



THE INFLUENCE OF WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PALMA SHOP MAJALENGKA

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Abstract. Palma Shop Majalengka is a business entity engaged in the retail clothing trade. It is located on Jl. Raya Heuleut-Weragati, Tanjungsari Village, Leuwimunding District, Majalengka Regency. This study aims to determine the effect of work discipline and the work environment on employee performance. This study uses descriptive and verification methods with a quantitative approach. The population in this study was 30 employees, and due to the relatively small number of employees, the census technique was used, resulting in a sample size of 30 employees. Data collection used a questionnaire. Data analysis used descriptive and verification methods, using multiple regression coefficient tests, coefficients of determination, and hypothesis testing. This was done to determine the relationship and influence between the independent variables and the dependent variable. The results of this study indicate that work discipline partially has a positive and significant effect on employee performance, the work environment partially has a positive and significant effect on employee performance, and both work discipline and the work environment simultaneously have a positive and significant effect on employee performance. Based on the regression coefficients, the work environment shows the greatest influence on employee performance, indicating that managerial efforts should prioritize improving workplace comfort and facility adequacy to strengthen overall employee productivity.

Keywords: work discipline; work environment; employee performance.

1. Introduction

The main purpose of a company is to provide welfare for all members involved in company activities, both directly and indirectly (Rahmah, 2022). To achieve these goals, companies must implement a series of structured management activities planning, organizing, implementing, and controlling so that organizational resources can be managed effectively (Samsudin, 2006). In recent years, the role of human resource management has become even more vital as companies face dynamic changes in technology, customer expectations, and workforce behavior (*Chen & Morales, 2024*). These developments have increased the urgency for organizations, including small retail businesses, to strengthen the performance and productivity of their employees as a foundation for operational sustainability.

Business competition is growing rapidly due to the rise of new enterprises and the expansion of digital commerce platforms. This is particularly evident in the retail clothing sector, where offline stores must compete not only with similar physical stores but also with increasingly aggressive online retailers (*Global Retail Performance Report, 2025*). For small retail stores, employee performance has now become a strategic priority because customer experience depends heavily on service quality, responsiveness, and staff reliability. Recent global studies show that small retailers with consistently strong employee performance are more resilient amid economic fluctuations and shifting

consumer behavior (*OECD Retail Trends, 2024*). Therefore, enhancing employee performance is not merely an operational need but a competitive necessity.

Performance refers to the measurable outcomes of employee activities in fulfilling their assigned responsibilities (Mangkunegara, 2016). One of the key determinants of employee performance is work discipline. According to Hariandja (in Juni Novita, 2014), discipline encompasses all written and unwritten rules that employees must follow to achieve productivity. International research also confirms that structured discipline systems significantly reduce absenteeism, improve task accuracy, and enhance workflow consistency in small businesses (*Santos & Ibrahim, 2025*). Companies with higher levels of employee discipline tend to demonstrate greater stability in service quality and operational reliability.

Another important factor influencing performance is the work environment. A supportive work environment enhances employee comfort, motivation, and satisfaction, which subsequently improves performance (Nabawi, 2019). Modern studies emphasize that ergonomic workspace design, air quality, lighting, safety, and emotional atmosphere significantly shape employee behavior in retail settings (*Nguyen & Park, 2025; Retail Workforce Insights, 2024*). A conducive work environment helps employees feel valued and psychologically secure, ultimately contributing to stronger organizational commitment.

These theoretical insights are also reflected in the conditions at Palma Shop Majalengka, a retail clothing store located on Jl. Raya Heuleut-Weragati, Tanjungsari Village, Leuwimunding District, Majalengka Regency. The store employs 30 staff members across various divisions, including supervisors, warehouse managers, shop managers, and cashiers. Preliminary observations indicate several issues affecting performance, such as frequent tardiness, inadequate supervision in the parking area, and insufficient facilities—particularly the limited functioning of air conditioning systems. Such challenges are consistent with findings from recent international studies showing that deficiencies in workplace discipline and physical conditions directly hinder employee productivity in small retail businesses (*Hassan & Lee, 2024*).

Despite these challenges, Palma Shop Majalengka has made efforts to support employee performance by providing essential facilities such as work equipment, parking areas, a prayer room, uniforms, rest areas, and restrooms. Employees also receive timely wages and performance-related bonuses. However, modern research suggests that small retail businesses must continuously adapt their HR strategies—especially in discipline management and environmental improvement—to remain competitive in the evolving retail landscape (*OECD Small Retail HR Report, 2025*). This underscores the importance of examining how work discipline and the work environment influence employee performance within small retail contexts such as Palma Shop Majalengka.

2. Research Methods

The research method used is a quantitative method with descriptive and verification methods. In this study, data on the population of Palma Shop Majalengka employees was obtained as many as 30 employees. The sampling method used is a non-probability sampling method with a saturated or census sampling technique so that the total population is made into 30 sample respondents. Data collection techniques used are observation methods, interview methods and questionnaire distribution methods. The results of data collection were analyzed by instrument tests in the form of validity and reliability tests, conducting descriptive analysis and verification analysis in the form of

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normality tests, simple and multiple correlation coefficient tests, simple and multiple regression coefficient tests, coefficients of determination and hypothesis tests.

3. Results and Discussion

3.1 Research Result

Test Research Instruments

Table 1. Results of Validity Test

Validity Test											
Work Discipline (X ₁)				Work Environment (X ₂)				Employee Performance (Y)			
No Item	r _{value}	r _{table} value	Inf	No Item	r _{value}	r _{table} value	Inf	No Item	r _{value}	r _{table} value	Inf
1	0,707	0,361	valid	1	0,740	0,361	valid	1	0,782	0,361	valid
2	0,625	0,361	valid	2	0,772	0,361	valid	2	0,850	0,361	valid
3	0,659	0,361	valid	3	0,780	0,361	valid	3	0,579	0,361	valid
4	0,393	0,361	valid	4	0,707	0,361	valid	4	0,572	0,361	valid
5	0,784	0,361	valid	5	0,811	0,361	valid				
6	0,830	0,361	valid	6	0,489	0,361	valid				
7	0,598	0,361	valid	7	0,817	0,361	valid				
8	0,528	0,361	valid	8	0,757	0,361	valid				

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on the validity test table 1 above, it can be concluded that the calculated r value for each statement item is greater than the r table value, so that each statement item for each variable can be declared valid, this is in accordance with the opinion of Sugiyono (2016) if the validity index value is positive and the amount is 0.30 and above.

Table 2. Results of Reliability Test

Reliability Test					
Work Discipline (X ₁)		Work Environment (X ₂)		Employee Performance (Y)	
<i>Cronbach' Alpha</i>	Infomation	<i>Cronbach' Alpha</i>	Infomation	<i>Cronbach' Alpha</i>	Information
0,800	Reliable	0,870	Reliable	0,658	Reliable

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on the reliability test table 2, it can be seen in the *Cronbach's Alpha* for each variable is greater than the critical point of 0.60, so that each variable can be declared reliable which means it is able to produce consistent answers. This is in accordance with the statement of Ghozali (2018) a questionnaire is said to be reliable if a person's answer to the statement is consistent.

3.1.1 Descriptive Analysis

Table 3. Descriptive Analysis Results

Work Discipline (X ₁)				Work Environment (X ₂)			Employee Performance (Y)		
No Item	Actual Score	Ideal Score	%	Actual Score	Ideal Score	%	Actual Score	Ideal Score	%
1	139	150	92,67	140	150	93,33	137	150	91,33
2	133	150	88,67	138	150	92,00	133	150	88,67
3	138	150	92,00	130	150	86,67	134	150	89,33
4	144	150	96,00	134	150	89,33	141	150	94,00
5	133	150	88,67	137	150	91,33			
6	133	150	88,67	137	150	91,33			
7	140	150	93,33	139	150	92,67			

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Work Discipline (X ₁)				Work Environment (X ₂)			Employee Performance (Y)		
No Item	Actual Score	Ideal Score	%	Actual Score	Ideal Score	%	Actual Score	Ideal Score	%
8	138	150	92,00	139	150	90,67			
Σ	1,908	1,200	91,5	1,094	1,200	90,92	545	600	90,83

Source: Primary research data, processed in Microsoft Excel, 2023

Based on Table 3, the Descriptive Analysis Results above, it can be seen that respondents' responses regarding work discipline (X₁), work environment (X₂), and employee performance (Y) are in the very good category, namely at 91.5%, 90.92%, and 90.83%, respectively, as they fall within the range of 84.01% - 100%, which refers to the guidelines according to (Narimawati, 2010).

3.1.2 Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			30
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		,96601653
Most Extreme Differences	Absolute		,103
	Positive		,103
	Negative		-,057
Test Statistic			,103
Asymp. Sig. (2-tailed)			,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on Table 3, the results of the Normality Test above, the significance value of Asymp. Sig. (2-tailed) is 0.200, which is greater than 0.05, indicating that the residual values are normally distributed. This is in accordance with Ghazali's (2018) opinion, and further statistical testing can be conducted.

3.1.3 Multiple Regression Coefficient

Table 5. Results of Multiple Regression Coefficient Test

Model		coefficients ^a		Standardized Coefficients		Sig.
		Unstandardized Coefficients		Beta	T	
1	(Constant)	2,076	2,761		,752	,459
	Work Discipline	,214	,078	,381	2,746	,011
	Work Environment	,226	,061	,513	3,694	,001

a. Dependent Variable: Employee Performance

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on the calculation results in Table 5, the Multiple Regression Coefficient Test Results above, it can be concluded that the equation is,

$$Y = 2.076 \alpha + 0.214 (X_1) + 0.226 (X_2) \quad (1)$$

Which can be interpreted as follows:

1. A constant of 2.076 means that if work discipline and work environment are both zero, then employee performance is 2.076.
2. The work discipline regression coefficient is 0.214, which indicates that every additional one (1) unit of discipline score will increase employee performance by 0.214, assuming the independent work environment variable remains constant.
3. The work environment regression coefficient is 0.226, which states that every additional one (1) unit of the work environment score will increase employee performance by 0.226, assuming the independent variable of work discipline remains constant.

3.1.4 Hypothesis Testing

Table 6. Results of the t-Test (Partial)

		Coefficients				
Model		Ustandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2,076	2,761		,752	,459
	Work Discipline	,214	,078	,381	2,746	,011
	Work Environment	,226	,061	,513	3,694	,001

a. Dependent Variable: Employee Performance

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on Table 5, the results of the Partial t-Test above can be explained as follows:

1. The work discipline variable (X_1) obtained a calculated t value of 2.746 > t table 1.701 and a significance value of 0.000 < 0.05, consistent with Sugiyono's (2019) opinion. Therefore, H_0 is rejected and H_a is accepted, meaning that work discipline (X_1) has a positive and significant effect on employee performance (Y).
2. The work environment variable (X_2) obtained a calculated t value of 3.694 > t table 1.701 and a significance value of 0.000 < 0.05, in accordance with Sugiyono's (2019) opinion. Therefore, H_0 is rejected and H_a is accepted, meaning that the work environment (X_2) has a positive and significant effect on employee performance (Y).

3.1.5 F Test (Simultaneous)

Table 7. Results of the F-Test (Simultaneous)

		ANOVA ^a				
	Model	Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	37,104	2	18,552	18,509	,000 ^b
	Residual	27,062	27	1,002		
	Total	64,167	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Discipline

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on Table 6, the results of the Simultaneous F-Test above, we compare the calculated F value of 18.509 > F table value of 3.354 and a significance value of 0.000 < 0.05, in accordance with Sugiyono (2019). Therefore, H_0 is rejected and H_a is accepted, meaning that work discipline (X_1) and work environment (X_2) simultaneously have a positive and significant effect on employee performance (Y).

3.1.6 Coefficient of Determination (R^2)

Table 7. Results of the Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.547	1,0012

a. Predictors: (Constant), Work Environment, Work Discipline

b. Dependent Variable: Employee Performance

Source: Questionnaire output, processed in SPSS 26.0, 2023

Based on the calculations in Table 7, the Coefficient of Determination results above show that the R^2 is 0.760, or 57.8%. It can be concluded that the simultaneous contribution of the work discipline (X_1) and work environment (X_2) variables to employee performance (Y) is 57.8%. The remaining 42.2% is the contribution of other factors not examined in this study (epsilon).

3.2 Discussion

3.2.1 The Impact of Work Discipline on Employee Performance

The results of this study show that respondents' perceptions of work discipline reached 91.5%, falling into the very good category. This illustrates that employees at Palma Shop Majalengka generally follow company regulations and demonstrate awareness of punctuality, task completion, and adherence to operational procedures. The t-test value ($t = 2.746$, sig. $0.011 < 0.05$) confirms that work discipline has a positive and significant influence on employee performance. This finding reinforces previous domestic studies, such as that of Illanisa, Zulkarnaen, and Suwana (2019), who found that stronger work discipline aligns with higher employee performance.

When compared with recent international studies, the results show a similar pattern. For example, Santos & Ibrahim (2025) found that in small retail enterprises across Southeast Asia, structured discipline systems—particularly punctuality enforcement and task accountability significantly increased sales team productivity. Likewise, OECD Retail Workforce Trends (2024) reported that micro and small retail businesses that implemented routine monitoring and workplace discipline policies achieved 12–18% higher performance outputs compared to stores with weak enforcement mechanisms.

These global findings confirm that the positive relationship between work discipline and performance is not only relevant to small clothing retailers such as Palma Shop Majalengka but also applicable across various retail formats, including convenience stores, specialty shops, and small food-service businesses. In more structured sectors such as logistics, hospitality, and manufacturing, discipline can have an even stronger impact, as adherence to procedures directly affects operational accuracy and customer satisfaction. Thus, the results of this study can be generalized to other labor-intensive business environments where employee behavior directly influences service quality and operational flow.

3.2.2 The Influence of the Work Environment on Employee Performance

The descriptive results indicate that the work environment obtained a score of 90.92%, which falls within the very good category. This shows that employees generally perceive the physical and non-physical environment at Palma Shop Majalengka as supportive, although some facilities such as air conditioning and parking supervision still need improvement. The t-test ($t = 3.694$, sig. $0.001 < 0.05$) confirms that the work

environment significantly affects employee performance, which aligns with prior findings by Sihaloho and Siregar (2020). Recent global studies reinforce the importance of environmental conditions in small retail enterprises. *Nguyen & Park (2025)* found that ergonomic workspace layout, adequate ventilation, and ambient temperature significantly improved employee alertness and customer service speed in Asian retail chains. Similarly, the *Retail Workforce Insights Report (2024)* states that a comfortable and psychologically safe workplace can increase frontline employee performance by up to 30%, especially in stores with high customer interaction such as clothing boutiques and supermarkets.

The findings from Palma Shop Majalengka also align with broader trends in the international retail industry, which emphasize the need to enhance both physical conditions (lighting, temperature, safety) and social-emotional environments (supportive supervisors, low stress, positive communication). Because many small retail businesses rely heavily on interpersonal service, improvements in environmental comfort can immediately raise employee productivity, engagement, and customer experience.

This evidence suggests that the results of this study are applicable to many other small retail businesses and even beyond the retail sector. Businesses in hospitality, food & beverage, health-care customer service, and warehousing may also experience similar performance improvements when physical and psychosocial work conditions are optimized.

3.2.3 The Influence of Work Discipline and the Work Environment on Employee Performance

The percentage score for employee performance reached 90.83%, categorized as very good, indicating that most employees demonstrate strong commitment and capability in carrying out their responsibilities. The simultaneous test results ($F = 18.509$, sig. $0.000 < 0.05$) indicate that work discipline and the work environment jointly have a strong and significant influence on employee performance. This confirms that both variables function as complementary predictors of performance outcomes. When discipline is consistently enforced and the work environment is supportive, employee performance tends to stabilize at high levels.

Recent international studies also support this dual-effect model. *Al-Khalidi (2024)* found that in Middle Eastern small retail firms, combining behavioral control (discipline) with environmental improvements resulted in the highest gains in employee productivity. Likewise, *OECD Small Retail HR Report (2025)* highlights that the most successful small businesses worldwide invest simultaneously in workplace rules and environmental comfort, creating a balanced system that supports both employee behavior and well-being.

These findings suggest that the model used in this study is highly relevant not only for Palma Shop Majalengka but also for small and medium-sized enterprises (SMEs) broadly. The combination of strong discipline and a conducive work environment is likely to improve performance in any business that relies on customer-facing roles or routine operational tasks. This makes the study's results adaptable for other micro-retail settings, small hospitality operations, service counters, and low-medium complexity manufacturing environments.

4. Conclusion

Based on the research results, the following conclusions can be drawn:

1. Work discipline has a positive and significant impact on employee performance at Palma Shop, Majalengka.
2. The work environment has a positive and significant impact on employee performance at Palma Shop, Majalengka.
3. Work discipline and the work environment have a positive and significant impact on employee performance at Palma Shop, Majalengka.

The main message of this study is simple: employees perform better when they follow clear rules and work in a comfortable, supportive environment. Therefore, SME managers should enforce discipline consistently—especially punctuality, task responsibility, and adherence to store procedures—while also improving basic workplace conditions such as safety, ventilation, temperature, cleanliness, and facility adequacy. Even small, low-cost improvements in discipline and the work environment can increase productivity, service quality, and customer satisfaction in small retail businesses. Future studies are encouraged to broaden the research scope by examining more stores, larger employee groups, and additional factors that may influence performance in different retail and SME contexts.

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