

## WORKPLACE FACTORS AND PERFORMANCE OUTCOMES: A CASE STUDY OF DISCIPLINE AND ENVIRONMENT AT AN INDONESIAN PORT COMPANY

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### Abstract

This study aims to analyze the influence of work discipline and the work environment on employee performance at PT. Pelabuhan Bukit Prima Tarahan, a strategic port company in Lampung. Using a quantitative approach with a causal design, the study involved all 33 employees as respondents (census). Primary data was collected through a closed-ended questionnaire using a 1-5 Likert scale, which was tested for validity and reliability. Data analysis employed multiple linear regression. The results show that: (1) Work discipline has a positive and significant effect on employee performance; (2) The work environment has a positive and significant effect on employee performance; and (3) Work discipline and the work environment simultaneously have a positive and significant effect on employee performance. The regression model explains 66.2% of the variation in performance (Adjusted  $R^2 = 0.662$ ). These findings support Herzberg's Two-Factor Theory, confirming that work discipline as a motivator factor and the work environment as a hygiene factor are together crucial prerequisites for optimal performance in the challenging context of port operations. This study provides an empirical contribution to the HR management literature in the maritime sector and practical recommendations for management to adopt integrated strategies that strengthen discipline and improve the work environment.

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

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### 1. Introduction

In the era of increasingly intense global competition, companies are compelled to continuously enhance the effectiveness and efficiency of their operational activities. One of the key determinants of such operational success is the performance of Human Resources (HR). High-quality, disciplined, and competitive HR is a strategic asset that supports corporate goal achievement, boosts productivity, and ensures long-term business sustainability. Employee performance reflects an individual's capability to execute assigned tasks effectively and efficiently, contributing to both personal and organizational objectives.

However, in practice, employee performance often encounters obstacles stemming from both internal and external factors. A prominent internal factor is the level of work discipline. Low work discipline frequently disrupts smooth operational processes due to inconsistent adherence to workplace rules and regulations (Septiawan, 2020). Good discipline not only reflects an individual's responsibility towards their work but also directly contributes to achieving organizational goals. Concurrently, the work environment plays a critical role in determining performance quality. A comfortable, safe,

and psychologically supportive environment can enhance motivation and morale, whereas an inadequate one can lower productivity and employee spirit.

Within the Indonesian work context, issues related to work discipline remain a common phenomenon across various companies. A clear indicator is the relatively high rate of employee absenteeism. Research at CV. Bintang Darmawan Silver (Septiawan, 2020) found an average annual absenteeism rate of 5.93%, exceeding the theoretical normal limit of 3% (Flippo, 2001) and indicating a lack of discipline in adhering to established work hours. Furthermore, a 2023 survey by the Ministry of Manpower revealed that approximately 48% of workers in Indonesia's industrial and service sectors complained about non-ergonomic work conditions, such as poor lighting, uncomfortable room temperatures, and high noise levels. These conditions have been proven to decrease motivation, induce stress, and negatively impact performance (Ketenagakerjaan, 2023).

PT. Pelabuhan Bukit Prima Tarahan, a major industrial port in Lampung Province, plays a strategic role in supporting Indonesia's coal export activities. As a crucial node in the national and international energy distribution chain, its operational success heavily depends on the effectiveness of its human resources, particularly regarding work discipline and a conducive work environment. Operational data for 2024 reveals significant monthly fluctuations in vessel service activity, with the highest number of ships served in January (138 vessels) and the lowest in May (100 vessels), averaging 120 vessels per month (Tarahan, 2024a). This instability suggests potential inefficiencies in operational management and human resource performance, necessitating an evaluation of work discipline and environmental optimization to achieve more stable and efficient operations.

Financial performance also indicates pressure in meeting revenue targets, controlling operational costs, and achieving optimal net profit. This underscores the vital role of employee effectiveness and efficiency in maintaining operational stability and financial health. Challenges such as suboptimal cargo handling efficiency and supporting infrastructure limitations further impact overall operational performance and employee productivity.

**Table 1.** Recapitulation of Employee Absence Data at PT. Pelabuhan Bukit Prima Tarahan (January – December 2024)

Month	Total Absence Data	Present	Absent (%)	Off (Holiday)	Late
January	870	520	70 (13.5%)	280	60
February	892	521	71 (13.6%)	300	70
March	1,011	720	81 (11.3%)	210	100
April	1,000	710	80 (11.3%)	210	110
May	1,000	710	80 (11.3%)	210	110
June	985	696	79 (11.4%)	210	85
July	980	692	78 (11.3%)	210	90
August	980	692	78 (11.3%)	210	90
September	995	705	80 (11.3%)	215	85
October	1,000	710	80 (11.3%)	210	80
November	1,008	714	81 (11.3%)	213	80
December	1,010	716	81 (11.3%)	213	80
Total	11,731	8,606	938 (10.9%)	2,691	1,040

Source: Processed from company data (Tarahan, 2024)

An analysis of attendance data from January to December 2024 (Table 1) reveals a persistent issue with work discipline. Out of 11,731 attendance records, there were 938

absences (10.9% of total presences) and 1,040 lateness incidents (Tarahan, 2024c). Monthly fluctuations in attendance and punctuality, with the highest lateness occurring in April and May (110 cases each), indicate inconsistent adherence to company Standard Operating Procedures (SOPs). This undisciplined behavior is influenced by internal factors like motivation and time management, as well as external factors such as the challenging port environment, and ultimately threatens productivity and overall company performance.

Regarding the physical work environment, observational data indicates generally good non-physical conditions concerning social and psychological workplace interactions. However, the physical environment presents significant challenges. Noise levels in the work area are considerably high, primarily due to cargo handling activities and heavy equipment traffic. Furthermore, weather conditions a dominant external factor severely impact operational smoothness. Wind speed reports (October-December 2024) show the port area is frequently subject to strong winds averaging 17-23 knots. This leads to vessel waiting times of 1-11 hours and berthing delays due to tidal phenomena, as observed in December (Tarahan, 2024b). These environmental factors affect employee safety and security, hamper operational effectiveness, and consequently impact productivity and performance.

The combination of unstable work discipline and challenging work environment conditions at PT. Pelabuhan Bukit Prima Tarahan forms the basis for this research. Although the influence of work discipline and work environment on employee performance has been extensively studied across various sectors, research within the port sector remains limited. This study's novelty lies in its focus on PT. Pelabuhan Bukit Prima Tarahan a vital yet under-researched entity in Indonesia's maritime and energy industry and its examination of current, actual issues such as vessel visit fluctuations from January to December 2024. This research aims to analyze the impact of work discipline and work environment on employee performance, thereby providing an empirical contribution to HR management science and offering practical recommendations for port management to enhance workforce performance.

## 2. Theoretical Background

### 2.1 Herzberg's Two-Factor Theory

This study employs Frederick Herzberg's Two-Factor Theory (Herzberg et al., 1966) as its overarching theoretical lens. The theory posits that employee job satisfaction and performance are influenced by two distinct sets of factors: motivators and hygiene factors. Motivators are intrinsic elements related to the job itself, such as achievement, recognition, responsibility, and growth, which directly drive high performance and satisfaction. Conversely, hygiene factors are extrinsic conditions related to the work context, including organizational policy, supervision, interpersonal relationships, and the work environment. While their presence does not inherently motivate, their absence or inadequacy can cause significant dissatisfaction and diminish performance.

In the context of this research, work discipline is categorized as a motivator. It reflects an employee's intrinsic commitment, responsibility, and proactive adherence to rules, directly fueling effort and goal-directed behavior (Herzberg et al., 1966). Meanwhile, the work environment is classified as a hygiene factor. A safe, comfortable, and well-supported physical and socio-psychological environment prevents dissatisfaction and creates the necessary conditions for motivators to be effective. This theoretical perspective provides a robust framework for hypothesizing that both disciplined behavior

(a motivator) and a conducive environment (a hygiene factor) are essential and interactive prerequisites for achieving optimal employee performance.

## 2.2 Core Constructs and Indicators

### 2.2.1 Work Discipline

Work discipline is defined as a set of rules and standards implemented to guide and control employee behavior, ensuring alignment between individual conduct and organizational goals to enhance efficiency and productivity (Rahmayani, 2025; Maryani et al., 2021). It signifies a conscious and voluntary adherence to workplace norms and procedures (Meianto et al., 2022). Its objectives are multifaceted, aiming to increase productivity, create order, reduce conflict, ensure safety, maintain work quality, boost morale, protect employee rights, reduce absenteeism/lateness, and ultimately support organizational goals (Ali, 2024). Factors influencing discipline include motivation, understanding of rules, time management skills, lifestyle, social support, learning style, reward/punishment systems, and stress management ability (Ali, 2024). For measurement, this study adopts Rivai & Sagala (2013) : (1) Attendance (punctuality and presence), (2) Compliance with Work Regulations (adherence to SOPs), (3) Adherence to Work Standards (fulfillment of quality/quantity targets), (4) High Level of Caution (carefulness and error minimization), and (5) Work Ethics (integrity and professionalism).

### 2.2.2 Work Environment

The work environment encompasses all physical, social, and psychological conditions surrounding employees that influence their effectiveness, comfort, and motivation in performing tasks (Amalia et al., 2024; Joni & Hikmah, 2022). It is broadly divided into:

**Physical Environment:** Tangible conditions like lighting, noise, temperature, air circulation, workspace layout, cleanliness, and safety facilities (Mahmudah, 2019; Sedarmayanti, 2019).

**Non-Physical Environment:** Socio-psychological aspects including relationships with supervisors and colleagues, organizational communication, leadership style, and overall work culture (Mahmudah, 2019; Cahyati et al., 2022).

Factors shaping the work environment range from fulfillment of basic needs and physical conditions to social relationships, leadership style, safety provisions, and psychological support (Cahyati et al., 2022).

### 2.2.3 Employee Performance

Employee performance refers to the measurable output of work achieved by an individual or group in terms of quality, quantity, and timeliness, in accordance with organizational standards and responsibilities (Moehersono, 2025; Aminah, 2022). It is a critical determinant of organizational success. Key influencing factors include ability/skills, motivation/discipline, supportive work environment, leadership/communication, and supervision/rewards (Aminah, 2022; Prasetyo, 2023; Sutrisno, 2023; Mei et al., 2025). Performance is measured using indicators adapted from Susita & Busharmaidi (2024):

- (1) Productivity (output-input efficiency),
- (2) Quality (adherence to standards, error rates, customer satisfaction),
- (3) Timeliness (meeting deadlines),
- (4) Cycle Time (process speed),

(5) Resource Utilization (efficient use of human and material resources).

### 2.3 Previous Research

A review of prior studies (see Table 2) consistently demonstrates a significant positive relationship between work discipline, work environment, and employee performance across various sectors (e.g., Cecarrio et al., 2025; Rahman et al., 2023; Hovifa et al., 2023). These findings reinforce the theoretical proposition derived from Herzberg's theory. However, a research gap exists in the specific context of port operations, a sector characterized by unique physical challenges (e.g., weather, noise) and stringent safety/operational discipline requirements. Most prior studies have focused on manufacturing, healthcare, logistics, and public services. Therefore, this study aims to test the consistency and applicability of these established relationships within the under-researched, high-stakes environment of PT. Pelabuhan Bukit Prima Tarahan.

**Table 2.** Synthesis of Previous Research

No.	Research Title	Author(s) & Year	Research Object	Key Findings & Limitations
1	The Influence of Work Discipline and Work Environment on Employee Performance at PT Sinarmulia Sukses Makmur	Cecarrio, D. P., et al. (2025)	Manufacturing Company	Positive & significant influence. Limited sample size and single-company focus.
2	The Influence of Work Environment and Work Discipline on Employee Performance (Study at Haji Makassar Hospital)	Rahman, M. F., et al. (2023)	Hospital	Significant influence. Context limits generalization to other industries like ports.
3	The Influence of Work Discipline and Work Environment on Employee Performance at PT Pupuk Indonesia Logistik Jakarta	Hovifa, I. N., et al. (2023)	Logistics Company	Positive & significant influence. Did not fully consider non-physical environmental aspects.
4	The Influence of Work Environment and Work Motivation on	Patmarina, H., & Tommy, T. (2018)	Trading Company	Significant influence of environment and motivation.

No.	Research Title	Author(s) & Year	Research Object	Key Findings & Limitations
	Employee Performance at CV. Jaya Makmur Sentosa (JMS) Bandar Lampung			
5	The Influence of Work Motivation and Work Environment on Employee Performance at the Secretariat of Bandar Lampung City DPRD	Indana Zulfa & Hepiana Patmarina (2024)	Public Service Office	Positive & significant influence.
6	The Influence of Competence and Work Discipline on Employee Performance of BPJS Health Pringsewu Regency	Patmarina, H., et al. (2024)	Healthcare Insurance	Positive & significant influence, with work discipline as the dominant factor.

Source: Compiled from literature review (2025)

#### 2.4 Hypothesis Development

Derived from the theoretical foundation, literature review, and the conceptual framework, the following hypotheses are proposed for empirical testing:

- H1: Work Discipline has a positive and significant effect on the Employee Performance of PT. Pelabuhan Bukit Prima Tarahan. This is supported by prior findings (e.g., Estiana et al., 2023) and the theoretical role of discipline as a motivator.
- H2: Work Environment has a positive and significant effect on the Employee Performance of PT. Pelabuhan Bukit Prima Tarahan. This is supported by prior findings (e.g., Nurhandayani, 2022) and the theoretical role of environment as a critical hygiene factor.
- H3: Work Discipline and Work Environment simultaneously have a positive and significant effect on the Employee Performance of PT. Pelabuhan Bukit Prima Tarahan. This is supported by integrated findings (e.g., Nurpadilah, 2024) and the Two-Factor Theory's premise that both motivators and hygiene factors jointly determine performance outcomes.

### 3. Methods

#### 3.1 Research Design

This study adopts a quantitative approach with a causal research design. Quantitative research emphasizes the objective measurement of variables using numerical data and statistical analysis to test pre-established theories or hypotheses (Sugiyono, 2024). The causal (cause-effect) design is specifically chosen to investigate the extent to which one or more independent variables influence a dependent variable, while controlling for or considering other potential influences (Ferdinand, 2023). This design is appropriate for testing the hypothesized causal relationships between the independent variables Work Discipline ( $X_1$ ) and Work Environment ( $X_2$ ) and the dependent variable Employee Performance ( $Y$ ). According to Sugiyono (2024), causal research is used to analyze the effect between variables and explain the direction and magnitude of the relationships.

#### 3.2 Population and Sampling Technique

The population of this study consists of all 33 employees of PT. Pelabuhan Bukit Prima Tarahan. Population is defined as the entire set of units or individuals with specific characteristics that are the focus of the research (Indrawan & Yaniawati, 2022). Given the relatively small and finite size of the population, this study employs census sampling (saturated sampling), where all members of the population are included as respondents (Ferdinand, 2023). This technique is deemed most appropriate to avoid sampling bias and to obtain comprehensive and representative data. Therefore, the sample size for this study is 33 respondents, identical to the population.

#### 3.3 Data Collection Method and Instrument

This study utilizes a combination of primary and secondary data to support a comprehensive analysis. Primary data, the main source for hypothesis testing, was collected directly from all 33 employee-respondents through an online closed-ended questionnaire distributed via Google Form. A closed-ended format was chosen to minimize response variation and facilitate quantitative analysis (Sugiyono, 2024). Secondary data was gathered from company documents (organizational profiles, HR reports) to enrich the context and understanding of the research object (Ghozali, 2023).

The questionnaire was constructed based on the operational indicators of each variable (see Table 3). Respondents' perceptions were measured using a 5-point Likert scale (1=Strongly Disagree to 5=Strongly Agree), a standard tool for gauging attitudes and opinions in quantitative research (Sugiyono, 2024). Prior to distribution, the instrument underwent quality testing to ensure validity and reliability. Validity was assessed using Pearson's Product Moment correlation, where an item is deemed valid if its  $r$ -calculated  $>$   $r$ -table at a 5% significance level. Reliability was tested using Cronbach's Alpha, with a coefficient  $>$  0.70 for each variable indicating acceptable internal consistency (Sugiyono, 2024; Ghozali, 2023). After confirming the instrument's quality, the questionnaire was distributed online, preceded by obtaining informed consent from all participants.

#### 3.4 Operational Definition of Variables and Research Instrument Grid

To ensure clarity and measurability, the research variables are defined operationally. The questionnaire was constructed based on a detailed instrument grid linking each variable to its indicators and measurement dimensions.

**Table 3.** Operational Definition of Variables and Research Instrument Grid

Variable & Definition	Indicators	Dimensions of Measurement	Item No.	Scale
Work Discipline (X <sub>1</sub> ) Attitude and behavior of employees in obeying rules, work standards, and responsibility towards assigned tasks to achieve organizational goals effectively and efficiently.	1. Attendance	Punctuality in starting work	1-2	Likert 1-5
	2. Compliance with Work Rules	Adherence to company regulations & SOPs	3-4	Likert 1-5
	3. Adherence to Work Standards	Consistency in implementing standards	5-6	Likert 1-5
	4. High Level of Caution	Vigilance and preparedness at work	7-8	Likert 1-5
	5. Work Ethics	Professional attitude and behavior	9-10	Likert 1-5
Work Environment (X <sub>2</sub> ) All physical and non-physical conditions surrounding employees that can affect job execution, comfort, safety, and social relationships in the workplace.	1. Lighting	Adequacy of light and visibility	11-12	Likert 1-5
	2. Noise	Level of sound disturbance	13-14	Likert 1-5
	3. Safety & Security	Protection against work risks	15-16	Likert 1-5
	4. Co-worker Relations	Cooperation & communication among employees	17-18	Likert 1-5
	5. Supervisor Relations	Support, guidance & openness from superiors	19-20	Likert 1-5
Employee Performance (Y) Work results achieved by employees in carrying out their duties according to responsibilities and company standards, in terms of quality, quantity, and efficiency.	1. Productivity	Effectiveness of work output	21-22	Likert 1-5
	2. Quality	Accuracy and standard of work results	23-24	Likert 1-5
	3. Timeliness	Completion of work according to schedule	25-26	Likert 1-5
	4. Cycle Time	Speed of task completion	27-28	Likert 1-5
	5. Resource Utilization	Efficiency and conservation in work	29-30	Likert 1-5

Source: Developed for this study based on theoretical review and operational definitions.

### 3.5 Data Analysis Technique

Data analysis was conducted systematically using statistical methods to test the research hypotheses, encompassing descriptive analysis, prerequisite classical assumption tests, and inferential analysis.

#### 3.5.1 Descriptive Statistics

Initial analysis involved descriptive statistics to summarize the demographic profile of respondents and provide an overview of the central tendency and dispersion of responses for each variable (mean, standard deviation, frequency).

#### 3.5.2 Classical Assumption Tests

Prior to hypothesis testing using regression analysis, a series of classical assumption tests were conducted to ensure the validity and reliability of the regression model estimates (Best Linear Unbiased Estimator - BLUE properties) (Ghozali, 2023).

- 1) Normality Test: Employed the Shapiro-Wilk test (appropriate for sample sizes  $n \leq 50$ ) to assess whether the regression residuals were normally distributed. The null hypothesis ( $H_0$ ) of normal distribution is accepted if the significance value  $> 0.05$ .
- 2) Multicollinearity Test: Conducted to detect the presence of high correlations between the independent variables (Work Discipline and Work Environment). A model is considered free from multicollinearity if the Tolerance value  $> 0.10$  and the corresponding Variance Inflation Factor (VIF)  $< 10$ .
- 3) Heteroscedasticity Test: Utilized the Glejser test to examine whether the variance of the regression residuals was constant across observations. The absence of heteroscedasticity is indicated by a significance value  $> 0.05$  for all independent variables in the Glejser test regression.

#### 3.5.3 Hypothesis Testing Analysis

- 1) Multiple Linear Regression Analysis: This technique was used to determine the magnitude, direction, and statistical significance of the influence exerted by Work Discipline ( $X_1$ ) and Work Environment ( $X_2$ ) on Employee Performance ( $Y$ ). The general form of the regression equation is:  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ , where  $\alpha$  is the constant,  $\beta$  are the regression coefficients, and  $\varepsilon$  is the error term.
- 2) Partial Test (t-test): Conducted to test the significance of the influence of each independent variable on the dependent variable individually. The decision rule: reject the null hypothesis ( $H_0: \beta_i = 0$ ) and accept the alternative hypothesis ( $H_1: \beta_i \neq 0$ ) if the significance (p-value)  $< 0.05$ .
- 3) Simultaneous Test (F-test): Performed to determine whether the independent variables collectively have a statistically significant effect on the dependent variable. The null hypothesis ( $H_0: \beta_1 = \beta_2 = 0$ ) is rejected in favor of the alternative ( $H_1: \text{at least one } \beta_i \neq 0$ ) if the F-test significance (p-value)  $< 0.05$ .
- 4) Coefficient of Determination (Adjusted  $R^2$ ): Calculated to measure the proportion of total variation in the dependent variable (Employee Performance) that is explained by the independent variables (Work Discipline and Work Environment) in the regression model. The Adjusted  $R^2$  value is reported, as it provides a more accurate measure for models with multiple predictors by penalizing the addition of irrelevant variables.

#### 4. Results and Discussion

##### 4.1 Instrument Validity and Reliability

Prior to hypothesis testing, the research instrument (questionnaire) underwent rigorous validity and reliability assessments to ensure measurement quality.

**Table 4.** Results of Instrument Validity Test

Variable	Item	r-calculated	r-table (0.361)	Status
Work Discipline (X <sub>1</sub> )	X1.1	0.618	0.361	Valid
	X1.2	0.469	0.361	Valid
	X1.3	0.545	0.361	Valid
	X1.4	0.568	0.361	Valid
	X1.5	0.589	0.361	Valid
	X1.6	0.488	0.361	Valid
	X1.7	0.642	0.361	Valid
	X1.8	0.449	0.361	Valid
	X1.9	0.539	0.361	Valid
	X1.10	0.417	0.361	Valid
Work Environment (X <sub>2</sub> )	X2.1	0.635	0.361	Valid
	X2.2	0.500	0.361	Valid
	X2.3	0.557	0.361	Valid
	X2.4	0.486	0.361	Valid
	X2.5	0.571	0.361	Valid
	X2.6	0.506	0.361	Valid
	X2.7	0.648	0.361	Valid
	X2.8	0.547	0.361	Valid
	X2.9	0.566	0.361	Valid
	X2.10	0.462	0.361	Valid
Employee Performance (Y)	Y1.1	0.649	0.361	Valid
	Y1.2	0.573	0.361	Valid
	Y1.3	0.621	0.361	Valid
	Y1.4	0.479	0.361	Valid
	Y1.5	0.726	0.361	Valid
	Y1.6	0.588	0.361	Valid
	Y1.7	0.605	0.361	Valid
	Y1.8	0.509	0.361	Valid
	Y1.9	0.730	0.361	Valid
	Y1.10	0.652	0.361	Valid
Description: All 30 questionnaire items have an r-calculated value > r-table (0.361) and are positive, confirming their validity in measuring the intended constructs.				

Source: Processed primary data (2025)

**Table 5.** Results of Instrument Reliability Test

Variable	Number of Items	Cronbach's Alpha	Status
Work Discipline (X <sub>1</sub> )	10	0.710	Reliable
Work Environment (X <sub>2</sub> )	10	0.740	Reliable
Employee Performance (Y)	10	0.794	Reliable
Description: The Cronbach's Alpha coefficient for all three variables exceeds the threshold of 0.70, indicating high internal consistency and reliability of the measurement instrument.			

Source: Processed primary data (2025)

The results confirm that the research instrument is both valid and reliable, providing a solid foundation for subsequent data analysis.

#### 4.2 Descriptive Statistics and Respondent Profile

Descriptive analysis of the 33 respondents' perceptions reveals the general condition of the research variables. The analysis used a 5-point Likert scale with score intervals categorized as: 42-50 (Very Good), 34-41 (Good), 26-33 (Fairly Good), 18-25 (Poor), and 10-17 (Very Poor).

**Table 6.** Descriptive Statistics of Research Variables

Variable	Mean Score (Scale 10-50)	Category	Mean Percentage	Interpretation
Work Discipline (X <sub>1</sub> )	31.8	Fairly Good	63.6%	Perceived as adequate, with room for improvement.
Work Environment (X <sub>2</sub> )	32.1	Fairly Good	64.1%	Generally supportive, though environmental challenges (noise, weather) exist.
Employee Performance (Y)	30.5	Fairly Good	60.9%	Considered satisfactory, aligning with the levels of discipline and environment.

Source: Processed primary data (2025)

The descriptive results indicate that, on average, employees at PT. Pelabuhan Bukit Prima Tarahan perceive the levels of work discipline, work environment, and their own performance to be in the "Fairly Good" category. This baseline provides context for the causal analysis that follows.

#### 4.3 Classical Assumption Test Results

Classical assumption tests were conducted prior to regression analysis to ensure the robustness of the statistical model.

##### 4.3.1 Normality Test

The Shapiro-Wilk test was employed due to the small sample size (n=33).

**Table 7.** Normality Test Results

Variable	Shapiro-Wilk Statistic	Significance (Sig.)
Work Discipline (X <sub>1</sub> )	0.945	0.098
Work Environment (X <sub>2</sub> )	0.969	0.458
Employee Performance (Y)	0.939	0.062
Description: The significance values for all variables are > 0.05, indicating that the data is normally distributed.		

Source: Processed primary data (2025)

### 4.3.2 Multicollinearity Test

The test ensures the independent variables are not highly correlated.

**Table 8.** Multicollinearity Test Results

Variable	Tolerance	VIF
Work Discipline (X <sub>1</sub> )	0.995	1.005
Work Environment (X <sub>2</sub> )	0.995	1.005

Description: Tolerance values > 0.10 and VIF values < 10 confirm the absence of multicollinearity between the independent variables.

Source: Processed primary data (2025)

### 4.3.3 Heteroscedasticity Test

The Glejser test was used to check for constant variance of residuals.

**Table 9.** Heteroscedasticity Test (Glejser) Results

Variable	Significance (Sig.)
Work Discipline (X <sub>1</sub> )	0.743
Work Environment (X <sub>2</sub> )	0.060

Description: All significance values are > 0.05, indicating no heteroscedasticity problem in the regression model.

Source: Processed primary data (2025)

All classical assumptions are met, validating the use of multiple linear regression analysis.

## 4.4 Hypothesis Testing Results

### 4.4.1 Multiple Linear Regression Analysis

The analysis was conducted to determine the magnitude and direction of the influence of the independent variables on the dependent variable.

**Table 10.** Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-statistic	Significance (Sig.)
(Constant)	7.822	2.986		2.619	0.014
Work Discipline (X <sub>1</sub> )	0.537	0.073	0.757	7.342	0.001
Work Environment (X <sub>2</sub> )	0.175	0.063	0.284	2.756	0.010

Source: Processed primary data (2025)

The regression equation is formulated as:  $Y = 7.822 + 0.537X_1 + 0.175X_2$ . The constant of 7.822 indicates the baseline level of employee performance when both discipline and environment are zero. The positive coefficients for X<sub>1</sub> (0.537) and X<sub>2</sub> (0.175) confirm the hypothesized positive influence. The Beta coefficients reveal that Work Discipline ( $\beta=0.757$ ) has a stronger relative influence on performance compared to the Work Environment ( $\beta=0.284$ ).

#### 4.4.2 Partial Significance Test (t-test)

The t-test evaluates the individual significance of each independent variable. As shown in Table 7, the significance values for both variables are below the 0.05 threshold ( $X_1$  Sig. = 0.001;  $X_2$  Sig. = 0.010). Therefore:

- 1) H1 is Accepted: Work Discipline has a positive and significant effect on Employee Performance.
- 2) H2 is Accepted: Work Environment has a positive and significant effect on Employee Performance.

#### 4.4.3 Simultaneous Significance Test (F-test)

The F-test determines if the independent variables jointly affect the dependent variable.

**Table 11.** Simultaneous Test (F-test) Results

Model	F-statistic	Significance (Sig.)
Regression	32.275	<0.001

Source: Processed primary data (2025)

The significance value of the F-test is <0.001 (<0.05), leading to the acceptance of H3. This confirms that Work Discipline and Work Environment simultaneously have a positive and significant effect on Employee Performance.

#### 4.4.4 Coefficient of Determination ( $R^2$ )

This test measures the model's explanatory power.

**Table 12.** Coefficient of Determination ( $R^2$ ) Results

R	R Square	Adjusted R Square
0.826	0.683	0.662

Source: Processed primary data (2025)

The Adjusted  $R^2$  value of 0.662 indicates that 66.2% of the variation in Employee Performance can be explained by the combined variation in Work Discipline and Work Environment. The remaining 33.8% is influenced by other factors not included in this model.

### 4.5 Discussion

The findings provide strong empirical support for the research hypotheses and offer insights aligned with the theoretical framework.

#### 4.5.1 The Influence of Work Discipline on Employee Performance

The acceptance of H1 confirms that work discipline is a significant driver of performance at PT. Pelabuhan Bukit Prima Tarahan. This finding aligns perfectly with Herzberg's Two-Factor Theory, which positions discipline as a motivator. Disciplined behavior characterized by punctuality, adherence to SOPs, and professional ethics fosters an intrinsic sense of responsibility and commitment. This internal drive directly translates into higher effectiveness, fewer errors, and timely task completion, which are core components of performance. The result is consistent with prior studies across sectors (e.g., Cecario et al., 2025; Hovifa et al., 2023) and underscores its critical role in the high-stakes, procedure-driven context of port operations, where safety and coordination are paramount.

#### 4.5.2 The Influence of Work Environment on Employee Performance

The acceptance of H2 validates the significant role of the work environment. Consistent with its classification as a hygiene factor in Herzberg's theory, a conducive environment prevents dissatisfaction and creates the necessary conditions for employees to perform. In the challenging physical context of a port with factors like noise and weather providing adequate safety measures, functional facilities, and positive supervisor-peer relationships becomes essential to mitigate stress and enable focus. These finding echoes research in other industries (Rahman et al., 2023; Patmarina & Tommy, 2018), demonstrating that even in rugged operational settings, managing environmental conditions is a strategic lever for enhancing performance.

#### 4.5.3 The Simultaneous Influence of Work Discipline and Work Environment

The acceptance of H3 is the most critical finding, demonstrating that performance is not the product of a single factor but the result of a synergistic interaction between individual discipline and contextual support. This integrative effect resonates with the holistic view of Herzberg's theory: motivators (discipline) achieve their full potential only when hygiene factors (environment) are adequately addressed. A disciplined workforce will struggle in an unsafe or unsupportive setting, just as a perfect environment cannot compensate for a lack of personal accountability. The model's substantial explanatory power (Adjusted  $R^2 = 66.2\%$ ) underscores the strength of this dual-factor approach. This aligns with integrated findings from previous studies (Cecarrio et al., 2025) and provides a compelling evidence-based argument for management to adopt balanced strategies that reinforce both behavioral standards and environmental quality to optimize overall human resource performance.

### 5. Conclusion

This study aimed to analyze the influence of work discipline and work environment on employee performance at PT. Pelabuhan Bukit Prima Tarahan. The findings provide conclusive answers to the research objectives and offer a summarized synthesis of the discussion. The results demonstrate that work discipline has a positive and significant effect on employee performance. This confirms that disciplined behavior encompassing punctuality, adherence to SOPs, and professional ethics serves as a direct motivational driver that enhances work effectiveness and quality.

Simultaneously, the study finds that the work environment also has a positive and significant effect on employee performance. This underscores the role of both physical conditions (safety, noise control) and non-physical factors (supervisor support, peer relations) as essential contextual elements that prevent dissatisfaction and create the necessary conditions for employees to perform optimally.

Most critically, the analysis confirms that work discipline and work environment together exert a significant simultaneous influence on performance. This synergistic effect aligns with the core premise of Herzberg's Two-Factor Theory, which posits that performance outcomes are determined by the interaction of intrinsic motivators and extrinsic hygiene factors. The integrated model explains a substantial portion (66.2%) of the variance in employee performance, highlighting that in the demanding operational context of a port, achieving high performance requires a dual focus: cultivating individual responsibility and discipline, while concurrently ensuring a safe, supportive, and well-managed work environment. Therefore, the central conclusion is that employee performance at this strategic port company is not determined by a single factor, but is the

product of a necessary and interdependent relationship between disciplined human resources and a conducive workplace.

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