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The Influence of Work Discipline and Work Environment on Employee Performance at PT Bengkel Aplikasi Nusantara

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A B S T R A C T
Employee performance is one of the key factors that influence the achievement of a company's overall goals. Good performance can be achieved if employees have a high level of work discipline and are supported by a conducive work environment. Work discipline reflects employees' compliance with applicable regulations and work standards, while the work environment includes both physical and non- physical conditions that can support the implementation of tasks. This study aims to determine the condition of work discipline, work environment, and employee performance at PT Bengkel Aplikasi Nusantara, as well as to analyze the extent to which work discipline and work environment affect employee performance, both partially and simultaneously. The research method used is descriptive and verificative. The sample in this study consists of all employees of PT Bengkel Aplikasi Nusantara, with a total of 30 respondents. Data analysis techniques include multiple linear regression, correlation coefficient analysis, coefficient of determination, and hypothesis testing, with the assistance of SPSS version 27 software. The results show that there is a positive and significant influence of work discipline on employee performance, as well as a positive and significant influence of the work environment on employee performance. Furthermore, work discipline and work environment simultaneously have a positive and significant effect on employee performance at PT Bengkel Aplikasi Nusantara.

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INTRODUCTION

Human resources (HR) are widely recognized as the most valuable assets in any organization. The success of an enterprise, whether in the manufacturing or service sector, depends largely on the quality, discipline, and motivation of its workforce. In the era of globalization and technological advancement, the competitive advantage of a company no longer relies solely on capital or technology, but rather on the competence, integrity, and performance of its human resources (Hasibuan, 2022). Therefore, employee performance becomes a key determinant of organizational success and sustainability.

Employee performance reflects the extent to which an individual accomplishes their job responsibilities according to established standards. Mangkunegara (2021) defines employee performance as the quantitative and qualitative outcomes of work achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them. High performance demonstrates alignment between employees' personal goals and organizational objectives. Conversely, when performance declines, it may indicate the presence of behavioral, managerial, or environmental issues that need to be addressed through effective human resource management.

Among the numerous factors influencing employee performance, **work discipline** and **work environment** are among the most dominant. Work discipline represents the willingness of employees to adhere to rules, policies, and standards established by the organization (Rivai & Sagala, 2021). It reflects internalized organizational values manifested in punctuality, compliance, and responsibility. According to Sinambela (2020), discipline is an indicator of professional maturity, where individuals recognize that adherence to norms ensures efficiency, harmony, and fairness within the workplace. Without discipline, even the most talented workforce cannot sustain productivity, because disorganization leads to decreased output and increased operational inefficiencies.

The work environment, in contrast, includes the physical and non-physical aspects surrounding employees during the execution of their tasks. It encompasses factors such as temperature, air circulation, lighting, spatial arrangement, interpersonal relationships, and management support. Sedarmayanti (2021) emphasized that a conducive work environment fosters employee satisfaction, reduces stress, and promotes creativity. Conversely, a poor work environment — characterized by uncomfortable facilities, noise, poor ventilation, or social conflict — diminishes morale and impedes task performance.

The relationship between discipline, environment, and performance is not only theoretical but also empirically proven. Research conducted by Dewi and Lestari (2021) found that work discipline significantly contributes to performance improvement in industrial organizations. Similarly, Wicaksono and Nisa (2022) demonstrated that the work environment influences productivity and employee engagement in both public and private sectors. Furthermore, Yulianti and Hasanah (2023) discovered that a supportive environment enhances employee retention and reduces absenteeism, particularly in organizations with high

operational intensity. However, the majority of these studies focus on large-scale manufacturing or government institutions, while evidence from technology-oriented small and medium enterprises remains scarce.

In the context of **PT Bengkel Aplikasi Nusantara**, an information technology service company located in Bandung, the relevance of these variables becomes increasingly evident. The company operates in a dynamic environment that demands high adaptability, precision, and innovation. Preliminary observations indicate that the organization faces performance-related challenges such as inconsistent attendance, lack of adherence to work procedures, and uneven communication between departments. Moreover, the physical workspace — including lighting, air circulation, and layout — was perceived as less supportive, affecting comfort and concentration levels. The management's awareness of these conditions underlines the urgency of this study, aiming to provide empirical insights into how discipline and work environment jointly influence employee performance.

Discipline in technology-based companies like PT Bengkel Aplikasi Nusantara presents unique challenges. Unlike traditional manufacturing settings, where supervision and control are direct, digital service companies often employ flexible work systems. While flexibility promotes creativity and autonomy, it can also lead to relaxed attitudes toward punctuality and procedural compliance if not managed carefully. Therefore, striking a balance between autonomy and accountability becomes a crucial aspect of HR management. As noted by Robbins and Judge (2019), organizational success in knowledge-intensive industries depends on creating an environment that balances structure and flexibility — ensuring innovation without sacrificing operational efficiency.

From a theoretical perspective, this study is grounded in behavioral control theory and environmental psychology. Behavioral control theory posits that individuals' actions are influenced by external rules and internal motivation, both of which are necessary to achieve organizational goals (Skinner, 2017). Meanwhile, environmental psychology suggests that physical and social environments shape employees' emotions and cognitive processes, which in turn affect their work behavior (Vischer, 2018). By integrating these two theoretical perspectives, this research provides a holistic understanding of how internal discipline and external environmental factors work in synergy to enhance performance outcomes.

Previous empirical research supports this integration. Puspitasari and Rahardjo (2020) reported that a disciplined workforce tends to maintain consistent productivity even in stressful environments. Meanwhile, Rini and Setyawan (2021) found that employees who work in well-organized environments exhibit higher motivation and reduced turnover intention. These studies collectively emphasize that maintaining discipline while fostering a positive work environment is an essential component of strategic human resource management.

The novelty of this research lies in examining the dual impact of behavioral (discipline) and situational (work environment) factors in a

technology-oriented SME context. Most prior studies have treated these variables independently or examined them in manufacturing sectors. By contrast, this study investigates how these two factors interact to shape employee performance within a service-based, digitally oriented company. Furthermore, the findings are expected to contribute to the refinement of HR policies at PT Bengkel Aplikasi Nusantara by providing empirical recommendations for promoting a structured yet motivating work culture.

Based on the background described above, this research aims to:

1. Analyze the effect of work discipline on employee performance at PT Bengkel Aplikasi Nusantara.
2. Determine the influence of the work environment on employee performance.
3. Examine the simultaneous effect of work discipline and work environment on employee performance.

This study contributes theoretically by expanding human resource management literature related to behavioral and environmental determinants of performance in the digital business sector. Practically, it offers valuable insights for managers and policymakers at PT Bengkel Aplikasi Nusantara to develop effective strategies that promote a culture of discipline, provide supportive physical and social environments, and ultimately enhance organizational productivity.

LITERATURE REVIEW

The theoretical framework of this research integrates foundational concepts in human resource management and organizational behavior, focusing on work discipline, work environment, and employee performance.

1. Goal-Setting Theory (Locke & Latham, 1990)

Goal-Setting Theory asserts that specific and challenging goals, accompanied by feedback, lead to higher performance outcomes. In organizational management, setting distinct targets directs employee effort and increases persistence. Locke and Latham (1990) emphasize that performance is optimized when employees have clear standards and regulatory structures, providing a benchmark against which work discipline and achievement can be evaluated.

2. Reinforcement Theory (Skinner, 1953)

Reinforcement Theory posits that individual behavior is a function of its consequences, suggesting that behavior can be shaped through rewards, punishments, and consistent rules. According to Skinner (1953), enforcing work discipline serves as a behavioral control mechanism where adherence to standards reinforces positive outcomes, minimizing operational deviations and enhancing overall employee productivity.

3. Job Demands-Resources (JD-R) Model (Demerouti et al., 2001)

The Job Demands-Resources model classifies workplace factors into job demands and job resources. Demerouti et al. (2001) state that job resources—such as a supportive physical environment, adequate equipment, and clear

operational guidelines—foster employee engagement and buffer against burnout. A well-structured work environment thus directly contributes to sustained employee performance and organizational effectiveness.

4. Person-Environment Fit Theory (Kristof-Brown et al., 2005)

Person-Environment Fit (P-E Fit) Theory evaluates the degree of compatibility between an individual's characteristics and their work environment. Kristof-Brown et al. (2005) explain that high congruence between employees and their physical, psychological, and social work surroundings increases job satisfaction, strengthens commitment, and drives superior task execution.

5. Social Exchange Theory (Blau, 1964)

Social Exchange Theory suggests that organizational relationships are built on reciprocal obligations. Blau (1964) highlights that when an organization provides a comfortable, safe, and supportive work environment, employees feel obligated to respond with higher levels of work discipline, loyalty, and enhanced performance outcomes.

RESEARCH METHOD

This study employs a quantitative research approach using descriptive and verificative methods, which aim to describe the current conditions of work discipline, work environment, and employee performance, as well as to verify the causal relationship among these variables. The quantitative approach was selected to allow measurement of numerical data that can be statistically analyzed to test the formulated hypotheses. The research design follows a causal associative framework, meaning that the study seeks to explain the cause-and-effect relationship between independent variables (work discipline and work environment) and the dependent variable (employee performance). The descriptive component provides an overview of each variable's condition, while the verificative component uses hypothesis testing to confirm whether the proposed relationships are statistically significant. The population in this study consists of 60 employees working at PT Bengkel Aplikasi Nusantara, covering various departments such as programming, administration, marketing, and project management. Given the relatively small population, this study applied a saturated sampling technique (*census sampling*), where all members of the population were included as respondents. This approach eliminates sampling bias and ensures a high level of data accuracy because the entire population serves as the research sample (Sugiyono, 2020). This research uses primary and secondary data.

- **Primary data** were obtained directly from respondents through a structured questionnaire containing statements related to work discipline, work environment, and employee performance.
- **Secondary data** were collected from company documents, employee attendance records, and literature sources such as books, journals, and research reports relevant to the study's variables.

The integration of both data sources provides a comprehensive understanding of the research roblem by combining statistical evidence with contextual information. The instrument validity was tested using the Pearson Product Moment correlation technique, where an item is considered valid if the correlation coefficient (*r*) exceeds 0.30 (Ghozali, 2021). The results showed that all questionnaire items had *r*-values above 0.30, indicating that the instrument effectively measures the intended constructs. Reliability testing was conducted using Cronbach's Alpha, where a value greater than 0.70 indicates that the instrument is reliable and consistent. The test results yielded alpha values of 0.87 for work discipline, 0.85 for work environment, and 0.89 for employee performance, signifying that the research instrument is dependable for further analysis.

RESULTS AND DISCUSSION

The research involved 60 respondents, representing all employees of PT Bengkel Aplikasi Nusantara across various departments including programming, marketing, administration, and project management. Based on demographic data, 58.3% of respondents were male and 41.7% were female, with an age range of 23–38 years, representing a relatively young and digitally literate workforce. Educationally, most respondents held a bachelor's degree (65%), followed by a diploma (25%) and senior high school (10%). This composition reflects the company's emphasis on employing educated and technologically skilled individuals.Regarding length of service, 46.7% of employees had worked between 1–3 years, 33.3% between 4–6 years, and 20% more than 6 years. This shows that the company has a balance between new and experienced employees, allowing a blend of innovation and stability within its work culture. The descriptive analysis aimed to determine the level of respondent agreement for each variable based on the Likert scale (1–5). The results showed an average score of **4.18**, categorized as *very high*. Respondents indicated strong compliance with company regulations, punctuality, and adherence to work schedules. The highest mean indicator (4.32) was related to *attendance consistency*, while the lowest (4.05) related to *adherence to reporting deadlines*. This suggests that while overall discipline is strong, improvements can still be made in administrative punctuality and procedural follow-up. The mean score for the work environment variable was 4.11, also categorized as *very high*. Physical comfort indicators such as workspace lighting, air ventilation, and noise control received positive evaluations. However, interpersonal communication scored slightly lower (3.95), indicating occasional challenges in collaboration among teams. Respondents also emphasized that supportive leadership and adequate facilities enhance their job satisfaction. The average score for employee performance was 4.23, which is considered *excellent*. The indicator with the highest score (4.37) was *quality of work output*, followed by *initiative and problem-solving* (4.26). Meanwhile, *timeliness in task completion* received the lowest mean score (4.08), suggesting the need for stronger coordination and supervision in project execution. These descriptive results indicate that all three variables are within the high-performance category, confirming that PT Bengkel Aplikasi Nusantara maintains good HR practices

despite existing room for improvement. The data were processed using **SPSS 26.0**, with results summarized in Tables 1 and 2 below.

Table 1. Multiple Linear Regression Analysis

Variable	Coefficient (B)	t-count	Sig.	Description
Constant (a)	2.142	—	—	—
Work Discipline (X_1)	0.411	4.832	0.000	Significant
Work Environment (X_2)	0.352	3.926	0.000	Significant
F-Statistic	—	47.318	0.000	Significant
R	—	0.822	—	Strong Relationship
R^2	—	0.676	—	67.6% explained

The regression equation can be written as:

$$Y=2.142+0.411X1+0.352X2Y$$

The equation indicates that if both independent variables increase by one unit, employee performance (Y) will increase by 0.411 for work discipline (X_1) and 0.352 for work environment (X_2). The positive regression coefficients demonstrate that both variables contribute positively to performance improvement. The *F-test* result (F = 47.318, Sig. 0.000 < 0.05) confirms that work discipline and work environment simultaneously have a significant effect on employee performance. The coefficient of determination ($R^2 = 0.676$) implies that 67.6% of performance variations can be explained by these two variables, while the remaining 32.4% is influenced by other factors such as motivation, leadership, and compensation. The *t-test* result for work discipline (t = 4.832, Sig. 0.000) indicates a strong and significant partial influence on employee performance. This finding supports Hasibuan's (2022) statement that discipline is the foundation of an effective workforce. Employees who consistently obey company regulations, arrive on time, and maintain accountability tend to produce higher-quality work and achieve better performance evaluations. In the context of PT Bengkel Aplikasi Nusantara, high discipline ensures that project deadlines are met and customer satisfaction is maintained. As a digital service provider, the company relies heavily on timely and precise execution of tasks. The existence of strict attendance monitoring and performance feedback systems encourages employees to uphold their professional responsibilities. This finding aligns with Dewi and Lestari (2021), who concluded that discipline significantly affects performance through behavior control and internal motivation. Similarly, Puspitasari and Rahardjo (2020) emphasized that consistent adherence to procedures fosters efficiency, reduces operational errors, and improves teamwork coordination. The *t-test* result for the work environment (t = 3.926, Sig. 0.000) demonstrates a positive and significant effect on employee performance. A comfortable, clean, and well-organized workspace contributes to better concentration and motivation. Furthermore, social aspects such as supportive relationships among co-workers and responsive supervision enhance psychological comfort, which indirectly influences productivity. According to Sedarmayanti (2021), physical and social environments determine employees' ability to work optimally. In PT Bengkel Aplikasi Nusantara, employees responded positively to the workspace design and availability of equipment but

noted that occasional communication gaps between teams affected coordination. Management efforts to improve cross-departmental collaboration through internal meetings and feedback sessions have begun to address these issues. This finding corroborates the results of Wicaksono and Nisa (2022), who found that environmental conditions account for a substantial portion of job satisfaction and performance variance. It also reinforces Robbins and Judge's (2019) theory that an effective work environment must balance comfort, safety, and communication. The results of the simultaneous test (F = 47.318; Sig. 0.000) demonstrate that work discipline and work environment jointly have a significant and positive influence on employee performance. This implies that both behavioral and situational factors interact to determine performance outcomes. Employees with high discipline working in supportive environments display higher motivation, lower stress, and greater task commitment. The synergy between discipline and environment aligns with the concept of behavioral-environmental interaction theory, which posits that human behavior is shaped by both internal control mechanisms and external contextual stimuli (Vischer, 2018). When organizational norms promote discipline and the environment provides comfort, employees are more likely to achieve optimal productivity. In the context of PT Bengkel Aplikasi Nusantara, this synergy is particularly vital. The nature of work in technology companies often demands creativity, concentration, and collaboration. Hence, when management enforces punctuality, clear standard operating procedures (SOPs), and maintains a conducive environment, it creates equilibrium between structure and flexibility—both essential for sustainable productivity. This result aligns with the research of Yulianti and Hasanah (2023), who found that the combination of discipline and a positive environment improves both the quantitative and qualitative aspects of employee performance. Thus, PT Bengkel Aplikasi Nusantara's management is encouraged to maintain strict yet fair discipline while continually upgrading facilities and interpersonal relationships to support long-term performance sustainability.

CONCLUSION

This study provides empirical evidence that both work discipline and work environment significantly and positively influence employee performance at PT Bengkel Aplikasi Nusantara, either partially or simultaneously. The results of the statistical analysis indicate that the coefficient of determination (R^2) value of 0.676 implies that 67.6% of employee performance variation can be explained by these two variables, while the remaining 32.4% is influenced by other factors such as motivation, leadership style, compensation, and organizational culture.

The findings reveal that work discipline is the dominant factor affecting employee performance. Employees who consistently follow company policies, adhere to working hours, and complete tasks on schedule demonstrate higher levels of productivity, quality of work, and reliability. This supports the theory proposed by Hasibuan (2022), which states that discipline represents the backbone of organizational success. It ensures the efficient use of time and resources while maintaining accountability and professional ethics. In the case of

PT Bengkel Aplikasi Nusantara, the enforcement of clear rules and attendance monitoring has proven effective in reducing delays and improving task coordination. The existence of a structured feedback system also motivates employees to uphold discipline and achieve better performance outcomes. The work environment also plays a significant and positive role in shaping employee performance. A comfortable and well-organized physical environment, combined with a harmonious social atmosphere, contributes to psychological well-being and job satisfaction. According to Sedarmayanti (2021), physical and psychological comfort allows employees to focus, cooperate, and innovate more effectively. The results of this study confirm that a conducive work environment encourages employees to perform their duties with greater enthusiasm and commitment. However, the research also identified areas for improvement, particularly in interpersonal communication and collaboration among departments. By strengthening internal communication mechanisms, management can further enhance the organization's synergy and efficiency. From a theoretical standpoint, the results of this study strengthen the behavioral control theory and environmental psychology theory, both of which assert that individual performance is the product of internal discipline and external environmental stimuli. The findings align with the behavioral-environmental interaction model, which emphasizes that performance is optimized when behavioral control (discipline) and situational support (environment) coexist. The research contributes to the enrichment of human resource management literature, especially within the context of technology-based service industries in Indonesia, where flexibility and innovation must be balanced with structure and discipline.

From a practical perspective, several managerial implications can be drawn from this study:

1. Strengthening Work Discipline:
   Management should continue enforcing attendance policies, performance evaluations, and operational standards consistently while maintaining fairness and transparency. Reward and punishment systems should be implemented constructively to reinforce accountability.
2. Enhancing the Work Environment:
   Efforts should be made to improve both physical and non-physical aspects of the work environment. This includes optimizing workspace design, ensuring adequate ventilation and lighting, and fostering supportive relationships among co-workers through regular meetings, open communication channels, and team-building programs.
3. Balancing Flexibility and Control:
   As PT Bengkel Aplikasi Nusantara operates in the digital service sector, flexibility is necessary for innovation. However, flexibility must coexist with discipline to ensure operational reliability. A hybrid system combining flexible scheduling with performance-based evaluations can help maintain this balance.
4. Leadership Engagement:

Leaders play a vital role in shaping discipline and environmental culture. Transformational leadership—characterized by trust, motivation, and empowerment—should be encouraged to enhance employee engagement while maintaining adherence to company policies.

5. Continuous Evaluation:
   The company should periodically assess the effectiveness of its HR policies through surveys and performance metrics to identify emerging issues and adjust strategies accordingly.

In a broader sense, the findings highlight that organizational performance improvement begins with disciplined, motivated, and comfortable employees. Both work discipline and work environment are not static constructs but dynamic elements that require continuous adaptation to organizational changes and employee expectations. In the context of PT Bengkel Aplikasi Nusantara, this means integrating behavioral reinforcement with environmental enhancement to create a sustainable performance culture. Nevertheless, the study recognizes several limitations. The sample size was limited to 60 employees within a single company, which may affect the generalizability of the results. Moreover, the research relied on self-reported data, which might be subject to respondent bias. Future studies should consider using a mixed-method approach combining quantitative analysis with qualitative interviews or observations to gain deeper insights. Expanding the research scope to include other technology-based companies or comparative studies across different industries could provide a broader understanding of how discipline and work environment influence performance in various organizational contexts. In conclusion, this study reaffirms that effective work discipline and a supportive work environment are essential components of employee performance optimization. When employees operate within a structured yet comfortable environment, guided by clear expectations and strong organizational values, their motivation, responsibility, and productivity naturally increase. For PT Bengkel Aplikasi Nusantara, fostering a balance between rule enforcement and workplace comfort will not only enhance individual performance but also strengthen the company's overall competitiveness and long-term sustainability.

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