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# The Effect of Work Environment, Competence, and Work Discipline on Employee Performance at PT Sentral Berkat Teknologi

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## ABSTRACT

**Purpose.** This study aims to examine the effect of work environment, competence, and work discipline on employee performance at PT Sentral Berkat Teknologi. Employee performance is a central factor in supporting organizational effectiveness, especially in a technology-based company that depends on accuracy, speed, and service quality. In this context, a supportive work environment, adequate competence, and strong work discipline are considered essential determinants of employee performance. The study was conducted to provide empirical evidence regarding the individual and simultaneous influence of those variables on employee performance in the company.

**Materials and methods.** This study used a quantitative explanatory design. The population consisted of all employees of PT Sentral Berkat Teknologi, totaling 45 employees. Because the population was relatively small, the study used a saturated sampling technique in which all employees were induded as respondents. Data were collected through questionnaires, interviews, and observation. The instrument was tested through validity and reliability analysis, followed by dassical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination analysis using SPSS.

**Results.** The results show that work environment has a positive and significant effect on employee performance, with a t-value of 2.363 and a significance value of 0.023. Competence also has a positive and significant effect on employee performance, with a t-value of 3.167 and a significance value of 0.003. Work discipline has a positive and significant effect on employee performance, with a t-value of 4.493 and a significance value of 0.001, making it the strongest predictor among the three variables. Simultaneously, work environment, competence, and work discipline significantly affect employee performance, with an F-value of 34.765 and a significance value of 0.001. The coefficient of determination shows an R Square value of 0.718 and an Adjusted R Square of 0.697, indicating that 69.7% of the variation in employee performance can be explained by the three independent variables.

**Conclusions.** This study confirms that work environment, competence, and work discipline each have a positive and significant influence on employee performance at PT Sentral Berkat Teknologi. Among these variables, work discipline provides the strongest contribution. The findings imply that improving employee performance requires integrated efforts to create a better work environment, strengthen employee competence, and maintain discipline consistently.

**Keywords:** work environment; competence; work discipline; employee performance; technology company

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## INTRODUCTION

Human resources play a strategic role in determining whether an organization can achieve its goals effectively and sustainably. In a competitive business environment, companies are required not only to possess advanced products and systems but also to ensure that employees are able to perform well. Employee performance is closely related to the extent to which employees complete their tasks with accuracy, responsibility, and efficiency (Cahyani et al., 2025). If employee performance declines, operational quality, service reliability, and organizational credibility may also be affected.

The importance of employee performance becomes even more evident in companies operating in the field of information technology. Such companies depend on employees who are able to work carefully, respond quickly, and adapt to changing technical and organizational demands (Fitri, 2025). For this reason, employee performance cannot be viewed as an isolated outcome. It is influenced by several organizational and individual factors that shape the way employees work and how effectively they carry out their responsibilities.

One important factor is the work environment. The work environment includes both physical and non-physical conditions surrounding employees during work, such as room comfort, facilities, communication patterns, social relations, and managerial support. A supportive environment can increase concentration, reduce fatigue, and strengthen motivation (Kaur, 2025). On the other hand, a poor work environment may create discomfort and reduce work effectiveness.

Another important factor is competence. Competence reflects employees' knowledge, skills, work behavior, and confidence in performing their roles. In a technology-oriented company, employees are expected to possess sufficient technical understanding and practical abilities to deal with operational tasks effectively. When competence is not evenly distributed, work results may become inconsistent and the organization may depend too heavily on supervision and correction (Onikoyi, 2025).

Work discipline is also a key determinant of performance. Discipline is reflected in punctuality, compliance with company rules, consistency in carrying out duties, and responsibility in completing work. The background of this study shows that PT Sentral Berkat Teknologi experienced repeated lateness and variations in work consistency, suggesting that performance issues were connected to discipline-related behavior. Based on these conditions, this study aims to analyze the effect of work environment, competence, and work discipline on employee performance at PT Sentral Berkat Teknologi.

## METHOD

This study employed a quantitative research method with an explanatory approach. The research was conducted at PT Sentral Berkat Teknologi in Batam. The study focused on four variables: work environment (X1), competence (X2), and work discipline (X3) as independent variables, and employee performance (Y) as the dependent variable. The purpose was to test whether the three independent variables influenced employee performance either partially or simultaneously (Babbie, 2024).

The population in this study consisted of all 45 employees of PT Sentral Berkat Teknologi. Since the population size was relatively small, the study used saturated sampling, meaning that all members of the population were taken as respondents. This sampling approach was chosen to ensure that the findings reflected the entire employee population of the company (Kumar, 2023).

Data were collected through questionnaires, interviews, and observation. The questionnaire used a Likert scale and covered indicators of each variable. Work environment was measured through physical work conditions, social interaction, organizational support, intrinsic work aspects, and employee perceptions of their role. Competence was measured through knowledge, skills, work behavior, motivation, and self-concept (Creswell, 2023). Work discipline was measured through rule compliance, punctuality, task consistency, responsibility, and professional behavior. Employee performance was measured through work output, quality, timeliness, procedural obedience, and commitment to work.

Before hypothesis testing, the instrument was tested for validity and reliability. The results showed that all questionnaire items were valid because each item had an r-count value greater than the r-table value of 0.308. All variables were also reliable based on Cronbach's Alpha values above the accepted threshold. After that, classical assumption tests were conducted to ensure the adequacy of the regression model (Flick, 2023).

The data were then analyzed using descriptive statistics, classical assumption testing, multiple linear regression, partial testing with the t-test, simultaneous testing with the F-test, and coefficient of determination analysis using SPSS (Buchanan & Bryman, 2022). These procedures were used to

identify the magnitude and significance of the relationships between the independent variables and employee performance.

# FINDING AND DISCUSSION

## Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effect of work environment, competence, and work discipline on employee performance at PT Sentral Berkat Teknologi. This analysis aims to determine the direction and magnitude of the relationship between the independent variables and the dependent variable when other variables are held constant (Septiani & Syafrizal, 2024).

Based on the regression results obtained from SPSS, the multiple linear regression equation is formulated as follows:

$$Y = -0.123 + 0.243X1 + 0.341X2 + 0.421X3 + e$$

Where:
Y = Employee Performance
X1 = Work Environment
X2 = Competence
X3 = Work Discipline
e = Error term

The regression equation shows that all independent variables have positive coefficients. This indicates that an increase in work environment quality, employee competence, and work discipline will lead to an increase in employee performance.

The coefficient of 0.243 for work environment indicates that a one-unit increase in work environment is associated with an increase of 0.243 units in employee performance, assuming other variables remain constant. This suggests that a more supportive and comfortable work environment contributes positively to employee performance.

The coefficient of 0.341 for competence indicates that higher employee competence leads to better performance. Employees who possess stronger knowledge, skills, and abilities tend to complete their work more effectively and efficiently.

Meanwhile, work discipline has the largest coefficient, which is 0.421, indicating that it has the strongest influence on employee performance among all independent variables. This means that employees who demonstrate higher levels of discipline (such as punctuality, compliance with rules, and consistency in work ) tend to achieve higher performance (Liana & Hartono, 2024).

Overall, the regression model indicates that work environment, competence, and work discipline jointly contribute positively to employee performance, with work discipline emerging as the most dominant factor in this study.

## Partial Effect Analysis (t-Test)

To determine the partial effect of each independent variable on employee performance, a t-test was conducted through multiple linear regression analysis (Septiani et al., 2023). This test was used to examine whether work environment, competence, and work discipline individually have a significant effect on employee performance at PT Sentral Berkat Teknologi. In the coefficients table, the unstandardized coefficient (B) indicates the direction and magnitude of the relationship, while the t-value and significance level show whether the effect of each variable is statistically significant. The results of the partial regression test are presented in Table 1.

**Table 1. Partial Regression Results (t-Test)**

| Model | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|
| (Constant) | -0.123 | 4.460 | — | -0.027 | 0.978 |

| | | | | | |
|---|---|---|---|---|---|
| Work Environment (X1) | 0.243 | 0.103 | 0.219 | 2.363 | 0.023 |
| Competence (X2) | 0.341 | 0.108 | 0.353 | 3.167 | 0.003 |
| Work Discipline (X3) | 0.421 | 0.094 | 0.467 | 4.493 | < 0.001 |

a. Dependent Variable: Employee Performance (Y)

Based on Table 4.19, the constant has a coefficient value of -0.123 with a significance value of 0.978, indicating that the constant is not statistically significant. Meanwhile, work environment has a positive coefficient of 0.243 with a t-value of 2.363 and a significance value of 0.023. Since the significance value is lower than 0.05, work environment has a positive and significant effect on employee performance. This means that better work environment conditions tend to improve employee performance.

Competence also has a positive and significant effect on employee performance. This is indicated by the coefficient value of 0.341, the t-value of 3.167, and the significance value of 0.003, which is below 0.05. This result shows that higher competence contributes to better employee performance. Employees who possess stronger knowledge, skills, and ability tend to complete their work more effectively.

Work discipline has the largest regression coefficient, namely 0.421, with a t-value of 4.493 and a significance value below 0.001. This indicates that work discipline has a positive and highly significant effect on employee performance. In addition, the standardized beta value of 0.467 is the highest among all independent variables, which means that work discipline is the most dominant variable influencing employee performance in this study.

Overall, the partial test confirms that work environment, competence, and work discipline each have a positive and significant effect on employee performance at PT Sentral Berkat Teknologi. Among the three variables, work discipline provides the strongest contribution, followed by competence and work environment. These findings imply that improving employee performance requires attention not only to workplace conditions and employee capability, but also to the consistency of discipline in daily work activities.

**Simultaneous Effect Analysis (F-Test)**

To examine the simultaneous effect of work environment, competence, and work discipline on employee performance, an F-test was conducted using ANOVA in multiple linear regression analysis. This test aims to determine whether all independent variables collectively have a significant effect on the dependent variable (Samad, 2023). The decision is based on the significance value (Sig.), where a value below 0.05 indicates that the regression model is statistically significant. The results of the simultaneous test are presented in Table 2.

**Table 2. ANOVA Results (F-Test)**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 452.796 | 3 | 150.932 | 34.765 | < 0.001 |
| Residual | 178.004 | 41 | 4.342 | | |
| Total | 630.800 | 44 | | | |

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Discipline (X3), Work Environment (X1), Competence (X2)

Based on Table 4.18, the F-value is 34.765 with a significance value of less than 0.001, which is lower than the significance level of 0.05. This indicates that the regression model is statistically significant. Therefore, it can be concluded that work environment, competence, and work discipline simultaneously have a significant effect on employee performance at PT Sentral Berkat Teknologi.

The results also show that the regression model is suitable for explaining variations in employee performance. The relatively high F-value indicates that the independent variables collectively provide strong explanatory power in predicting employee performance (Wardhani, 2023). This means that employee performance is not influenced by a single factor, but rather by the combined effect of workplace conditions, employee competence, and work discipline.

From a practical perspective, these findings imply that improving employee performance requires an integrated approach. Organizations should not focus only on one aspect, such as improving facilities or increasing employee skills, but should also ensure that work discipline is maintained (Ghufron, 2023). When these three factors are improved simultaneously, employee performance is more likely to increase significantly and consistently.

**Coefficient of Determination ($R^2$)**

To evaluate how well the regression model explains employee performance, the coefficient of determination was analyzed through the Model Summary output (Septiani & Fahmy, 2022). This analysis is important because it shows the proportion of variance in the dependent variable that can be explained by the independent variables included in the model. In this study, the coefficient of determination was used to measure how far work environment, competence, and work discipline jointly explain employee performance at PT Sentral Berkat Teknologi. The result is presented in Table 3.

**Table 3. Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.847 | 0.718 | 0.697 | 2.084 |

a. Predictors: (Constant), Work Discipline (X3), Work Environment (X1), Competence (X2)
b. Dependent Variable: Employee Performance (Y)

Based on Table 4.20, the regression model produces an R value of 0.847, indicating a strong relationship between the independent variables and employee performance. This means that work environment, competence, and work discipline are strongly associated with employee performance at PT Sentral Berkat Teknologi. The strength of this correlation suggests that the three variables are highly relevant in explaining variations in performance outcomes.

The R Square value of 0.718 indicates that 71.8% of the variation in employee performance can be explained by work environment, competence, and work discipline. This shows that the model has substantial explanatory power. In other words, the three variables contribute meaningfully to understanding how employee performance is formed within the company.

Meanwhile, the Adjusted R Square value of 0.697 shows that after adjusting for the number of predictors used in the model, 69.7% of employee performance is still explained by the three independent variables. The remaining 30.3% is influenced by other variables outside the model, such as leadership, motivation, compensation, organizational culture, or other factors not examined in this study. Overall, this result confirms that the regression model is strong enough to explain employee performance at PT Sentral Berkat Teknologi.

**Discussion**

**Hypothesis 1: The Effect of Work Environment on Employee Performance**

The findings of this study indicate that work environment has a positive and significant effect on employee performance at PT Sentral Berkat Teknologi. This result shows that employee performance tends to improve when the work environment is perceived as more supportive, comfortable, and conducive to completing daily tasks. In a company operating in the field of information technology, employees often deal with tasks that require concentration, accuracy, and coordination. Because of this, workplace conditions become an important factor in supporting stable performance (Waworuntu, 2022).

The work environment in this study includes both physical and non-physical elements. Physical aspects relate to room comfort, lighting, air circulation, workspace arrangement, and work facilities. Non-physical aspects include relationships among coworkers, communication quality, managerial support, and the general atmosphere of work (Putra, 2022). These dimensions matter because performance is not shaped only by what employees can do, but also by the context in which they carry out their responsibilities. A supportive environment enables employees to work with fewer distractions and greater consistency.

This result is consistent with the background condition described in the study, where some employees still perceived limitations in room comfort, work facilities, and coordination. Even when those issues were not uniformly experienced by all employees, they were important enough to affect the quality of work (Asari, 2022). Employees who do not feel fully supported by their work environment may face more interruptions, reduced focus, and lower efficiency. In contrast, a more favorable environment may encourage better concentration and a stronger willingness to perform.

From a managerial perspective, this finding suggests that improving employee performance should include improvement of workplace conditions. Management should not view environment merely as a supporting background, but as a factor that directly shapes work effectiveness (Septiani, 2019). Better facilities, more stable communication, and a more organized work setting can help employees perform more efficiently and reduce operational friction. In a growing company, such improvements may have a meaningful impact on consistency and service quality.

Overall, the effect of work environment in this study confirms that employee performance is partly contextual. Employees do not work in isolation; their output is influenced by the conditions surrounding them. Therefore, a better work environment can function as a practical and strategic resource for improving employee performance at PT Sentral Berkat Teknologi.

**Hypothesis 2: The Effect of Competence on Employee Performance**

The results also show that competence has a positive and significant effect on employee performance. This means that employees who possess stronger knowledge, better technical skills, and greater confidence in their professional abilities tend to perform better. Competence is important because it directly influences how employees understand their tasks, solve work-related problems, and maintain the quality of their output (Widhiastuti, 2019). In a technology-based business, competence becomes especially relevant because the company depends on employees who can respond accurately and efficiently to operational demands.

Competence in this study is not limited to technical knowledge alone. It also includes interpersonal skills, work behavior, internal motivation, and self-concept. This broader view is important because employee performance often depends on more than technical ability (Judge, 2017). Employees need to communicate, adapt, cooperate, and maintain confidence in carrying out their responsibilities. Therefore, competence should be understood as a multidimensional capacity that supports work execution from several directions at once.

The descriptive findings indicate that employee competence at PT Sentral Berkat Teknologi is generally in the good category, although not entirely even across all employees. Some employees are perceived as having strong understanding of procedures and sufficient capability in their work, while others still appear to need further development (Mabaso, 2017). This variation is important because it suggests that competence already supports performance, but there remains room for structured improvement. In an organizational setting, even moderate competence gaps can influence work consistency and service reliability (Septiani, 2019).

From a practical standpoint, the result highlights the importance of continuous competency development. Training, technical guidance, mentoring, and workplace learning can help strengthen employees' knowledge and capability. Since the company operates in a dynamic technology environment, competence cannot be treated as a fixed condition (Thangaswamy, 2017). Employees need opportunities to update their skills and improve their ability to face new demands. By doing so, the company can strengthen not only individual performance but also collective operational quality.

In general, the positive effect of competence confirms that employee performance is closely tied to capability. Employees tend to perform better when they know what to do, how to do it, and how to handle work challenges with confidence (Nugraha & Suriani, 2026). This means that competence is not only an individual asset, but also an organizational resource that supports performance improvement in a sustainable way.

**Hypothesis 3: The Effect of Work Discipline on Employee Performance**

The findings of this study indicate that work discipline has a positive and significant effect on employee performance, and among all independent variables, it has the strongest influence. This result

suggests that employee performance at PT Sentral Berkat Teknologi is highly dependent on disciplined behavior in daily work activities (Nugraha et al., 2026). Employees who are more punctual, more compliant with work procedures, and more consistent in completing their tasks tend to achieve better performance outcomes.

This result is highly relevant to the company's empirical condition described in the background of the study. Attendance data for 2025 showed repeated lateness across many months, which indicated that discipline was a real issue in the organization. In that context, it is reasonable that work discipline emerged as the most dominant variable (Nugraha, Judijanto, et al., 2025). Performance problems often do not arise only from lack of ability or weak facilities, but from inconsistency in work behavior, especially when responsibilities are not carried out on time and in an orderly way.

Work discipline in this study covers more than punctual attendance. It includes compliance with rules, orderly task execution, responsibility in completing work, and the maintenance of professional conduct (Nugraha, Meisuri, et al., 2025). These dimensions are important because discipline forms the behavioral foundation that allows employees to use their skills and work resources effectively. Even competent employees working in a relatively good environment may not produce optimal performance if disciplined work behavior is weak (Septiani & Fahmy, 2022).

From a managerial perspective, this finding has strong practical implications. If the company wants to improve performance quickly and consistently, strengthening work discipline should be a central priority. Clear rules, consistent supervision, communication of expectations, and a fair enforcement system can help improve discipline across the organization (Nugraha, Wulandari, et al., 2024). In addition, discipline should not be treated only as a control mechanism, but also as a professional value that supports work responsibility and organizational reliability.

Overall, the strong influence of work discipline confirms that employee performance is strongly shaped by behavioral consistency. Discipline acts as a stabilizing factor that translates work standards into everyday practice. In this study, it emerges as the most decisive variable, meaning that performance improvement at PT Sentral Berkat Teknologi will be more effective when discipline is managed seriously and systematically.

**Hypothesis 4: The Simultaneous Effect of Work Environment, Competence, and Work Discipline on Employee Performance**

The simultaneous analysis shows that work environment, competence, and work discipline collectively have a positive and significant effect on employee performance (Nugraha, Septiani, et al., 2024). This means that employee performance at PT Sentral Berkat Teknologi is not formed by one variable in isolation, but by the interaction of several important factors. Each variable contributes differently, but together they provide a strong explanation of how employee performance is developed within the company (Samad, 2023).

This result supports the idea that performance is multidimensional. A good work environment may help employees work more comfortably, but it will be more effective when employees also have sufficient competence and maintain strong discipline. In the same way, competence may improve problem-solving and technical execution, but performance can still weaken if discipline is low or workplace conditions remain unsupportive (Nugraha, 2024). Therefore, the best performance outcomes are likely to appear when the three variables operate together in a balanced way.

The coefficient of determination also reinforces this interpretation. Since 71.8% of the variance in employee performance is explained by the three variables, the model demonstrates that they jointly provide substantial explanatory power (Septiani et al., 2023). This suggests that the company's performance problems and opportunities for improvement can largely be understood through these three dimensions (Nugraha & Suriani, 2024). Although other factors also matter, the current model already captures a strong portion of what shapes employee performance.

From an organizational perspective, the simultaneous effect implies that performance improvement should be approached comprehensively. Management should avoid focusing on one area while ignoring the others. For example, improving facilities without strengthening employee competence may produce limited results, and training employees without building discipline may also

reduce the effectiveness of improvement efforts (Septiani & Syafrizal, 2024). A more balanced strategy is needed, in which workplace conditions, competency development, and discipline management are handled together.

In conclusion, the simultaneous findings confirm that employee performance at PT Sentral Berkat Teknologi is shaped by a combination of contextual, individual, and behavioral factors. Work environment provides the setting, competence provides the capability, and discipline provides the consistency that sustains performance. Taken together, these variables form a strong foundation for understanding and improving employee performance in the company.

## CONCLUSIONS

This study was conducted to examine the effect of work environment, competence, and work discipline on employee performance at PT Sentral Berkat Teknologi. Based on the results of the statistical analysis, all three independent variables were found to have positive and significant effects on employee performance, both partially and simultaneously. These findings indicate that employee performance in the company is shaped by the combined influence of workplace conditions, individual capability, and behavioral consistency.

First, work environment has a positive and significant effect on employee performance. This result shows that better physical and non-physical workplace conditions contribute to stronger employee performance. A more supportive work environment helps employees work with greater comfort, concentration, and effectiveness. This means that employee performance is not influenced only by personal factors, but also by the quality of the environment in which employees perform their duties.

Second, competence also has a positive and significant effect on employee performance. Employees who possess better knowledge, technical skills, work behavior, and confidence in their professional ability tend to perform more effectively. This finding confirms that competence is an essential factor in determining work quality and task completion. In a technology-based company, competence becomes especially important because employees are expected to meet technical and operational demands with a high level of accuracy and adaptability.

Third, work discipline has a positive and significant effect on employee performance and appears as the most dominant variable in this study. This indicates that employees who are more punctual, more compliant with rules, and more consistent in carrying out their work responsibilities are more likely to achieve better performance. The dominance of work discipline suggests that behavioral regularity and responsibility are highly important in supporting performance at PT Sentral Berkat Teknologi.

Finally, the simultaneous analysis confirms that work environment, competence, and work discipline collectively have a significant effect on employee performance. The coefficient of determination shows that 71.8% of the variation in employee performance can be explained by these three variables, while the remaining 28.2% is influenced by other factors outside the scope of this study. Overall, the study concludes that improving employee performance at PT Sentral Berkat Teknologi requires an integrated managerial approach that enhances workplace conditions, strengthens employee competence, and maintains work discipline consistently.

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