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The Effects of Work Shift and Work Environment on Employee Performance in the Printing Production Department at PT She Jong Suskes Abadi

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ARTICLE INFO	ABSTRACT
	This study aimed to determine the effects of working shifts and the working environment on employee performance. The population in this study included 50 employees of PT She Jong Sukses Abadi. This is causal associative research that employed the quantitative approach. Data were collected using a questionnaire. General analysis tests including the normality test, linearity test, multicollinearity test, beta-scedasticity test, and autocorrelation test were carried out in this research. The linear regression test consists of a simple linear, multiple linear regression, and determination tests. Hypothesis testing was done through t test and f test. The results of this research show that (1) work shift has a negative effect and significant effect on employee performance, (2) work environment has a positive and significant effect on employee performance, and (3) work shift and work environment simultaneously have effects on employee performance.
	Penelitian ini bertujuan untuk mengetahui pengaruh shift kerja dan lingkungan kerja terhadap kinerja karyawan. Populasi dalam penelitian ini adalah 50 karyawan bagian printing di PT She Jong Sukses Abadi. Penelitian ini merupakan penelitian asosiatif kausal dengan menggunakan pendekatan kuantitatif. Teknik pengumpulan data dalam penelitian ini menggunakan angket atau kuesioner. Uji prasyarat analisis meliputi uji normalitas, uji linearitas, uji multikolinearitas, uji heteroskedastisitas dan uji autokorelasi. Uji regresi linier terdiri dari uji regresi linier sederhana, uji regresi linier berganda dan uji determinasi. Uji hipotesis terdiri dari uji t dan uji f. Hasil penelitian ini menunjukkan bahwa: (1) Shift kerja berpengaruh negatif dan signifikan terhadap kinerja karyawan (2) Lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan (3) Shift kerja dan lingkungan kerja memiliki pengaruh secara simultan terhadap kinerja karyawan.

1. Introduction

Employee performance is the results achieved by employees in carrying out duties in accordance with their responsibilities. Organizational performance is something complex as it consists of several interrelated variables. One of them is the individual performance of each member of the organization [1]. Employee work results depend on the personal qualities of the employees and the implementation of a good work system in the company. Performance is a form of work outcomes of an employee according to his or her abilities. Vosloban [2] explains that employee performance

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in a company makes a very significant contribution to the company's performance. Through employee performance results, the company can find out the successes and limitations that exist within the company. In this case, companies must prioritize good performance to improve the performance of their employees. The higher the employee's performance, the greater the profits generated and conversely, if the performance decreases, the profits will be smaller.

The performance of PT She Jong Sukses Abadi employees is decreasing every year. This somehow has a negative impact on the company's sustainability. The decreasing performance has a negative impact on both the company and employees. Annual data from the HR department shows a decreasing performance every year. The results of the employee performance assessment in the printing production department at PT She Jong Sukses Abadi in the 2019-2022 period are illustrated in the following picture:
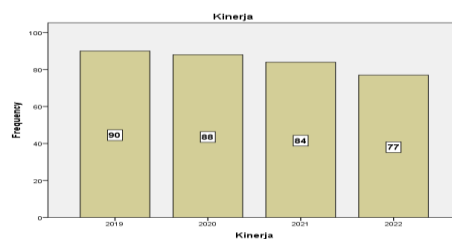

Fig 1. Employee Performance at Printing Department of PT. She Jong Sukses Abadi from 2019 to 2022

Data on employee performance results in the printing production section at PT She Jong Sukses Abadi from 2019 to 2022 are very fluctuating. In 2019-2022, the performance conditions of employees in the printing production department at PT She Jong Sukses Abadi are unstable or changing. The data above show that the quality of employee performance is decreasing every year. The performance of employees in the printing department is decreasing from year to year. In 2019, employee performance reached a percentage of 90%, which means that employee performance in 2019 was very good. From employee performance data from 2019 to 2022, there has been a significant decline to reach a percentage of 77% in 2022.

As part of a preliminary study, the researchers observed the condition and distributed questionnaires to 50 respondents to see the declining performance of printing production employees at PT She Jong Sukses Abadi in 2019-2022. The purpose of the study was to obtain information about aspects that can cause poor employee performance. The researchers chose 5 aspects influencing employee performance in a pre-research questionnaire distributed to 50 printing production employees of PT She Jong Sukses Abadi. The results of the survey were then used to determine the aspects that influence the decline in employee performance. The factors influencing the employees work are presented in the chart below.
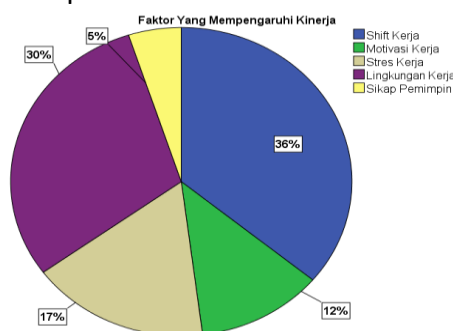

Fig 2. Results of the Preliminary Survey

Based on the data on the aspects that influence the decline in employee performance above, the work shift aspect obtained the highest results (36%). The second highest aspect is work environment (30%). Therefore, it can be concluded that the factors that influence the performance

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of employees in the printing department of PT She Jong Sukses Abadi are work shifts and work environment. The work shift system used by companies has different characteristics. Factors that influence performance are work shifts, which include the rotation of working time implemented by the company once every 24 hours to optimize its operational activities. The shifts implemented by the company should be in accordance with the company's needs in order to result in effectiveness and efficiency [3].

The company monitors its work shifts every 24 hours to optimize production operations. The implementation of work shifts has been widely applied in various industrial sectors. Shift work has advantages in both social and economic terms. However, it also has disadvantages that can impact other things, thus needing special attention [4]. The level of fatigue when working in the morning, afternoon, or evening shifts is varied. The real challenges felt by employees who work at night will be more pronounced because they must endure sleepiness and have to continue working when other people are resting at that time. Night shifts are one aspect that makes production results not optimal [5].

In 2019 PT She Jong Sukses Abadi implemented 2 short work shifts with a duration of 7 hours of work and 1 hour of rest. The work shift system is implemented at 07.00-15.00 and 15.00-23.00 WIB. The implementation of this work shift system has a positive influence on employee performance because they could have normal working hours, maintained body condition, sufficient rest time, normal levels of fatigue, and the opportunity to do other work after working hours. However, the increase in consumer demand requires companies to implement extended working hours. In 2020-2022, PT She Jong Sukses Abadi implemented 2 long work shifts with a working duration of 10 hours 30 minutes and a break of 1 hour 30 minutes. The work shift system was implemented at 07.00-19.00 and 19.00-07.00 WIB. The implementation of long work shifts results in disruption of the rest hours of employees who work night shifts, reduced rest time, and increased workload due to inappropriate sleep patterns which lead to fatigue and decreased concentration.

Physical and mental fatigue due to working too long can reduce work efficiency. In addition, decreased productivity that occurs due to long work shifts can have a negative impact on work quality, team performance and achievement of company goals. Therefore, companies need to consider strategies to manage balanced working hours and provide appropriate support to employees in the work shift system such as regular rest schedules, wise shift rotation and a work environment that supports well-being. Work environment is one of the factors that can influence employee performance. It is a set of tools and materials found and the environment in which a person works including his work methods and work arrangements both individually and as a group. In a larger scope, both physical and non-physical, good working environment conditions will make employees feel comfortable at work. This comfort will certainly have an impact on improving employee performance. On the other hand, the unpleasant work environment experienced by employees can cause a decrease in the employee's own performance.

PT She Jong Sukses Abadi has rest facilities, for example, a canteen. The canteen is used by employees to drop down with the fatigue and order food and drinks to increase energy. Canteen facilities are very beneficial for the welfare of employees in the company environment. The canteen aims to provide physical support to employees so they can restore stamina when working and improve performance. At the beginning of 2020, the canteen stopped operating because of the Covid 19 virus. This caused work performance to decline because many employees bought food that was not guaranteed in terms of quality and hygiene. This condition could harm their health and result in many employees falling ill. Moreover, the long distances of the canteen from the company resulted in many employees being late to return according to schedule. PT She Jong Sukses Abadi

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has a closed room with poor air circulation, poor lighting, and layout thus making the environment look dirty and uncomfortable.

Increasing consumer demand for products results in an increase in the intensity of use of production equipment which results in a decline in the quality of the equipment's function. This results in the quality and quantity decreasing every day. Furthermore, the decline in tool function also affects employee performance because tools often experience problems or are damaged, resulting in many employees being unable to complete their work on time. Based on the problems occurring at PT She Jong Sukses Abadi, the researcher conducted research entitled "The Effects of Working Shifts and Work Environment on Employee Performance in Printing Production at PT She Jong Suskes Abadi". This research aims to determine the effect of work shifts and the environment on employee performance partially and simultaneously.

2. Method

2.1. Research Design

This causal associative research employed the quantitative approach. Causal associative research aims to determine the relationship between two or more variables.

2.2. Research Time and Setting

This research was conducted at PT She Jong Sukses Abadi which is located at Jalan Wedi Wonosari, Ngepeh RW. 05, Pasung Village, Wedi District, Klaten Regency, Central Java.

2.3. Population

The population in this research involved employees of the printing department at PT She Jong Sukses Abadi with a total of 50 employees.

2.4. Types of Data and Data Collection Techniques

Quantitative and qualitative data were used in this research. Data collection techniques in this research are observation and surveys. Observations were carried out by going directly into the field to find out the conditions that occurred in the company. The questionnaire in this study used a Likert scale to measure a range of scores from Very Good to Very Poor.

2.5. Data Analysis Technique

The data analysis technique used in this research is descriptive testing. The classical assumption test in this research used the normality test, linearity test, multicollinearity test, heteroscedasticity test, and autocorrelation test. Linear regression test was conducted using simple linear regression tests, multiple linear regression tests, and coefficient of determination tests. Hypothesis testing was performed using t-tests and f-tests.

3. Results and Discussion

3.1. Results

3.1.1. Description of the Research Setting

PT She Jong Sukses Abadi is a company engaged in the industry of various kinds of gloves made from leather and/or synthetics. The company aspires to become a leading company in its field. PT She Jong Sukses Abadi is located on Jalan Wedi-Wonosari, Ngepeh RW.05, Pasung Village, Wedi District, Klaten Regency.

3.1.2. Description of the Research Participants

The participants of this research were 50 employees of the printing department of PT. She Jong Sukses Abadi. Saturated sampling technique was used in this research so that the entire population was sampled.

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3.1.3. Description of Research Variables

To get an overview of the data for each variable, namely X1 (Work Shift), X2 (Work Environment) and Y (Employee Performance) as a whole, a descriptive analysis test was carried out. The results of descriptive statistical research testing are presented in the table below.

Table 1 Result of Descriptive Statistics

Variable	Minimum Score	Medium	Mean	Std Deviation
Work Shift	25	44	36.62	4.218
Work Environment	39	54	45.20	3.631
Performance	44	69	51.52	4.117

Source: Spss Output, Primary Data 2023

Based on the Descriptive Statistics Results above, the interpretation is presented below.

a. Work Shift

From the data in Table 1, it shows that the minimum value is 25 while the maximum value reaches 44, the average value is 36.62 and the standard deviation is 4.218.

b. Work Environment

From the data in Table 1, it shows that the minimum value is 39 while the maximum value reaches 54, the average value is 45.20 and the standard deviation is 3.631.

c. Work Culture

The data above shows that the minimum value is 44 while the maximum value reaches 60, the average value is 51.52 and the standard deviation is 4.117.

3.1.4. Prerequisite Test

a. Normality Test

The normality test aims to determine data with normally distributed regression. This method is implemented by testing whether the distribution is normal using the variable average. If significance value > alpha 5%. Data distribution can be said to be normal if the Asymp value. Sig. result is more than or equal to 0.05. Then, if the data distribution can be said to be abnormal if the value of Asymp. Sig. result is less than 0.05. The normality test can be done by examining the existing probability plot. The following are the results of the p-plot normality test:
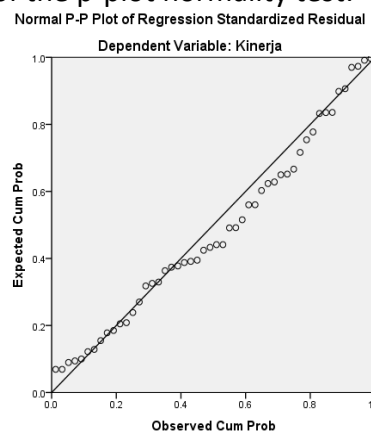

Fig 3. P-Plot of Normality Test Result

Source: Spss Output, Primary Data 2023

The results of the p-plot normality test show that the points are distributed close to a diagonal line, which proves that this regression model meets the assumptions of normality. In addition to the p-plot normality test, to assess the data normality, Kolmogorov Sminorv-Test is used. Whether the data are normally distributed or not is determined by comparing the p-value with a significance level (a) of 0.05. If the p-value > 0.05, the data are normally distributed. The following are the results of the Kolmogorov Smirnov normality test:

Table 2. Result of Normality Test

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Variable	Asymp. Sig.	Sig.	Description
Work Performance	0.698	0.005	Normal

Source: Spss Output, Primary Data 2023

b. Linearity Test

The linearity test aims to find out whether the relationship between variables is linear or not. The relationship between variables is said to be linear if the F test results provide results in the Deviation from linearity section with the criteria for a sig F value of more than or equal to 0.05, so it indicated that the relationship between variables is linear.

Table 3. Result of Linearity Test of Work Shift

Free Variable	F	Sig.	Description
Work Shift	0.784	0.679	Linear

Source: Spss Output, Primary Data 2023

Based on the results of the linearity test above, it is known that the significance value of the work shift variable is greater than 0.05 (sig. 0.679 > 0.05), meaning that the relationship between work shifts and performance is linear.

Table 4. Result of Linearity Test of Work Environment

Free	F	Sig.	Description
Work Environment	0.858	0.601	Linear

Source: Spss Output, Primary Data 2023

Based on the results of the linearity test above, the significance value of the work environment variable is greater than 0.05 (sig. 0.601 > 0.05). It means that the relationship between work environment and performance is linear.

c. Multicollinearity Test

The multicollinearity test was carried out by assessing the tolerance value and variance inflation factor (VIF). The multicollinearity assumption states that the independent variable will not show symptoms of multicollinearity under the condition. If the tolerance value is > 0.1 (10%) and the VIF value is <10, multicollinearity will not occur. If the tolerance value is <0.1 (10%) and the VIF value is >10, multicollinearity occurs. The calculation results obtained are presented in the table below.

Table 5 Results of the Multicollinearity Test

Variable	*Tolerance*	VIF	Description
Work Shift (X_1)	0.998	1.002	There is multicollinearity
Work Environment (X_2)	0.998	1.002	There is no multicollinearity

Source: Spss Output, Primary Data 2023

The multicollinearity test results show the variable tolerance values X1 = 0.998 and X2 = 0.998, meaning that there is no multicollinearity phenomenon in the data tested. The calculation results show that the independent variable values VIF 1.002 and 1.002 are less than 10 (<10). Thus, it can be concluded that there are no symptoms of multicollinearity in the regression model used.

d. Heteroscedasticity Test

The heteroscedasticity test is used to test the regression model whether there is inequality of residual variance among examinations. A good regression model is a model that does not cause heteroscedasticity. If a sig value > 0.05, heteroscedasticity does not occur. Then, if sig < 0.05, there is heteroscedasticity occurs.

Table 6 Results of the Heteroscedasticity Test

Variable	*t*	Sig.	Description
Work Shift (X_1)	1.794	0.079	Heteroscedasticity does not occur
Work Environment (X_2)	-0.514	0.610	Heteroscedasticity does not occur

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Source: Spss Output, Primary Data 2023

The results of the heteroscedasticity test using the Glejser test show that the output does not have a significant relationship between all independent variables and the residual absolute value aimed at sig. 0.975 and 0.79 > 0.05. It means that this model is free from heteroscedasticity.

e. Autocorrelation Test

The autocorrelation test was carried out to determine whether there is a correlation between variables. Data DU < DW < 4 - DU means that there is no autocorrelation. This test is based on the results of Durbin Watson.

Table 7 Result of Autocorrelation Test

Variable	Durbin Watson	Description
Performance	1.631	There is no autocorrelation

Source: Spss Output, Primary Data 2023

From the table above it is indicated that DW is 1.631, DU in the Durbin Watson table with N 50 and 2 variables is 1.628, while 4-DU is 2.372. From these data it can be concluded that DU 1.628 < DW 1.631 < 4-DU 2.372 which means there is no correlation.

3.1.5. Linear Regression Test

a. Simple Linear Regression Test

Testing the regression equation aims to determine the trend of changes in the dependent variable (performance) if the independent variables (work shifts and work environment) change. The following are the calculation results.

Table 8 Result of Simple Linear Regression Test

Variable	*B*	Sig.
Work Shift (X_1)	-0,604	0.000
Work Environment (X_2)	0.393	0.000

Source: Spss Output, Primary Data 2023

The simple regression coefficient value of the work shift variable (X1) is negative (-0.604), meaning that if the number of working hours increases, performance will also decrease. The simple regression coefficient value of the work environment variable (X2) is positive, namely 0.393. It means that if work environment is improved, the performance will also increase.

b. Multiple Linear Regression Test

In order to examine the influence of the independent variable work shift (X1), work environment (X2), and the dependent variable performance (Y), a multiple linear regression test was carried out with a specific purpose in line with the research carried out. The result of Multiple Linear Test from questionnaire data that has been distributed to 50 employee respondents of PT She Jong Sukses Abadi is presented in the table below.

Table 9 Result Multiple Linear Regression Test

Variable	B	Sig.
(Constant)	55.000	0.000
Work Shift (X_1)	-0.620	0.000
Work Environment (X_2)	0.425	0.001

Source: Spss Output, Primary Data 2023

The simple regression coefficient value of the work shift variable (X1) has a negative value of -0.620, which means that if the work shift increases, performance will decrease. The simple regression coefficient value of the work environment variable (X2) is positive (0.425), which means that if the work environment gets better, performance will also increase.

c. Test of Determination

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The coefficient of determination test was carried out to determine the effect of the independent variable on the dependent variable, then calculations from SPSS were used and then processed as follows.

Table 10 Results of Determination Test

R	R Square	Adjusted R Square
0.723	0.523	0.502

Source: Spss Output, Primary Data 2023

The R Square value of 0.523 is generated from the SPSS Output in the table above. Thus, the contribution of work shifts and work environment to performance is 52.3%, while the remaining 47.7% is influenced by other factors not examined in this research.

3.1.6. Hypothesis Test

a. T test

T test is used to individually test the influence of the independent variable on the dependent variable. The T test was carried out using a two-sided test with a significance level of 5%. Test criteria are: 1) if t count > t table or sig value < 0.05 then Ho is rejected and Ha is accepted or there is a significant influence between the independent variable on the dependent variable, and 2) if t count < t table or sig value > 0.05 then Ho is accepted and Ha is rejected or the independent variable does not have a significant influence on the dependent variable. The t test results are presented in the SPSS output table below:

Table 10 Results of T-test

Variable	T	Sig.
Work Shift (X_1)	-6.297	0.000
Work Performance *(X_2)*	3.719	0.001

Source: Spss Output, Primary Data 2023

Based on the calculation results above, the calculated t value is 6.297. While the t table has a value of a = 5% or 0.05 and df (n-k) = 48, the t table value is 2.010. Thus, t count is 6.297 > t table 2.010. This means that H0 is rejected, and Ha is accepted, so it can be concluded that work shift (X) has a significant effect on performance (Y). Based on the calculation results above, the calculated t value is 3.719. While the t table has a value of a = 5% or 0.05 and df (n-k) = 48, the t table value is 2.010. Thus, t count is 3.719 > t table 2.010. This means that H0 is rejected, and Ha is accepted, so it can be concluded that the work environment (X) has a significant effect on performance (Y).

b. T test

F test is used to determine whether variables X1 (work shift) and X2 (work environment) together (simultaneously) influence variable Y (employee performance) with the following provision.

H0: Variables X1 and X2 simultaneously do not influence variable Y.

Ha: Variables X1 and X2 simultaneously influence variable Y.

If calculated f > f table or probability value (p) < 0.05, then H0 is rejected, and Ha is accepted or there is a significant simultaneous influence of the independent variable on the dependent variable. If f count < f table or probability value (p) > 0.05, then H0 is accepted, and Ha is rejected or (there is a significant simultaneous influence of the independent variable on the dependent variable).

Table 11 Results of F test

Variable	F	Sig.
Regression	25.741	0.000

Source: Spss Output, Primary Data 2023

The results of the calculation above obtained a calculated f value of 25.741. Meanwhile, f table with level a = 5%, df1 (k-1) = 1 and df2 (n-k-1) = 47 has a value of 3.20. The calculated f value is 25.741 > f table 3.20 and the significance value is 0.000 < 0.05. This means that H0 is rejected, and

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Ha is accepted so that it can be concluded that work shift (X1) and work environment (X2) together (simultaneously) have a significant influence on performance (Y).

3.2. Discussion

3.2.1 Work shift affects employee performance in the printing production department at PT She Jong Sukses Abadi

The results of the research show that there is a negative influence resulting from poor implementation of work shifts. Poor work shifts can cause many losses for employees and the company. For example, the long work shifts cause work fatigue, thereby reducing productivity. The implementation of long work shifts which are implemented from 07.00-19.00 WIB and from 19.00-07.00 WIB causes employees to become physically tired either because of the long working hours or the body adapting to rest time. By implementing a long shift system, companies must also provide adequate rest time for employees, such as dividing rest time into 2 times with equal intensity, giving time off and changing shifts scheduled with a slow intensity. The sudden implementation of periodic work shifts can also make it difficult for employees to adapt to working hours. Body conditions that should be in a night rest condition work for 2nd shift. Thus, it is necessary to pay attention to the scheduling of regular work time changes taking into account health and condition of employee physique.

The implementation of poor work shifts has many negative impacts on both the company and the employees themselves. Meanwhile, by implementing good work shifts, such as dividing work shifts into 3 short shifts, normal working hours, having special rest periods for night shifts and providing allowances to employees can make it easier for employees to adapt and be able to complete their work effectively and efficiently. This research shows that work shifts have a significant negative effect on the performance of PT She Jong Sukses Abadi's printing production employees by -0.604, which means that when the work shift variable increases by one unit, performance decreases by 0.604. The value of the contribution of work shifts to performance is 38.2%, while the remaining 61.8% is influenced by other factors not examined in this research. In this case, it is supported by the implementation of the work shift system at PT She Jong Sukses Abadi which has a long work shift system with a duration of 12 working hours and a rest period of only 1 hour 30 minutes in each shift carried out and the intensity of the shift rotation, which is carried out quickly, namely 1 once a week. This causes many workers to experience fatigue, poor adjustment to sleep time, decreased concentration, high risk of work accidents, and decreased employee performance.

3.2.2 The work environment influences employee performance in the printing production department at PT She Jong Sukses Abadi

The research results show that building a good work environment has a positive impact. A good work environment can improve employee performance. Physical environmental conditions that make employees comfortable working so that production activities can be carried out well. A good non-physical environment is also very helpful in completing employee tasks. Good cooperation will create a mutually beneficial relationship. A good work environment such as clean environmental conditions, good air circulation, sufficient lighting, adequate work tools, standard personal safety equipment, comfortable supporting facilities, harmonious relations among employees, good cooperation among employees, good leadership qualities, and good leadership.

Having a good work environment can make employees more comfortable and feel safe in completing their work so that productivity and performance increase. Meanwhile, a bad working environment may take the forms of a dirty environment, inappropriate waste disposal, insufficient lighting, poor air circulation, inadequate work equipment and facilities, bad relations among

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employees, gaps among employees, gaps among employees and bad leadership. The work environment has a significant positive influence on the performance of PT She Jong Sukses Abadi's printing production employees by 0.425, which means that when the work environment variable increases by one unit, then performance increases by 0.425. The magnitude of the contribution of the influence of the work environment on performance is 12%, while the remaining 88% is influenced by other factors not examined in this research.

Supported by the environmental conditions at PT She Jong Sukses Abadi, including conditions where the room temperature is quite hot, work tools are starting to break down or experience a decrease in work, a dirty work environment, no canteen facilities. Meanwhile, the non-physical environmental conditions experienced include the attitude of leaders do not welcome complaints, no follow-up on problems that occur, and poor relationships with employees. There are various problems in relationships between employees, such as the tendency for each other to complete their work. If one party does not maintain cooperation, this will result in employees in other departments waiting for the results of their work to continue their work.

3.2.3 Work shifts and work environment have a simultaneous influence on employee performance in the printing production department at PT She Jong Sukses Abadi

Based on the findings explained above, there is a relationship between work shifts and work environment on employee performance in the printing production department at PT She Jong Sukses Abadi. This is proven by the contribution value of the influence of work shifts and work environment on performance of 52.3%, while the remaining 47.7% is influenced by other factors not examined in this research. Based on the research results described above, it can be concluded that work shifts and work environment simultaneously make a significant contribution to the performance of PT She Jong Sukses Abadi's printing production employees. Slow work shift changes with a good working environment will improve the performance of PT She Jong Sukses Abadi Printing Production employees.

4. Conclusions

Based on the results of the research and discussion previously described, the following conclusions are drawn.
1) Work shift has a significant negative effect on employees' performance in the printing production department at PT She Jong Sukses Abadi.
2) Work environment has a significant positive effect on employees' performance in the printing production department at PT She Jong Sukses Abadi.
3) Work shifts and work environment simultaneously influence the performance of PT She Jong Sukses Abadi employees.

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