were in the productive age groups of 22–27 years and 28–33 years, indicating that the workforce was largely composed of young and early-career employees. Based on position, the largest proportion came from the sales division, which suggests that the responses were strongly influenced by employees directly involved in operational and service activities.

Table 2. Descriptive Statistics of Research Variables

Variable	Mean Score	Category
Employee Performance	2.94	Moderate / needs improvement
Work Discipline	3.15	Fairly good
Occupational Safety and Health (K3)	3.36	Good
Work Environment	3.17	Fairly good

Source: Processed SPSS data (2026)

Table 2 indicates that occupational safety and health had the highest average score among the independent variables, followed by work environment and work discipline. Meanwhile, employee performance had the lowest mean score at 2.94, suggesting that employee performance had not yet reached an optimal level. These findings also show that although the overall perceptions of discipline, K3, and work environment were relatively positive, there was still room for improvement, especially in achieving stronger employee performance outcomes.

Table 3. Instrument Testing Results

Variable	Validity Result	Reliability (Cronbach's Alpha)	Conclusion
Employee Performance	All items valid	0.779	Reliable
Work Discipline	All items valid	0.791	Reliable
K3	All items valid	0.780	Reliable
Work Environment	All items valid	0.787	Reliable

Source: Processed SPSS data (2026)

Table 3 shows that all questionnaire items met the validity requirement because each item had an r-count value greater than the r-table value of 0.361. In addition, all variables had Cronbach's Alpha values above 0.60, indicating that the research instrument was reliable. Therefore, the questionnaire was appropriate for further statistical analysis.

Table 4. Classical Assumption Test Results

Test	Indicator	Result	Conclusion
Normality	Asymp. Sig.	0.061	Normal
Multicollinearity	Tolerance	0.726–0.797	No multicollinearity
	VIF	1.255–1.377	No multicollinearity
Heteroscedasticity	Scatterplot pattern	Random spread	No heteroscedasticity

Source: Processed SPSS data (2026)

Table 4 demonstrates that the regression model fulfilled the classical assumption tests. The normality test produced an Asymp. Sig. value of 0.061, which was greater than 0.05, meaning that the residuals were normally distributed. The tolerance values were above 0.10 and the VIF values were below 10, indicating that no multicollinearity problem existed among the independent variables. The scatterplot also showed randomly distributed points above and below zero, confirming the absence of heteroscedasticity. Thus, the regression model was suitable for hypothesis testing.

Table 5. Multiple Linear Regression and Partial Test Results

Variable	B	t-value	Sig.	Decision
Constant	2.769	0.578	0.567	-
Work Discipline	0.298	2.688	0.011	Significant
K3	0.324	2.335	0.026	Significant
Work Environment	0.203	1.675	0.103	Not significant

Source: Processed SPSS data (2026)

Based on Table 5, the regression equation can be written as:

$$Y = 2.769 + 0.298X_1 + 0.324X_2 + 0.203X_3 + e$$

Table 5 shows that work discipline had a positive and significant effect on employee performance, as indicated by a significance value of 0.011, which was below 0.05. K3 also had a positive and significant effect, with a significance value of 0.026. In contrast, work environment had a positive coefficient but was not statistically significant because its significance value of 0.103 exceeded 0.05. This means that, individually, only work discipline and K3 significantly explained employee performance in this model.

Table 6. Simultaneous Test and Coefficient of Determination

Statistic	Value
F-value	12.101
Sig. F	0.000
R	0.724
R Square	0.524
Adjusted R Square	0.481
Std. Error of Estimate	6.616

Source: Processed SPSS data (2026)

Table 6 indicates that the regression model was significant simultaneously, as shown by the F-value of 12.101 and significance value of 0.000, which was below 0.05. This means that work discipline, K3, and work environment jointly affected employee performance. Furthermore, the Adjusted R Square value of 0.481 indicates that 48.1% of the variation in employee performance could be explained by the three independent variables, while the remaining 51.9% was influenced by other variables outside the model.

4.2 Discussion

4.2.1 The Effect of Work Discipline on Employee Performance

The results showed that work discipline had a positive and significant effect on employee performance. This finding indicates that employees who are more obedient, compliant, orderly, and consistent in following company rules tend to demonstrate better work performance. In the context of PT Armada Lintas Samudra, discipline appears to contribute to punctuality, task completion, and operational order, all of which are important in logistics and freight forwarding activities. This result is in line with the theoretical view that discipline reflects employee responsibility toward organizational rules and job demands. A disciplined employee is more likely to manage time effectively, maintain attendance, and complete work according to established standards. The finding also supports previous studies cited in the thesis, which found that work discipline significantly improves employee performance, particularly in operational and logistics settings. Therefore, discipline can be interpreted as one of the main behavioral drivers of employee performance in this company.

4.2.2 The Effect of Occupational Safety and Health on Employee Performance

K3 also had a positive and significant effect on employee performance. This result implies that better implementation of occupational safety and health encourages employees to work more effectively. In high-risk work settings such as logistics, transportation, cargo handling, and field operations, safety assurance reduces anxiety and allows employees to focus more fully on their duties. As a result, work quality and productivity tend to improve. The finding is theoretically reasonable because occupational safety and health is designed to create a safe, healthy, and supportive work system. When employees perceive that the company protects them through safety procedures, protective equipment, and training, they are more likely to perform confidently and productively. This result also strengthens previous empirical findings referenced in the study that K3 has a significant role in enhancing employee performance. Thus, K3 in this study functions not merely as a compliance mechanism, but as a practical factor that supports performance improvement.

4.2.3 The Effect of Work Environment on Employee Performance

Unlike work discipline and K3, work environment did not have a significant effect on employee performance. Although the regression coefficient was positive, the significance level exceeded 0.05, meaning that the work environment did not individually determine performance in a statistically meaningful way. This suggests that employees at PT Armada Lintas Samudra may have become accustomed to their existing working conditions, so environmental factors were not the main determinant of whether they performed well or poorly. This result does not necessarily mean that the work environment is unimportant. Instead, it suggests that in this organizational setting, other factors such as discipline and safety may play a more dominant role. In structured companies with clear targets and supervision, employees may continue to meet work demands even when environmental conditions are less than ideal. This helps explain why the work environment was not significant in the partial test, even though it remained part of the overall model.

4.2.4 The Simultaneous Effect of Work Discipline, K3, and Work Environment on Employee Performance

The simultaneous test showed that work discipline, K3, and work environment together had a significant effect on employee performance. This indicates that employee performance is not shaped by a single factor only, but by the interaction of several workplace conditions. Even though work environment was not significant individually, it still contributed to the model when combined with the other variables. The Adjusted R Square value of 0.481 confirms that the three variables explained a meaningful proportion of employee performance. From a managerial perspective, this means that performance improvement at PT Armada Lintas Samudra should not rely on only one intervention. The company needs to strengthen work discipline, maintain strong occupational safety and health practices, and continue improving the work environment in an integrated way. A combined approach is more likely to produce sustainable improvements in employee performance than isolated actions focusing on a single variable.

5. Conclusion

This study concludes that work discipline and occupational safety and health have a positive and significant effect on employee performance at PT Armada Lintas Samudra. These findings indicate that higher employee discipline and better implementation of occupational safety and health contribute to improved employee performance. In contrast, work environment does not have a significant partial effect on employee performance, which suggests that it is not the main factor influencing employee performance in this research setting. Simultaneously, work discipline, occupational safety and health, and work environment have a significant effect on employee performance. The model shows that these three variables jointly explain 48.1% of the variation in employee performance, while the remaining 51.9% is influenced by other factors not examined in this study. Therefore, improving employee performance at PT Armada Lintas Samudra requires an integrated approach, especially through strengthening work discipline and optimizing occupational safety and health implementation.

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