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The Influence Of Work Environment And Work Culture On Work Discipline Which Impacts Employee Performance

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Abstract

This study aims to analyze the influence of the work environment and work culture on work discipline, which impacts employee performance at the Department of Public Works, Water Resources, and Construction of Bondowoso Regency. The study used a quantitative approach with an explanatory research type. The study population was 266 employees with a sample of 50 respondents selected using a purposive sampling technique. Data collection was carried out through distributing questionnaires using a Likert scale, while data analysis used the Structural Equation Modeling-Partial Least Square (SEM-PLS) method with the help of the SmartPLS 4.0 application. The results of the study indicate that the work environment and work culture have a positive and significant effect on employee work discipline. In addition, the work environment, work culture, and work discipline also have a positive and significant effect on employee performance. However, work discipline is not able to mediate the influence of the work environment and work culture on employee performance. The results of the study indicate that the work environment and work culture have a more dominant direct influence on improving employee performance. Therefore, organizations need to improve the quality of the work environment, strengthen organizational culture, and maintain employee work discipline on an ongoing basis to support improved performance and the quality of public services.

Keywords: Work Environment, Work Culture, Work Discipline, Employee Performance

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INTRODUCTION

Human Resource Management (HRM) is a strategic factor in determining the success of organizations, both in the private and public sectors. HRM plays a role in managing human resources so that they can work effectively and efficiently to achieve organizational goals. According to Dessler (2020), HRM is the process of acquiring, training, assessing, and compensating employees, as well as managing labor relations, health, safety, and fairness within the organization. Meanwhile, Sutrisno (2021) explains that HRM encompasses the activities of planning, organizing, developing, maintaining, and utilizing human resources to optimally achieve organizational goals. Thus, organizational success is greatly influenced by the quality of its human resource management.

In public sector organizations, human resource management is a crucial aspect because it directly impacts the quality of public service. Government organizations are required to develop professional, disciplined, and high-performing personnel in carrying out public service duties. Wibowo (2022) states that performance is the implementation of plans prepared by the organization and implemented by human resources with the skills, competencies, motivation, and commitment to work. Therefore, improving employee performance is a key focus of bureaucratic reform to create effective, efficient, and accountable public services.

Employee performance is the work results achieved by an individual, both qualitatively and quantitatively, in accordance with the tasks and responsibilities assigned by the organization. Mangkunegara (2020) defines performance as the work results, both qualitatively and quantitatively, achieved by employees in carrying out their duties and responsibilities. Optimal employee performance will support the effective achievement of organizational goals. Conversely, low employee performance can hinder the implementation of organizational programs and reduce the quality of public services. Therefore, organizations need to understand the factors that influence employee performance to improve productivity and work effectiveness.

One factor influencing employee performance is the work environment. The work environment is everything surrounding employees that can influence their work performance. Sedarmayanti (2021) explains that the work environment includes work tools, work methods, workplace conditions, and working relationships between employees and with management. A comfortable and conducive work environment will increase employee morale, concentration, and productivity. Conversely, an unfavorable work environment can cause discomfort and decrease employee motivation. Nitisemito

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(2020) adds that the work environment encompasses physical factors such as lighting, air temperature, cleanliness, security, and workspace layout, as well as non-physical factors such as social relationships and communication within the organization.

Besides the work environment, work culture is also a crucial factor influencing employee performance. Work culture is a system of values, norms, beliefs, and behaviors that develops within an organization and serves as a guideline for its members in their work. Robbins and Judge (2020) define organizational culture as a system of shared meanings held by members that distinguishes the organization from other organizations. A strong work culture can shape positive employee behavior, increase loyalty, and foster commitment to the organization. Wibowo (2022) states that work culture is a philosophy of life reflected in employee attitudes and behaviors in carrying out organizational activities. With a strong work culture, employees will be more disciplined, responsible, and oriented towards achieving organizational goals.

Another factor that influences employee performance is work discipline. Work discipline reflects an employee's awareness and willingness to comply with applicable regulations and norms within the organization. Hasibuan (2020) states that work discipline is an individual's awareness and willingness to comply with all applicable organizational regulations and social norms. Employees with high work discipline tend to complete work on time, comply with organizational rules, and be responsible for assigned tasks. Sutrisno (2021) explains that work discipline is an attitude and behavior that aligns with organizational regulations, both written and unwritten. Therefore, work discipline is an important indicator in increasing organizational effectiveness and productivity.

Various previous studies have shown that the work environment, work culture, and work discipline are closely related to employee performance. Research by Aulia et al. (2021) proved that work culture, work discipline, and the work environment have a positive and significant influence on employee performance. Research by Hakim et al. (2022) also showed that organizational culture and work discipline significantly influence employee performance. Furthermore, Mahpud et al. (2022) found that organizational culture and the work environment have a positive influence on employee work discipline. However, several other studies have shown different results. Research by Deviyana et al. (2023) found that the work environment had no significant effect on employee performance. Similar results were also found by Hafulyon et al. (2021), who stated that work culture had no significant effect on employee performance partially. The differences in these research results indicate a research gap that requires further study.

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A similar phenomenon related to employee performance was also found at the Bondowoso Regency Public Works, Water Resources, and Construction Agency. Based on data on service achievements in the Public Works sector, several road infrastructure development indicators have not yet reached the 100 percent target. The achievement of road construction and rehabilitation for several indicators is only in the range of 81% to 87% (BSBK Bondowoso Regency, 2025). This condition indicates that the effectiveness of employee performance in carrying out organizational duties and functions still needs to be improved. These problems are suspected to be influenced by the work environment, work culture, and employee discipline in carrying out public service duties.

Based on the above description, research on the influence of the work environment and work culture on work discipline, which impacts employee performance, is important to conduct. This research is expected to provide theoretical contributions to the development of human resource management (HRM), particularly regarding the relationship between the work environment, work culture, work discipline, and employee performance. Furthermore, the research results are expected to serve as evaluation material and consideration for the Bondowoso Regency Public Works, Water Resources, and Construction Agency in improving the quality of employee performance and public services in a sustainable manner.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is the process of strategically managing human resources to achieve organizational goals effectively and efficiently. Dessler (2020) states that HRM encompasses the activities of acquiring, training, evaluating, and compensating employees, as well as managing employment relationships within the organization. Sutrisno (2021) explains that HRM encompasses the functions of planning, organizing, developing, maintaining, and utilizing human resources to support organizational success. In public organizations, HRM plays a crucial role in enhancing the professionalism of the apparatus and the quality of public services.

Employee Performance

Employee performance is the work results achieved by employees, both qualitatively and quantitatively, in accordance with the responsibilities assigned by the organization. Mangkunegara (2020) explains that performance is influenced by an employee's abilities, motivation, and job opportunities. Robbins and Judge (2020) state

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that performance is related to an individual's level of success in carrying out tasks and achieving organizational targets. Good employee performance will positively contribute to organizational effectiveness and the quality of public services. Employee performance is the result of an individual's work in carrying out tasks according to organizational standards and goals. Wibowo (2022) explains that performance is the implementation of organizational plans carried out by competent and motivated human resources.

Work environment

The work environment is everything surrounding employees that can influence their work performance. Sedarmayanti (2021) explains that the work environment encompasses the physical and non-physical conditions that support employee work activities. A comfortable and conducive work environment can increase employee motivation and productivity. The physical work environment encompasses workplace conditions such as lighting, air temperature, layout, cleanliness, security, and work facilities. Nitisemito (2020) stated that a good physical work environment can create comfort and increase employee work efficiency. The non-physical work environment relates to social relationships within the organization, such as communication between employees, relationships with management, and the work atmosphere. A harmonious non-physical work environment can increase employee cooperation and work enthusiasm.

Work Culture

Work culture is a system of values, norms, beliefs, and habits that develops within an organization and serves as a guideline for employee behavior. Robbins and Judge (2020) explain that organizational culture shapes organizational identity and influences the work behavior of its members. A strong work culture can increase employee loyalty, commitment, and productivity. Wibowo (2022) stated that work culture is reflected in the attitudes, behavior, and ways in which employees complete work in an organization.

Work Discipline

Work discipline is an employee's awareness and willingness to comply with organizational regulations and applicable norms. Hasibuan (2020) explains that work discipline reflects an employee's sense of responsibility towards their duties and obligations. Employees with high levels of discipline tend to be more punctual, obedient,

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and productive at work. Sutrisno (2021) states that work discipline is a crucial factor in increasing organizational effectiveness.

Relationship between Research Variables

The work environment, work culture, and work discipline are closely related to improving employee performance. Research by Aulia et al. (2021) shows that work culture, work discipline, and the work environment have a positive influence on employee performance. Hakim et al. (2022) also found that organizational culture and work discipline significantly influence employee performance. Furthermore, Mahpud et al. (2022) stated that the work environment and organizational culture have a positive influence on employee work discipline. Therefore, organizations need to pay attention to the condition of the work environment, strengthen work culture, and improve work discipline to improve the quality of employee performance.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research method to analyze the causal relationship between the work environment, work culture, work discipline, and employee performance at the Public Works, Water Resources, and Construction Agency of Bondowoso Regency. The quantitative approach was used because this study aims to empirically test the influence between variables through numerical data measurement and statistical analysis (Sugiyono, 2022). Meanwhile, explanatory research is used to explain the causal relationship between research variables based on previously formulated hypotheses (Sekaran & Bougie, 2020).

The research location was conducted at the Department of Public Works, Water Resources, and Construction of Bondowoso Regency, specifically the Department of Public Works, which is responsible for the construction and maintenance of regional road and bridge infrastructure. The selection of the research location was based on the phenomenon of declining effectiveness of infrastructure service performance that has not yet reached optimal targets. Organizational data shows that several road construction service indicators only reach 81% to 87% of the 100% target set by the agency (BSBK Bondowoso Regency, 2025). This condition indicates the need for an evaluation of the factors that influence employee performance.

The population in this study was all 266 employees of the Bondowoso Regency Public Works, Water Resources, and Construction Department. The sampling technique used nonprobability sampling with a purposive sampling method. Purposive sampling was

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chosen because the researcher established certain criteria in determining respondents: employees with a minimum of three years of service and direct involvement in public works activities in the Public Works sector. Based on these criteria, a sample size of 50 respondents was obtained. According to Hair et al. (2021), the minimum sample size in Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis ranges from 30 to 100 respondents depending on the complexity of the research model.

Data collection was conducted through a questionnaire using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was used to measure respondents' perceptions of the work environment, work culture, work discipline, and employee performance. In addition to primary data, this study also utilized secondary data in the form of organizational documents, performance achievement reports, and supporting literature relevant to the research. Sugiyono (2022) stated that using a combination of primary and secondary data can increase the validity and completeness of research information.

The data analysis technique used the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the assistance of the SmartPLS 4.0 application. SEM-PLS analysis was chosen because it can simultaneously test direct and indirect relationships between variables in the research model (Hair et al., 2021). The analysis stages include outer model and inner model testing. Outer model testing was conducted to measure the validity and reliability of the research instrument through convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE) tests. Meanwhile, inner model testing was conducted to examine causal relationships between variables through testing the coefficient of determination (R-square), path coefficient, and bootstrapping to test the research hypothesis.

RESULTS AND DISCUSSION

This study was conducted to analyze the influence of the work environment and work culture on work discipline that impacts employee performance at the Department of Public Works, Water Resources, and Construction of Bondowoso Regency. The study used a quantitative approach with the Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis technique through the SmartPLS 4.0 application. The research respondents numbered 50 employees selected using a purposive sampling technique based on the criteria of a minimum work period of three years and direct involvement in service activities in the field of Public Works.

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Based on the respondents' characteristics, the majority of employees were male, with a productive age range of 31–40 years. Most respondents had a bachelor's degree and had worked for more than five years. This indicates that the respondents had sufficient experience and understanding of the work environment and organizational culture at the research institution.

The results of the outer model test indicate that all research indicators meet validity and reliability requirements. The outer loading values for all indicators are above 0.70, thus valid. Furthermore, the Average Variance Extracted (AVE) value for each variable is above 0.50, and the composite reliability value is greater than 0.70. Hair et al. (2021) state that research indicators are considered reliable if they have a composite reliability value above 0.70 and an AVE greater than 0.50.

Table 1. Results of Structural Equation Analysis (Inner Model)

	Original Sample(O)	*Sample Mean*(M)	*Standard Deviation* (STDEV)	*T Statistics* (IO/STDEVI)	*P Values*
X1. Work environment -> Z Work discipline	*0.486*	*0.463*	*0.116*	*4,197*	*0,000*
X1. Work environment -> Y Performance	*0.447*	*0.454*	*0.126*	*3,556*	*0,000*
X2. Work culture -> Z Work discipline	*0.485*	*0.507*	*0.114*	*4,249*	*0,000*
X2. Work culture -> Y Performance	*0.464*	*0.443*	*0.169*	*2,743*	*0.006*
Z Work discipline -> Y Performance	*0.456*	*0.466*	*0.163*	*3,347*	*0,000*

Source: data processed by researchers, 2026

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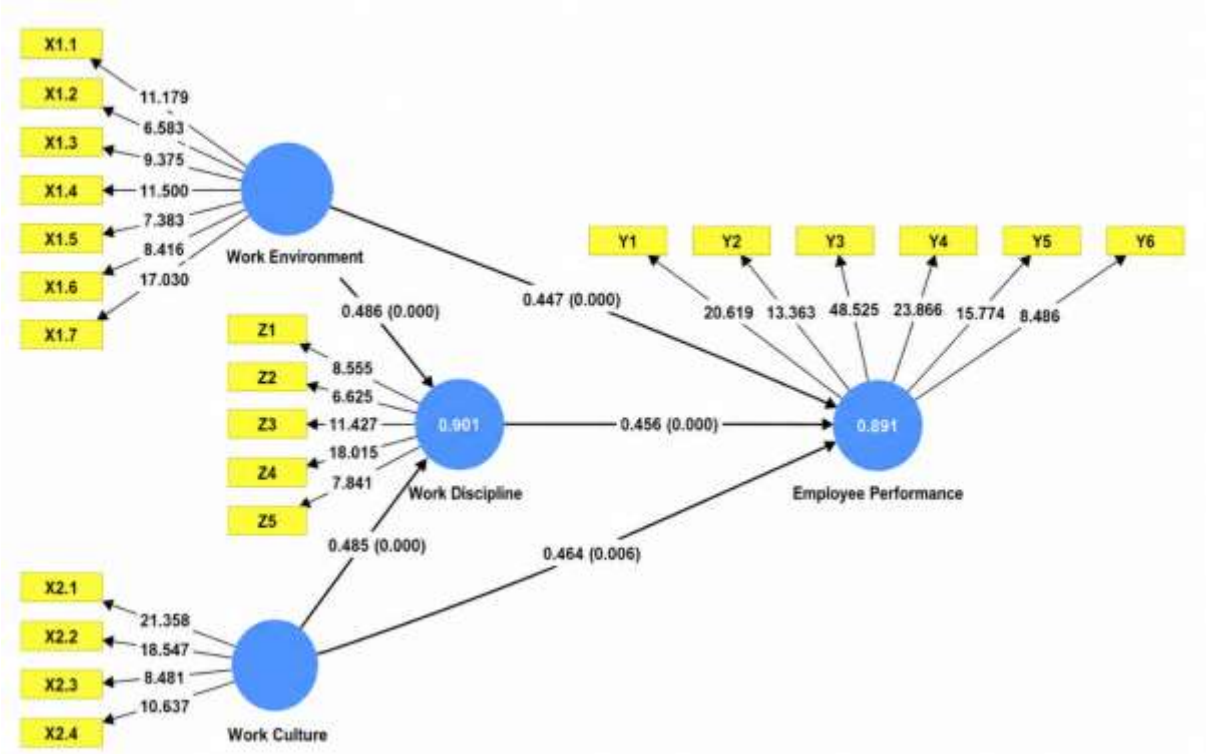


Figure 1. PLS Structural Model Test Results

Table 2. Research Hypothesis Testing

	Original Sample (O)	*Sample Mean* (M)	*Standard Deviation* (STDEV)	*T Statistics* (IO/STDEVI)	*P Values*
X1. Work environment -> Z Work discipline	0.486	0.463	0.116	4,197	0,000
X1. Work environment -> Y Performance	0.447	0.454	0.126	3,556	0,000
X2. Work culture -> Z Work discipline	0.485	0.507	0.114	4,249	0,000
X2. Work culture -> Y Performance	0.464	0.443	0.169	2,743	0.006

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Z Work discipline -> Y Performance	0.456	0.466	0.163	3,347	0,000

Source: data processed by researchers, 2026

Table 3. Research Hypothesis Testing Through Intervening

	Original Sample (O)	*Sample Mean* (M)	*Standard Deviation* (STDEV)	*T Statistics* (IO/STDEVI)	*P Values*
X1. Work environment -> Z Work discipline -> Y Employee performance	0.222	0.228	0.075	0.365	0.715
X2. Work culture -> Z Work discipline -> Y Employee performance	0.221	0.232	0.089	0.307	0.759

Source: data processed by researchers, 2026

DISCUSSION

The Influence of the Work Environment on Work Discipline

The results of the study indicate that the work environment has a positive and significant effect on employee work discipline at the Department of Public Works, Water Resources, and Construction of Bondowoso Regency. This finding indicates that a comfortable, safe, and supportive work environment can improve employee compliance with organizational rules and responsibilities in carrying out their work. Based on the results of hypothesis testing, the work environment has a significant effect on employee work discipline, so that the better the work environment, the higher the level of employee work discipline. A good work environment is not only related to the physical condition of the room, but also includes social relationships, work communication, and employee psychological comfort while working.

The descriptive analysis results show that the indicators of safety, air circulation, temperature, and work lighting received positive assessments from respondents. These conditions make employees feel more comfortable and focused on completing work according to organizational procedures. Hasibuan (2016) stated that a supportive work environment can increase employee compliance with organizational regulations. This study's findings also align with research by Putra and Aprianti (2020) and Mahpud et al.

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(2022), which showed that the work environment has a positive influence on employee work discipline. Therefore, improving the quality of the work environment can be an organizational strategy for building sustainable employee discipline.

The Influence of Work Culture on Work Discipline

The research results prove that work culture has a positive and significant influence on employee work discipline at the Public Works, Water Resources, and Construction Agency of Bondowoso Regency. This condition indicates that consistently implemented organizational values are able to shape employee disciplined behavior in carrying out their duties and responsibilities. A strong work culture will create work habits that are orderly, responsible, and in accordance with organizational rules. Based on the research results, employees gave a positive response to indicators of innovation, consistency of organizational values, and employee involvement in the organization. This indicates that work culture has been implemented quite well in the organizational environment.

A good work culture can build employee awareness to work professionally and comply with applicable regulations. Sutrisno (2016) explains that a well-implemented work culture will increase employee awareness of disciplined behavior. Furthermore, a consistent organizational culture also creates uniform work behavior patterns so that employees have clear work standards in carrying out organizational tasks. The results of this study align with those of Pakaya (2020) and Hakim et al. (2022), which state that work culture has a significant influence on employee work discipline. Therefore, organizations need to maintain a positive work culture by instilling work values, improving teamwork, and strengthening organizational commitment to optimally improve employee work discipline.

The Influence of Work Environment on Employee Performance

The results of the study indicate that the work environment has a positive and significant effect on employee performance at the Department of Public Works, Water Resources, and Construction, Bondowoso Regency. This finding indicates that a comfortable and conducive work environment can increase employee effectiveness and productivity in carrying out their work. Based on the results of the hypothesis test, the work environment has an original sample value of 0.447 with a P value of 0.000 (<0.05), so it is stated to have a significant effect on employee performance. This condition indicates that the better the work environment, the higher the level of employee performance in the organization.

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A supportive work environment can create a comfortable working atmosphere, enabling employees to work more focused and efficiently. Factors such as job security, lighting, room temperature, and harmonious work relationships play a crucial role in enhancing employee comfort while working. Hasibuan (2016) stated that a positive work environment will increase employee motivation and impact performance. This research also supports the findings of Aulia et al. (2021) and Wenas and Ikhram (2023), which state that the work environment has a positive influence on employee performance. Therefore, organizations need to continuously improve the work environment so that employees can work optimally and improve the quality of public services.

The Influence of Work Culture on Employee Performance

The results of the study indicate that work culture has a positive and significant effect on employee performance at the Department of Public Works, Water Resources, and Construction, Bondowoso Regency. The results of the hypothesis test show an original sample value of 0.464 with a P value of 0.006 (<0.05), so that work culture is proven to provide a real contribution to improving employee performance. This finding indicates that the implementation of a good work culture can shape work behavior that is productive, responsible, and oriented towards achieving organizational goals.

A strong work culture can foster employee commitment and loyalty to the organization. Employees who understand organizational values tend to be more disciplined, assume greater responsibility, and collaborate to achieve organizational goals. Robbins and Judge (2020) explain that organizational culture is a system of shared values and beliefs that influence the behavior of organizational members. In this study, indicators of innovation, employee engagement, and consistency of organizational values received positive assessments from respondents, thus supporting a productive work environment. These results align with research by Hakim et al. (2022) and Aulia et al. (2021), which found that work culture positively impacts employee performance. Therefore, strengthening organizational culture needs to be consistently implemented through fostering work values, improving organizational communication, and fostering collaboration between employees.

The Influence of Work Discipline on Employee Performance

The results of the study indicate that work discipline has a positive and significant effect on employee performance at the Public Works, Water Resources, and Construction Department of Bondowoso Regency. The results of the hypothesis testing show an

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original sample value of 0.456 with a P value of 0.000 (<0.05), so that work discipline is proven to be able to improve employee performance. This finding indicates that employees who have a high level of discipline tend to be able to work more effectively, on time, and responsibly towards the work given by the organization.

Work discipline is a form of employee compliance with organizational rules and procedures. Disciplined employees will be aware of completing work according to targets and maintaining the quality of the work produced. Hasibuan (2020) stated that work discipline reflects an employee's willingness to comply with all applicable organizational regulations and norms. In this study, indicators of punctuality, compliance with rules, and work responsibility received positive assessments from respondents. The results of this study are also in line with research by Hakim et al. (2022) and Deviyana et al. (2023), which showed that work discipline has a positive influence on employee performance. Therefore, organizations need to improve supervision, guidance, and enforcement of work rules to maintain consistent employee discipline and thus support improved organizational performance.

The Influence of Work Environment on Employee Performance through Work Discipline

The results of the study indicate that work discipline is unable to mediate the influence of the work environment on employee performance at the Public Works, Water Resources, and Construction Agency of Bondowoso Regency. The results of the hypothesis testing showed a P value of 0.715 (>0.05), so the indirect effect of the work environment on employee performance through work discipline was declared insignificant. This finding indicates that the work environment is more dominant in providing a direct influence on employee performance without having to go through increased work discipline.

Theoretically, the work environment can create a comfortable and calm work environment for employees, but it does not always automatically foster disciplined behavior. Nitisemito (2019) stated that work discipline is more influenced by individual awareness, organizational oversight, and compliance with work systems than by environmental factors alone. In the context of this study, employees continue to carry out their duties based on operational standards and job responsibilities, even though the level of work discipline is not yet a strong mediating factor. The results of this study align with the research of Hanifan and Dihan (2024), which stated that work discipline is unable to mediate the influence of the work environment on employee performance. Therefore,

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organizations need to strengthen their supervision and disciplinary enforcement systems simultaneously with improvements to the work environment to optimize employee performance.

The Influence of Work Culture on Employee Performance through Work Discipline

The results of the study indicate that work discipline is unable to mediate the influence of work culture on employee performance at the Public Works, Water Resources, and Construction Department of Bondowoso Regency. The results of the hypothesis test show a P value of 0.759 (>0.05), so the indirect effect of work culture on employee performance through work discipline is declared insignificant. This condition indicates that work culture has a direct influence on improving employee performance without having to go through the work discipline variable as a mediator.

A strong work culture can indeed shape employee work behavior to be more productive and responsible. However, in this study, work discipline was not able to act as a connecting mechanism that strengthens the relationship between work culture and employee performance. Robbins and Judge (2020) explain that organizational culture directly influences employee behavior and performance through the values, norms, and work habits implemented by the organization. Therefore, employees are still able to demonstrate good performance even though work discipline has not acted as a significant intervening variable. The results of this study are also supported by research by Septa and Erdiansyah (2024), which shows that the influence of work culture on employee performance is more dominant directly than through specific mediating variables. Therefore, organizations need to consistently strengthen work culture through internalizing organizational values, fostering work ethics, and increasing employee commitment.

CONCLUSION

Based on the results of research conducted at the Department of Public Works, Water Resources, and Construction of Bondowoso Regency, it can be concluded that the work environment and work culture have a positive and significant influence on employee work discipline. A good work environment can create comfort, security, and a conducive work atmosphere so that employees can work in a more orderly and responsible manner. In addition, a consistently implemented work culture can shape employee work behavior that is disciplined, professional, and oriented towards achieving organizational goals. This study also shows that the work environment, work culture, and work discipline have a

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positive and significant influence on employee performance. Employees who work in a comfortable environment and are supported by a good work culture tend to have higher work motivation and productivity. High work discipline can also increase employee effectiveness in completing work according to targets and responsibilities set by the organization. Thus, improving the quality of the work environment, strengthening organizational culture, and implementing work discipline are important factors in supporting the optimization of employee performance. However, the results of the study indicate that work discipline is not able to mediate the influence of the work environment and work culture on employee performance. This indicates that the work environment and work culture have a more dominant direct influence on improving employee performance compared to work discipline variables. Therefore, organizations need to continuously improve work environment conditions, strengthen organizational culture, and enhance the quality of human resource management to support continuous improvement in employee performance and the quality of public services.

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