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The Effect of Facilities Management and Work Discipline on Employee Performance (Study in one of Regional Companies in Medan City)

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ABSTRACT

The problem addressed in this research is the existence of employees who lack understanding of their duties, functions, and responsibilities, resulting in delayed completion of tasks. Furthermore, the level of employee discipline is low, as seen from the high rate of absenteeism. The employees' performance is also suboptimal, and the office lacks adequate facilities. This study aims to investigate the influence of facility management on employee performance, discipline on employee performance, and the combined effect of facility management and discipline on employee performance. The population of this research is employees of a regional company in Medan city, consisting of 50 respondents. The data collection technique used in this research is saturated sampling, and the data sources are primary and secondary data. Quantitative analysis and multiple linear regression analysis are employed in data analysis. The results of the multiple regression analysis show that facility management and discipline have a positive and significant effect on employee performance. The partial test results show that facility management has a positive and significant effect on employee performance, while the discipline variable also has a positive and significant effect on employee performance. The coefficient of determination is 0.525 or 52.5%. This indicates that 52.5% of the dependent variable, which is employee performance, can be explained by the facility management and discipline variables in the model, while the remaining 47.5% is influenced by other variables outside the model.

Keywords: Infrastructure Management, Work Discipline, Employee Performance

INTRODUCTION

One of the most critical aspects of an organization is the role of human resources. Efficient utilization of human resources is a standard for organizations to maintain their sustainability and potential for growth. In other words, the success or failure of a company depends on the competence and skills of its employees in carrying out their obligations and responsibilities. Employees undoubtedly play a vital role in the success of a company; therefore, leaders must be aware and cautious when managing the rules that shape workplace culture, such as how the management of facilities and work discipline affect

employee performance. Facility management is the science of managing infrastructure facilities, controlling how they are used and managed so that current infrastructure can be used for further organizational purposes. (Amos et al., 2019) Planning, acquiring, distributing, using, maintaining, inventorying, and moving infrastructure facilities are key components of facility management tasks. In addition to facility management, work discipline must also be considered in an organization besides infrastructure management. (Duque et al., 2020) This is necessary because good discipline reflects how much responsibility someone shoulders for the tasks delegated to them and is required to achieve good and goal-aligned performance. Discipline is the awareness and willingness of an individual or a group of people to apply discipline.

In extending the organization's continuity, it is inseparable from the extent of the ability of its human resources to carry out activities in the company. This ability can be through the performance of each employee. The performance of each employee serves to evaluate skills by applicable standards and procedures. Because the company will make progress in the company's ability to compete and exist if employee performance increases. Performance is the result of the work of a person or group of people in an organization by their respective authorities and responsibilities to achieve the goals of the organization concerned legally, without violating the law, and by applicable norms and ethics. (Aguinis, 2019) This condition explains a person's success in working on his performance. In improving the success of employee performance, at least one has to pay attention to the variables that affect performance, some of which are work discipline and infrastructure. Regarding infrastructure, of course, it must be connected to the activities of staff members to support the organization's work. The lack of infrastructure facilities also affects the ability of the study object to provide clean water services to the surrounding environment. (Davidescu et al., 2020) Facilities and infrastructure for the production and distribution of water, such as the lack of water treatment sources, will impact the quantity and quality of water to meet the community's needs, which still needs to be improved. Lack of equipment, especially during the rainy season, will reduce water quality because the water pump will affect the water supply and turn yellow during the rainy season. Due to poor water quality, this will make people dissatisfied with the services from the company.

To ensure the survival and growth of the organization, companies must pay attention to the critical aspects of the role of human resources in carrying out activities. (Suryadana & Sidharta, 2019) Evaluation of employee performance aims to assess their ability by applicable standards and procedures, which then becomes an indicator to improve company progress and compete in the market. Performance results from the work of individuals or groups within the organization, considering their responsibilities and authorities and applicable norms, laws, and ethics. Employees must consider several factors in improving the company's performance, such as work discipline and infrastructure. The lack of infrastructure facilities will impact the company's ability to provide adequate services to the community, such as clean water services. Factors such as a lack of water treatment sources and equipment for the production and distribution of water can lead to lower water quality outcomes and leave communities dissatisfied with the services provided. Therefore,

companies need to manage infrastructure management well to ensure organizational success.

The object of the research study is a regional-owned enterprise that offers clean water services, which is the object of study. One of the objectives of establishing the object of study is to meet the community's need for clean water and develop services in the North Sumatra region. The company was officially established in 1979 by referring to Law Number 5 of 1962 concerning Regional Companies. Apart from that, starting in 1991, the company served the distribution of wastewater and fulfilled the need for clean water. Based on the findings of the researcher's observations, the evaluation of performance appraisal results has so far not been effective, thus hindering the provision of employees with aspects of transparency, fairness, objectivity, and feedback. Employees also believe that performance review is still subjective. The summary of employee performance evaluation in the table below provides an overview of how well the employee's performance is.

Table 1. Results of the Recapitulation of Employee Performance Assessment at a company in Medan City

Category	Competence Value	Year					
		2018		2019		2020	
		Number of Employees	%	Number of Employees	%	Number of Employees	%
Very Good	131-155	109	49,77	102	48,11	98	46,88
Good	111-130	54	24,65	53	25	50	23,92
Pretty Good	96-110	33	15,06	33	15,56	35	16,74
Currently	85-95	23	10,50	24	11,32	26	12,44
Not Good	<84	0	0	0	0	0	0

Source: One of the companies in Medan City

Table 1 displays the summary of employee performance evaluations. A set of company indicators are used to assess employee performance, which include comprehension, accuracy, speed, volume, efficiency, diligence, initiative, attitude, teamwork, ability, responsibility, skill, compliance, desire for success, ethics, and communication. According to the performance appraisal data, the proportion of employees who received an excellent rating between 2018 and 2020 decreased. In 2018, 49.77 percent of the workforce (109 employees) received an excellent rating, while in 2019, it was 48.11 percent (102 employees), and in 2020, it decreased to 46.88 percent (98 employees). The highest rating given by managers was excellent, as the employees met the evaluation criteria. In 2018, 24.65 percent (54 employees) of the performance evaluations were rated as "excellent," which increased to 25 percent (53 employees) in 2019 and decreased to 23.92 percent (50 employees) in 2020. In 2018, 33 employees (15.06 percent) were rated as "fair," which increased to 15.56 percent in 2019 and 16.74 percent in 2020 (35 employees). The

percentage of employees rated as "average" was 10.50 percent in 2018, increased to 11.32 percent in 2019, and rose again to 12.44 percent in 2020 (26 employees).

Based on these data findings, it is clear that employee performance tends to vary every year, although in general, an "excellent" rating still dominates it. This rating tends to decrease yearly. The performance review so far should be somewhere else. Although the results of performance evaluations determine many essential things for subordinates, including promotions, salaries, and bonuses/incentives, employees believe that performance appraisals are still subjective (or that superiors' likes or dislikes of subordinates are dominant in subordinates' performance). This condition shows employee performance results, such as some employees still being late, not submitting assignments on time, lack of cooperation with colleagues when completing assignments, and so on.

Previous data show that employee performance varies yearly, although the majority remain in the "outstanding" category. However, the proportion of employees with these ratings tends to decrease yearly. Although performance appraisals are very important for employees in terms of promotions, salaries, and bonuses, superiors' preference for employees' subordinates influences these assessments. This condition is reflected in employee performance, such as being late, not completing assignments on time, lack of cooperation with colleagues, and so on. Until now, the performance review is still not optimal.

Table 2. Number of Working Days, Number of Employee Absenteeism January 2020-December 2020

NO	Month	Number of working days	Supervisor Absence			
			Sick	Clarence	Alpha	Total
1	January	26	3	5	7	15
2	February	22	1	5	6	12
3	March	25	1	3	5	9
4	April	24	2	4	8	14
5	May	24	3	7	8	18
6	June	25	2	2	5	9
7	July	27	3	2	6	11
8	August	26	-	4	6	10
9	September	25	2	3	5	10
10	October	25	1	3	4	8
11	November	23	2	6	9	17
12	December	26	4	4	6	15
	Total	298	24	48	75	148

Source: One of the companies in Medan City

According to Table 2, the highest employee absence levels occurred in November and May, with 17 and 18, respectively. This condition was due to the many holidays, so many people extended their vacation time. This results in a high percentage of absenteeism, which

indicates that staff discipline is relatively poor, which will reduce company performance and reduce employee productivity. Given these conditions, there is a strong correlation between employee productivity and work ethics and how well the company is performing. According to written research findings, the organizational problem is the lack of employee work discipline, shown by the absentee level that exceeds the limit. Business effectiveness and employee productivity will be affected by this. The authors collected data throughout 2020, from January to December, to frame the problem. From here, the company compares the level of performance with the previous year. The organization so far has carried out various activities that are beneficial to employees' work, including employee training aimed at improving work skills and promotion, especially for employees with good job performance.

Infrastructure and work discipline are two critical factors in improving employee performance. Adequate and conducive infrastructure can increase work comfort and safety for employees to work more effectively. (Abdul Basit et al., 2018; Baird et al., 2019; Parashakti et al., 2020) Meanwhile, good work discipline can guarantee employee compliance with company work rules and procedures and prevent detrimental actions. In terms of infrastructure, companies must provide adequate facilities, such as a clean and comfortable workplace, complete and quality work equipment, and a safe and healthy environment. (Chen et al., 2021; Saleem et al., 2021; Wang et al., 2021) In addition, companies must also ensure that these infrastructure facilities are constantly maintained and well maintained so as not to interfere with work productivity. (Basalamah & As'ad, 2021; Soomro et al., 2018)

Good work discipline must start with setting and implementing clear, transparent work rules and procedures. This condition includes attendance policies, work schedules, company rules, and monitoring of employee violations. Firm and consistent enforcement of work discipline will encourage employees to work better and increase work productivity.

In practice, the influence of infrastructure and work discipline on employee performance is through various indicators, such as absenteeism levels, the number of employees complying with the rules, the level of complaints or complaints from employees, the level of productivity, and so on. (Davidescu et al., 2020) Through these measurements, companies can evaluate and improve the quality of infrastructure and work discipline to improve overall employee performance. (Caligiuri et al., 2020) Based on the phenomena that occur, the research problem formulation is how much influence infrastructure and work discipline have on employee performance. While the purpose of this research is to determine the magnitude of the influence of infrastructure and work discipline on employee performance.

METHOD

This study uses a quantitative descriptive research method. By collecting, compiling, and analyzing data, a descriptive approach to formulating and interpreting data can provide a

clear picture and reveal an overall picture of the research topic using sample or population data. Quantitative research, on the other hand, is the result of accumulation as numbers based on regression figures. The use of hypotheses is the reason this method is quantitative because study data are numerical and statistical in their analysis. The population is a subject matter that can be generalized and consists of things or people to conclude from. Therefore, 50 employees at one of the regional companies in Medan City, North Sumatra Province, are the population for this study. Non-probability sampling is the technique used in this study. Non Probability Sampling is a sampling technique that does not provide equal opportunities for each component or member of the population to be sampled. Unsaturated sampling is a sampling approach in which all individuals from the population are sampled. A total of 50 employees who became the sample of this study are representative of the population as a whole. Data and statements obtained by researchers using primary data collection techniques are information directly from the main source because it is information from a questionnaire. Researchers collect and analyze primary research data directly from the respondents. Secondary data is information that comes from the findings of previous studies by other people for various reasons.

Complete and objective data that must be present in this study requires various data collection methods. The data collection technique used in this study is direct observation of an ongoing company operational activity. Interviews are discussions between interviewers and informants with relevant information about research problems to obtain information or opinions about a matter or problem. Finally, questionnaires are tools for collecting data or information as items or written statements. They are given to respondents with requests for responses from respondents—documentation, collecting data by reading and studying documents, books, and literature related to research problems.

A validity test is a tool to measure the validity or validity of a questionnaire. If the questions on the questionnaire can reveal something to be measured by the questionnaire, then the questionnaire is valid. Assessing the validity of a questionnaire using the person value if the validity test using r (r count > r table) is valid. Where to get r table is obtained through df (degree of freedom) = n - 2 with a significance of 5%, and n is the number of research samples. The validity value must have a total score (total score from the questionnaire). A reliability test assesses a questionnaire that functions as an indicator of a variable or concept. If a person's responses to these questions are constant or the same, we can say the questions are for each item. There is an approach to making accurate measurements: Repeated measurements or repeated measurements, an employee/respondent is given the same question and alternative answers several times. One shot or one-time measurement, assessing the reliability of the item or question item after distributing the questionnaire to the respondent, the score results are then analyzed for the correlation between the answer scores on the same question item or item using a computer program with Cronbach Alpha (α) capabilities. A variable is reliable if it gives a Cronbach Alpha value > 0.60. (Hair et al., 2019)

Meanwhile, the reliability test is used to assess the reliability or reliability of a questionnaire as an indicator of a variable or concept. If a person's response to a question is consistent or the same, then the question can be considered trustworthy or reliable. There

are two approaches to conducting reliability tests. In these, namely repeated measures, a respondent is asked the same question several times and is considered reliable if the answers given are the same, and one shot or one-time measurement, where the reliability of the item or question is measured after questionnaires were analyzed by correlation using a computer program with the ability of Cronbach Alpha (α). A reliable variable is if the value of Cronbach Alpha > 0.60. (Hair et al., 2019)

In this study, the authors used two operational definitions of variables for a qualitative descriptive method, namely by interviewing or asking questions orally to organizational leaders and related parties, as well as conducting observations and documentation. In contrast, the authors asked existing questions through a questionnaire for quantitative descriptive methods. In addition, this study uses two types of research variables: independent and dependent. The independent variable, namely the infrastructure management, is a collaborative process of using all educational equipment effectively and efficiently, including planning, procurement, distribution, use, maintenance, inventory, and elimination. Moreover, work discipline is a person's ability to work regularly, thoroughly, and by applicable rules without violating established guidelines. The dependent variable in this study, namely performance (Y), is a function of motivation and the ability to achieve optimal work results in an organization.

In this study, the measurement of variables using a Likert scale. The Likert scale can help assess attitudes, opinions, and perceptions of a person or group of social phenomena and turn a variable into an indicator using a Likert scale. Then these indicators become benchmarks for compiling instrument items in the form of statements or questions. Based on the answers to each item, the research instrument using the Likert scale has a gradation from positive to negative. Finally, one can use descriptive analysis to analyze data by describing or describing the data collected.

This classic assumption test is to find out whether the assumptions of the multiple regression model are appropriate and to interpret the data so that it is more relevant for analysis. Before carrying out multiple regression testing, it is necessary to perform a classical assumption test to make the regression model more representative. This study uses data normality tests, heteroscedasticity tests, and multicollinearity tests as traditional assumption tests. There are two ways to determine whether there is normality in the regression model: analysis and statistical tests. Graphical analysis is the easiest way to see the normality of the data by looking at the histogram and p-p plot graphs. The basis for decision-making, namely as follows: The regression model meets the assumption of normality if the data or sample spreads around the diagonal line and follows the direction of the diagonal line or if the histogram displays a typical distribution pattern; If the data or sample deviates significantly from the diagonal line, does not follow the direction of the diagonal line or the histogram graph, and does not show a typical distribution pattern, then the regression model fails to meet the normality assumption. Statistical testing to test the normality of the residuals is to do the Kolmogorov-Smirnov and Shapiro-Wilk tests. The basis for decision-making is as follows: If the significance value is > 0.05, the data is usually distributed; If the significance value is <0.05, the data is not normally distributed.

The multicollinearity test determines whether the regression model finds a correlation between the independent variables. There should be no correlation between the independent variables in a good regression model. To determine multicollinearity in the regression model by testing the tolerance value and its opponent, namely the variance inflation factor (VIF). These two measures indicate which variable reflects the other variable. Tolerance measures the independent variable that other independent variables can adequately explain. Therefore, a low tolerance value corresponds to a high VIF (because VIF = 1/Tolerance). The standard cut-off value indicates the presence of multicollinearity, especially the tolerance value of 0.10, which is identical to the FIV value of 10. Suppose the regression model does not meet the multicollinearity detection assumptions above. In that case, the regression model in this study is a multicollinearity-free study, and vice versa—the heteroscedasticity test tests whether the regression model residuals and other observations have the same variance. To detect a heteroscedasticity problem in the regression model by seeing whether there is a specific pattern in the Scatterplot graph between SRESID and ZPRED where the Y axis predicts Y, and the X axis is the residual. Plot graph analysis is the easiest way to see whether there is heteroscedasticity or not by seeing whether there is a specific pattern in the scatterplot graph between SRESID and ZPRED where the Y axis is the prediction of Y, and the X axis is the residual. The basis for decision-making is as follows: If there is a specific pattern, for example, the dots form a particular regular pattern (wavy, widened, then narrowed), then heteroscedasticity has occurred; If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity. The Glejser test is a statistical method for determining heteroscedasticity. Glejser's test is to regress the absolute residual value of the regression model as the dependent variable for all independent variables in the regression model. The following is the basis for decision-making: If the significance value is more significant than 0.05, there is no heteroscedasticity; If the significance value is <0.05, there is a heteroscedasticity problem.

The purpose of multiple regression analysis is to determine whether two or more independent variables (X1, X2,..., Xn) significantly affect the dependent variable (Y). Partial test (T-test) to show how far the influence of one independent variable partially explains the variation of the dependent variable. The decision-making criterion compares the t count with the t table, where the alternative hypothesis is accepted if: t count > t table with a significance level of 0.05. To determine the value of the t table by first finding the degree/df (degree of freedom) with the formula df = n – k, where n is the observation while k is the number of variables (free and dependent).

F-test or simultaneous significance test (simultaneous test) to test the magnitude of the influence of all independent variables on the dependent variable. The F statistic test can compare Fcount with Ftable. If Fcount> Ftable, the alternative hypothesis is accepted, and vice versa. The actual level used is 5%. In this study, the significance level (α) was 0.05 or 5% to test whether the hypothesis proposed in this study was accepted or rejected by testing the F value. If the F value is positive, the hypothesis is accepted; if the F value is negative, the hypothesis is rejected. The coefficient of determination (R2) to calculate how much the ability of the variant and the independent variable can explain the dependent variable; the

greater the value of the coefficient of determination, the better the ability of the variant and variable to determine the dependent variable.

RESULTS AND DISCUSSION

The validity of a questionnaire through a validity test. The validity of a questionnaire determines whether the statements can express something that the questionnaire will measure, namely the correlation between the item statement scores and the total score of constructs or variables to determine validity. For example, test the validity of distributing questionnaires to 50 respondents. To determine the validity, can a correlation between the scores of the statement items with the total score of constructs or variables. The results of the validity and reliability test of the research variables are as follows:

Table 3. Validity and Reliability Test Results

X1		**X2**		**Y**	
Item	**Correlations**	**Item**	**Correlations**	**Item**	**Correlations**
1	0.378	1	0.489	1	0,326
2	0.323	2	0.521	2	0,498
3	0.354	3	0.544	3	0,350
4	0.292	4	0.543	4	0,320
5	0.344	5	0.490	5	0,669
6	0.286	6	0.472	6	0,537
7	0.294	7	0.490	7	0,580
8	0.287	8	0.326	8	0,507
9	0.308	9	0.321	9	0,531
10	0.279	10	0.302	10	0,677
11	0.306	11	0.283	11	0,457
12	0.306	12	0.281	12	0,457
Cronbach Alpha					
X1	0,674				
X2	0,783				
Y	0,833				

Based on Table 3 above, the statement validity values for infrastructure management are all valid because all are greater than the r table (n-2=50-2=48=0.278). So that the testing of infrastructure management variables has the highest Corrected Item Total Correlation (rcount) value in item 1 of 0.378, where the results of the analysis rcount are 0.378> 0.278 and the lowest value in item 10 is 0.279, where the results of rcount which will get rcount results of 0.279> 0.278. Where testing of all statement items from infrastructure management has a value greater than 0.278, thus it can be concluded that all statement items from the infrastructure management variables are valid. Likewise, the validity value of the work discipline statement is valid because it exceeds the r table r table (n-2=50-2=48=0.278). Thus, testing the work discipline variable determines the Corrected Total Item Correction value (rcount). The highest value is in item 3 of 0.544, and the lowest is in

item 12 of 0.281, with a rcount of 0.544 > 0.278 and 0.281 > 0.278, respectively, where all work discipline statement items test to produce a value greater than 0.28. Thus that all items in the statement of work discipline are valid. The validity of the statements for employee performance is all valid because the validity value of all is more significant than the r table (n-2=50-2=48=0.278). So that it obtained that the test of employee performance variables has the highest Corrected Item Total Correlation (rcount) value in item 10 of 0.677, where the results of the analysis of rcount are 0.677> 0.278 and the lowest value in item 4 is 0.320, which will obtain rcount results of 0.320> 0.278. Where testing of all statement items from employee performance has a value greater than 0.278, thus all statement items from employee performance are declared valid.

Before applying regression analysis to the data, we previously conducted a data normality test. Examining the p-plot image, the data normality test is to determine whether it meets the requirements of the regression equation. The output of the data normality test is in the form of a visual image that shows the distance between the points in the image with a diagonal line. If the data follows a normal distribution, then the value of the data distribution reflected at the output points will be located along the diagonal. Conversely, if the data comes from an abnormal distribution, the points are not evenly distributed along the diagonal (spread away from the diagonal line). The test results show that the data distribution is around the diagonal line (not scattered far from the diagonal line). These results indicate that the distribution is normal or can meet the data normality requirements.

VIF values and variable tolerance in this study did not show multicollinearity as in the data processing results of 1.072 and 0.933. It is from VIF that the two independent variables are less than 10, and the tolerance value is much greater than 0.01. According to these results, no independent variables in this regression model indicate a multicollinearity problem—heteroscedasticity test to determine whether the residuals of a regression model have unequal variance between observations. If a pattern, such as dots, forms a regular pattern, then heteroscedasticity has occurred. On the other hand, there is no heteroscedasticity if there is no clear pattern and the points are scattered irregularly. The results of implementing the heteroscedasticity test show that the points are scattered randomly and do not form a pattern or trend. Moreover, the figure shows that the data distribution is around zero. This test's results indicate no heteroscedasticity problem with the regression model; in other words, the variables in this study are homoscedastic.

The results of the current study corroborate these findings—the direct and indirect impact of infrastructure and work discipline variables on employee performance. The significance value of the service infrastructure management variable is less than alpha 5% (0.05) or t count = 5.531 > t table 2.011 (n-k=50-3=47). Reject H0 and accept. Ha for infrastructure management variables based on results. Therefore infrastructure management has a positive and statistically significant effect on employee performance.

Management of facilities and infrastructure can significantly affect employee performance. (Amos et al., 2019; Were & Maranga, 2022) Good management of facilities and infrastructure will create a comfortable and adequate work environment to increase

employee motivation and productivity. (Machmud & Sidharta, 2021) Meanwhile, poor facilities and infrastructure management can hinder employee performance and reduce motivation and productivity. (Kuswati, 2020) Good facilities and infrastructure management include several things, such as healthy and comfortable working conditions, adequate work facilities, and the latest and sophisticated technology and work equipment. (Amos et al., 2019) These will enable employees to work effectively and efficiently, increasing their performance. (Parashakti et al., 2020)

The significance value of the variable 'work discipline' (0.001) is smaller than alpha 5% (0.05) or tcount = 3.455 > t table 2.011 (n-k = 50-3 = 47). For work discipline, variable H0 is rejected, and Ha is accepted based on these results. Therefore, the work discipline variable has a positive and statistically significant effect on employee performance. The results of the current study are consistent with previous studies.

Work discipline is also critical in improving employee performance. (Hersona & Sidharta, 2017) Work discipline is a person's ability to comply with rules, procedures, and work schedules according to regulations. (Putri et al., 2018) Good work discipline will enable employees to work regularly and efficiently to improve their performance. (Lambert et al., 2020)

Based on the regression test results, this study obtained a significance value of 0.000. Where the requirement for a significance value of F is less than 5% or 0.05 or the value of Fcount = 38.100 > Ftable 3.20 (df1=k-1=3-1=2), whereas (df2 = n – k (50 -3=47)), the significance value of F is less than 5% or 0.05. All independent variables, namely infrastructure management and work discipline, positively and significantly affect employee performance. Companies can improve employee performance through the management of facilities and infrastructure and work discipline. In addition, companies will also get other benefits such as increased productivity, product or service quality, and better customer satisfaction.

The importance of improving employee performance through the management of facilities and infrastructure and work discipline by providing facilities and a conducive work environment. (Carnevale & Hatak, 2020; Dziuba et al., 2020) Management of facilities and infrastructure can improve employee performance by providing adequate facilities and a work environment. This result can include aspects such as the availability of the necessary equipment and technology, a comfortable and healthy work environment, and support from administrative staff. As well as providing training and development to improve employee skills and knowledge. This condition will improve the ability of employees to complete their duties and responsibilities more effectively. (Duque et al., 2020) Thus, management can improve employee performance by managing facilities and infrastructure, and work discipline.

CONCLUSION

Based on the research and discussion results, the infrastructure management variables have a significant and positive influence on employee performance. Partially, work discipline variables significantly and positively influence employee performance. Simultaneously the management variables of infrastructure and work discipline significantly and positively influence employee performance. Therefore, companies should focus on infrastructure management activities such as planning, procuring, maintaining, inventorying, and moving infrastructure facilities. The researchers found that inventory activities and maintenance schedules are critical in infrastructure management. In addition, companies should pay attention to the role of work discipline variables, including attendance discipline, working hours, attitude, work ethic, and adherence to work standards. According to the researchers' findings, rule compliance and employee attendance played the most significant role in improving work discipline. Further researchers can expand this research by examining the factors that can affect Work Discipline, such as holding seminars or training that can improve skills and foster teamwork.

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