

The Influence of Work Environment, Work Discipline, and Teamwork on Employee Performance (Case Study at Sambu District Office, Boyolali Regency)

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ARTICLE INFO

Article history:

Received Dec 11, 2025

Revised Dec 20, 2025

Accepted Dec 26, 2025

Keywords:

Work Environment
Work Discipline
Teamwork
Employee Performance
Sambu District Office Boyolali Regency

ABSTRAK

Human resources (HR) play a crucial role in determining the success of organizational activities, including in government institutions such as the Sambu District Office, Boyolali Regency. This study aims to analyze the influence of the work environment, work discipline, and teamwork on employee performance at the Sambu District Office. This research employed a quantitative descriptive method with a saturated sample of 35 employees. Data were collected through questionnaires, observation, and documentation, and analyzed using classical assumption tests, multiple linear regression, t-tests, and the coefficient of determination. The findings indicate that a conducive work environment characterized by adequate lighting, comfortable temperature, cleanliness, and minimal noise significantly improves employee performance. Work discipline, reflected in punctuality, adherence to rules, and low absenteeism, also has a positive and significant effect on performance. Furthermore, teamwork contributes favorably by enhancing coordination, communication, and shared responsibility in completing tasks. The results of the coefficient of determination show that the three variables simultaneously influence employee performance by 48.2%, while the remaining 51.8% is affected by other factors outside this study. These findings highlight the importance of strengthening the work environment, discipline, and teamwork to improve the quality of public services and support organizational effectiveness at the district level.

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1. INTRODUCTION

Human resources are a crucial element in an organization, playing a crucial role in the implementation of organizational activities. Therefore, human resources are considered an asset that must be managed effectively and efficiently to achieve optimal performance (Hanafi & Zulkifli, 2018). To achieve optimal performance, organizations need to create conditions that support this achievement. Qualified human resources can certainly maximize opportunities to achieve efficient performance at work. Optimal human resource performance is expected to have a positive impact on the company, thereby effectively realizing organizational goals.

Analyzing human resources is closely related to employee performance. According to Wirawan (2009) in Abdullah (2014), performance is an abbreviation of work energy kinetics, which in English is called performance. Performance is the output obtained from a specific job or profession function or indicator within a specific timeframe. Armstrong & Baron (1998) in Lawasi & Triatmanto

(2017) state that performance is a work result that is closely related to an organization's strategic goals, customer satisfaction, and economic contribution. Good and optimal employee performance is expected to achieve company goals. Conversely, if employees do not have adequate performance, achieving company goals will be difficult because work results will be less than optimal (Yudiningsih et al., 2016).

Employee performance is always linked to various influencing factors. By understanding these factors, managers will more easily identify the causes of employee performance reaching optimal levels. According to Siagian (2003), employee performance is influenced by several factors, including compensation, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication, and other factors. This study will focus on the influence of the work environment, work discipline, and teamwork because these three factors are very important for both established and developing companies. A conducive work environment will make employees feel comfortable while working, and this comfort contributes to improved employee performance (Novyanti, 2015). When the work environment is clean, pleasant, and the necessary facilities are available, employees are expected to perform optimally.

In addition to a conducive and adequate work environment, work discipline is also a crucial factor in the success of a company. Good discipline shows a high level of individual responsibility (Ferawati, 2017). Discipline is needed in an organization to minimize deviations or negligence that cause wasted work time. Discipline is the most essential function of human resource management, because the higher the employee discipline, the more optimal the performance achieved (Novyanti, 2015). Without adequate work discipline, it is difficult for an organization to achieve maximum results. In addition to a conducive work environment and discipline, achieving company goals also depends heavily on teamwork. Teamwork is a group of individuals working together to reach a common goal (Tenner & DeToro, 1992). The existence of teamwork emphasizes the collaborative efforts of a group of individuals toward a common goal, which is more easily achieved as a team than individually. Teamwork improves communication between employees and managers and facilitates decision-making. Positive synergy naturally arises when teamwork is optimally coordinated.

The Sambu District Office in Boyolali Regency is a regional government organizational unit that functions as a public service provider. In government institutions like the district office, human resource management often faces various challenges. These issues typically arise after the replacement of a new district head, as new policies require an adaptation period. Furthermore, employee performance is a major issue at the district office, driven by a suboptimal work environment, discipline, and teamwork.

Based on an interview with an employee at the Sambu District Office, the dominant issues affecting employee performance were identified as being related to the work environment. Inadequate lighting is the primary cause of decreased work quality and efficiency. Furthermore, uneven temperature across various rooms is caused by limited climate control, unpleasant odors in some areas, and a lack of noise-reducing equipment.

High employee absenteeism is caused by excessive workloads, resulting in frequent absences. Organizations require strict work discipline to achieve optimal output. Work discipline must be consistently enforced because it supports the achievement of organizational goals. Employee discipline at the Sambu District Office can be measured through the absence rate indicator. Meanwhile, weak teamwork is evident in the lack of employee cohesiveness in handling tasks and minimal responsibility for their work.

This study aims to determine the influence of the work environment, work discipline, and teamwork on employee performance at the Sambu District Office, Boyolali Regency.

2. RESEARCH METHOD

This research was conducted at the Sambu District Office, Boyolali Regency. This research is a quantitative descriptive study. This approach aims to describe, explain, and test the relationship between variables using statistical analysis. In addition, a quantitative approach is used to determine how the variables studied, namely Work Environment, Work Discipline, and Teamwork, influence each other at the Sambu District Office, Boyolali Regency. The data sources used in this study are primary data and secondary data. In this study, the population is 35 Sambu employees consisting of the sub-district head, sub-district secretary, 2 service heads, 2 finance staff, 2 general staff, 2

government heads, 2 SPM heads, 2 ecobang heads, 4 public transportation heads, 8 village assistants, 5 TKHL staff, and 4 cleaning staff. Considering that the population size in this study is not too large, the population in this study, which is 35 people, was taken as a sample. The sampling technique used saturated sampling, namely all members of the population were used as samples. The data collection methods in this study are: questionnaires, documentation and literature, observation. The instrument tests used are Validity Test and Reliability Test. Data analysis used in this study, namely: Descriptive statistical analysis, Normality test, Multicollinearity test, Heteroscedasticity test, Multiple linear regression test. Hypothesis tests in this study are: t Test (Partial), Coefficient of determination.

3. RESULTS AND DISCUSSION

Classical Assumption Test

Normality Test

Table 1. Normality Test Results

Kolmogorov- Smirnov	Asymp.Sig (2- tailed)	Limit	Information
0,07	0,2	0,05	Normal Data

Based on the results of the Kolmogorov-Smirnov normality test, which shows a significance value of $0.200 > 0.05$, it can be concluded that the residual data is normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Variable	Statisti		Information
	Colinearity c	Tolerance VIF	
Work Environment	0,612	1,634	Multicollinearity does not occur
Work Discipline	0,685	1,460	Multicollinearity does not occur
Teamwork	0,728	1,374	Multicollinearity does not occur

The results of the multicollinearity test provide the following values. Work Environment (X1): The test findings indicate that the tolerance value of 0.612 is greater than 0.1 and the VIF value of 1.634 is less than 10. These values fall within the acceptable range. As a result, the regression model can be used for further testing because this demonstrates that the Work Environment variable does not experience multicollinearity. Work Discipline (X2): Based on the test results, the tolerance value of 0.685 is greater than 0.1 and the VIF value of 1.460 is less than 10. Both values meet the required criteria, indicating that no multicollinearity is present. Therefore, the Work Discipline variable is considered free from multicollinearity, and the regression model can be appropriately used for testing. Teamwork (X3): According to the test results, the tolerance value of 0.728 is greater than 0.1 and the VIF value of 1.374 is less than 10. These results show that the Teamwork variable does not exhibit multicollinearity. Consequently, the regression model remains suitable for further analysis.

Heteroskedasticity Test

Table 3. Heteroskedasticity Test Results

Variable	Sig. P (Value)	Information
Work Environment	0,213	No Heterosjedasticity occur
Work Discipline	0,367	No Heterosjedasticity occur
Teamwork	0,594	No Heterosjedasticity occur

According to the results of the conducted heteroscedasticity test, there is no evidence of heteroscedasticity in the three variables examined, namely Work Environment, Work Discipline, and Teamwork. Each variable has a P-value greater than 0.05, which indicates the absence of heteroscedasticity. The Work Environment variable shows a P-value of 0.213, suggesting that no

heteroscedasticity is present. Similarly, the P-value for the Work Discipline variable is 0.367, while the P-value for the Teamwork variable is 0.594. These results confirm that all variables meet the assumptions required for regression analysis.

Multiple Linear Regression Test

Table 4. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients		
	B	Std.	
Error	(Constant)	7,982	2,745
Work Environment	0,315	0,118	
Work Discipline	0,284	0,121	
Teamwork	0,241	0,112	

A relationship between the dependent variable and the three independent variables, namely Work Environment, Work Discipline, and Teamwork, is shown by the above multiple linear regression equation. The following formulation can be derived from the regression results:

$$Y = 7.982 + 0.315X_1 + 0.284X_2 + 0.241X_3 + e$$

The equation for multiple linear regression can be interpreted as follows:

- The constant value (α) is 7.982, which indicates that the Employee Performance variable is at a value of 7.982 if the independent variables Work Environment, Work Discipline, and Teamwork are assumed to be 0 (zero). This means that even without the influence of the three predictors, employee performance still has a baseline value of 7.982.
- The coefficient of the Work Environment variable (X_1) is 0.315, derived from the multiple regression coefficient calculations. This indicates that an increase in the Work Environment variable will increase Employee Performance by 0.315 units, assuming Work Environment, Work Discipline, and Teamwork remain constant at 0 (zero). Thus, the Work Environment variable has a positive influence on employee performance at the Sambu District Office, Boyolali Regency.
- The coefficient of the Work Discipline variable (X_2) is 0.284, which shows that adding the Work Discipline variable will increase Employee Performance by 0.284 units if the other variables Work Environment and Teamwork are constant at 0 (zero). Therefore, Work Discipline is positively correlated with employee performance at the Sambu District Office, Boyolali Regency.
- The coefficient of the Teamwork variable (X_3), obtained from the regression calculations, is 0.241. This demonstrates that adding the Teamwork variable will increase Employee Performance by 0.241 units, assuming the variables Work Environment and Work Discipline are constant at 0 (zero). This indicates that Teamwork has a favorable influence on employee performance at the Sambu District Office, Boyolali Regency.
- The results of the multiple linear regression analysis show that the Work Environment variable has the greatest influence on Employee Performance, evidenced by its regression coefficient of 0.315, which is the highest among the three independent variables. This suggests that improving
- the physical and psychological conditions of the work environment contributes most significantly to enhancing employee performance.

t- Test

Table 6. t-Test Results

Variable	tcount	Ttable	Sig.
Work Environment	3,985	2,03	0
Work Discipline	3,427	2,03	0,002
<u>T e a m w o r k</u>	<u>2,964</u>	<u>2,03</u>	<u>0,006</u>

The interpretation of the t-test yields the following results:

- a. The calculation results show that $t_{count} > t_{table}$ ($3.985 > 2.030$) with a significance value of $0.000 < 0.05$, therefore H_0 is rejected. It can be stated that the Work Environment variable has a positive and significant effect on Employee Performance at the Sambu District Office, Boyolali Regency.
- b. The calculation results show that $t_{count} > t_{table}$ ($3.427 > 2.030$) with a significance value of $0.002 < 0.05$, therefore H_0 is rejected. This indicates that the Work Discipline variable has a positive and significant effect on Employee Performance at the Sambu District Office, Boyolali Regency.
- c. The calculation results show that $t_{count} > t_{table}$ ($2.964 > 2.030$) with a significance value of $0.006 < 0.05$, therefore H_0 is rejected. This means that the Teamwork variable has a favorable and significant effect on Employee Performance at the Sambu District Office, Boyolali Regency.

Coefficient of Determination

Table 7. Coefficient of Determination

R	R Square	Adjusted R Square
0,694 ^a	0,482	0,449

The Adjusted R Square score is 0.449 according to the coefficient of determination (R^2) test results in the table above. The R Square coefficient of determination is 0.482, or equal to 48.2% in magnitude. This figure indicates that the Employee Performance variable can be explained by the variables Work Environment, Work Discipline, and Teamwork by 48.2%. The remaining 51.8% ($100\% - 48.2\%$) is influenced by other factors not included in this study, such as organizational culture, leadership style, workload, compensation, and other external or internal organizational factors.

Discussion

The Influence of the Work Environment on Employee Performance at the Sambu District Office, Boyolali Regency

Based on research that has been conducted on employees of the Sambu District Office, Boyolali Regency, the H_1 test results using SPSS statistical software show that H_0 is rejected and H_a is accepted, since the Work Environment variable (X_1) obtained a t-count value of $3.985 > t_{table}$ 2.030 with a significance value of $0.000 < 0.05$. These findings support the hypothesis that H_1 , which states that the Work Environment variable (X_1) has a favorable and significant impact on employee performance, is accepted. The study's first hypothesis, "Work Environment has a positive and significant effect on Employee Performance," is supported by the data. A conducive work environment is one of the most essential factors enabling employees to perform their duties optimally. A comfortable physical setting such as adequate lighting, cool room temperature, sufficient ventilation, and a clean workspace allows employees to work more effectively and experience less fatigue. Likewise, a reduced level of noise and improved office layout help employees maintain focus during administrative tasks and public service activities. At the Sambu District Office, employees rely heavily on a supportive physical and psychological environment to carry out daily public services. Therefore, improvements to the work environment become a crucial foundation for enhancing employee productivity and performance.

The Influence of the Work Discipline on Employee Performance at the Sambu District Office, Boyolali Regency

Based on the results of research conducted at the Sambu District Office, the H_2 test results using SPSS indicate that H_0 is rejected and H_a is accepted, since the Work Discipline variable (X_2) obtained a t-count value of $3.427 > t_{table}$ 2.030 with a significance value of $0.002 < 0.05$. These findings support the hypothesis that H_2 , which states that Work Discipline (X_2) has a positive and significant impact on employee performance, is accepted. Thus, the study's hypothesis stating that "Work Discipline has a positive and significant effect on Employee Performance" is supported by the data.

Work discipline is a crucial behavioral trait required from each employee to ensure that tasks are carried out consistently and in accordance with organizational standards. Employees with strong discipline tend to arrive on time, follow the established rules, minimize absenteeism, and complete tasks within the allocated time frame. At the Sambu District Office, increased adherence to work procedures and reduced absence rates contribute significantly to the smooth delivery of public services. Discipline shapes employee responsibility, task awareness, and commitment to organizational goals. For this reason, discipline becomes a fundamental aspect in improving the performance and service quality of government institutions.

The Influence of the Teamwork on Employee Performance at the Sambu District Office, Boyolali Regency

Based on research conducted at the Sambu District Office, Boyolali Regency, the H3 test results using SPSS show that H_0 is rejected and H_a is accepted, since the Teamwork variable (X3) obtained a t-count value of 2.964 > t-table 2.030 with a significance value of 0.006 < 0.05. These findings support the hypothesis that H3, which states that the Teamwork variable (X3) has a favorable and significant impact on employee performance, is accepted. Therefore, the hypothesis "Teamwork has a positive and significant effect on Employee Performance" is supported by the data.

Teamwork is a key component in government administrative activities, as many tasks require coordination among multiple employees and departments. Effective teamwork ensures smooth communication, balanced distribution of workload, and mutual assistance in handling tasks, especially during peak service hours or complex administrative processes. At the Sambu District Office, strong teamwork enables employees to complete tasks more efficiently, avoid overlapping duties, and prevent delays in public service delivery. Good cooperation nurtures trust, fosters collaboration, and creates a supportive workplace atmosphere that ultimately enhances employee performance.

4. CONCLUSION

The following conclusions can be reached in light of the findings of the study and the analysis that has been conducted:

1. Employees at the Sambu District Office perform better when the work environment is conducive, and this effect is positive and significant. Improvements in lighting, temperature, cleanliness, and workspace comfort contribute meaningfully to enhanced employee performance.
2. Employees at the Sambu District Office perform better when they demonstrate good work discipline, which shows a positive and significant effect. Higher levels of punctuality, adherence to rules, and reduced absenteeism support more effective task completion.
3. Employees at the Sambu District Office perform better when teamwork is strong, and the effect is positive and significant. Good communication, coordination, and shared responsibility among employees contribute to improved work effectiveness.

The coefficient of determination (R^2) test results show a value of 0.482, which indicates that the independent variables of Work Environment, Work Discipline, and Teamwork have a 48.2% influence on the Employee Performance variable, with the remaining 51.8% being influenced by other variables not included in this study, such as leadership, organizational culture, workload, and compensation.

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