



Effect of Work Discipline and Physical Environment on Employee Performance

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ABSTRACT

Purpose – This study aims to analyze the effect of work discipline and physical work environment on employee performance at PT Galaxy Ion Teknologi, West Jakarta.

Methodology/approach – This research uses a quantitative associative method involving 75 employees selected through a saturated sampling technique. Data were analyzed using multiple linear regression, t-test, and F-test.

Findings – The results show that work discipline significantly influences employee performance, indicated by a *t* value greater than the *t*-table and a significance level below 0.05. The physical work environment also has a significant positive effect. Simultaneously, both variables have a significant impact on employee performance, as shown by the *F* value exceeding the *F*-table with a significance level below 0.05.

Novelty/value – The novelty of this study lies in highlighting how maintaining employee discipline and optimizing the physical work environment simultaneously improve performance, providing empirical evidence from a private technology company in West Jakarta.

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INTRODUCTION

In the current era of globalization, it is crucial for organizations to improve employee performance to achieve their goals and remain competitive. The success of an organization depends on the quality of its human resources, as they play an essential role in realizing the organization's vision, mission, and objectives. Good human resource management is

therefore a key factor in achieving organizational success, and employee performance can be used as an indicator of the quality of human resources.

According to Afandi (2019), performance is the result of work achieved by an individual or a group within a company according to their respective authority and responsibilities in efforts to achieve organizational goals, without violating laws, morals, or ethics. Employees' performance levels often differ due to various factors, including work discipline and the physical work environment.

According to Syamsul and Lindawati (2021), work discipline is the ability of employees to work consistently, diligently, and in accordance with established regulations without violating company rules. Similarly, Afri (2021) defines work discipline as an attitude of obedience toward organizational regulations so that the company's goals can be achieved and employee performance can improve.

PT Galaxy Ion Technology is a company engaged in the distribution of gadget accessories under the AUKEY.ID brand. The company markets its products both online and offline throughout Indonesia and has successfully introduced the brand nationwide, with sales reaching thousands of units each month. However, as competition intensifies, the company faces new challenges in maintaining quality, pricing, and service to strengthen its market position.

Therefore, the company continuously seeks to innovate and improve employee performance to enhance productivity and customer satisfaction. According to Mangkunegara (2020), performance is the result of work achieved by employees in carrying out their duties and responsibilities, both in terms of quantity and quality. Kasmir (2019) also defines performance as the outcome of work achieved within a specific period.

According to Firdiansyah (2021), the physical work environment includes all elements related to employees' activities within an organization, such as workplace culture, physical surroundings, and supporting facilities like health insurance and parking areas. A supportive and comfortable work environment is essential to improve employee performance and productivity.

Based on these explanations, this study aims to analyze the influence of work discipline and the physical work environment on employee performance at PT Galaxy Ion Technology. The findings are expected to provide valuable insights for the company in improving human resource management and maintaining competitive advantage.

LITERATURE REVIEW

According to Henry Fayol in his book *General and Industrial Management* (2021:25-30), management generally encompasses the process of planning, organizing, coordinating, and supervising or controlling existing resources to achieve effective and efficient goals.

Meanwhile, according to George R. Terry (2021:10-12) in his *Principles of Management*, "Management is a process for achieving predetermined goals by utilizing the activities of others and supervising individual efforts to achieve common goals."

Based on several expert opinions, the author concludes that management, in general, is a series of processes ranging from planning, organizing, coordinating, supervising, and providing direction so that work can run smoothly and achieve organizational goals by utilizing existing resources effectively and efficiently.

According to Suryani et al. (2021), management has four main functions: planning, which serves as the initial step in establishing goals, strategies, and the steps to achieve them; organizing, which functions to regulate and direct resources to work together effectively through task allocation and the formation of an efficient organizational structure; coordination, which aims to align activities and exchange information to avoid overlapping work and create balance within the organization; and supervision, which ensures all activities run in accordance with established strategies and goals through a monitoring and evaluation process so that organizational performance is effective and efficient.

According to Affandi (2023:3), human resource management encompasses the recruitment, selection, development, maintenance, and utilization of human resources to achieve company goals.

According to Audia (2022), human resource management is a strategic approach to skills, motivation, development, and management. Human resources serve as quantitative assets for an organization or company, and human resources are the potential that drives the organization.

From the understanding of human resource management that has been explained by several experts, the author concludes that human resources are the main role that can carry out management functions starting from planning, organizing, procurement, directing, supervising, maintaining and other management functions by utilizing human resources to achieve company goals so that the organization can run effectively and efficiently.

According to Hasmin (2021), the goal of human resource management is to increase the productive contribution of the workforce to the organization strategically, ethically, and socially, which includes four main aspects, namely social goals so that the organization is responsible for the needs of society and minimizes its negative impacts, organizational goals that focus on helping the organization achieve its formal goals, functional goals to maintain the contribution of the human resources department according to the needs of the organization, and individual goals that enable each member to achieve their personal goals through activities within the organization.

The role of human resource management is recognized as very decisive in realizing organizational goals, but leading and managing the human element is not an easy thing because in addition to requiring abilities, skills, and abilities, it also requires the willingness and sincerity of employees to work effectively and efficiently; this is closely related to work discipline that reflects compliance and responsibility towards company rules, a comfortable and conducive physical work environment as a supporter of enthusiasm and productivity, and ultimately has a direct impact on improving employee performance in achieving organizational goals.

Focus on this research, according to Zainal in Syarweny, Alirejo, et al (2024:50), work discipline is a concept that includes aspects of order and responsibility needed in the physical work environment, including punctuality, performance, quality of work, attendance, behavior in the workplace, and compliance with organizational rules and policies, where leaders use work discipline as a means of interaction with employees to change behavior, increase awareness, and encourage employee readiness to comply with all regulations and social norms that apply in the company.

According to Afandi in Syarweny, Alirejo, et al (2024:51), the function of work discipline for a company or organization includes efforts to organize life together to create a harmonious and orderly order according to organizational norms and values; building and training good personalities through an orderly and conducive work environment; accustoming employees to obey organizational regulations through a process of habituation, training, or even coercion so that discipline becomes an important part in achieving goals; and applying sanctions and punishments for disciplinary violators as a form of consequence that plays a role in maintaining order, compliance, and motivation to continue following established rules.

Factors that influence work discipline according to Ganyang in Gatto and Awangga (2023:8), include the existence of clear organizational goals as common targets for all elements of the organization so that work discipline can be directed to achieve these goals; the existence of regulations that are clearly stated, both written and unwritten, so that they are easily understood and implemented by all employees; the disciplinary behavior of superiors who are role models for employees because superiors' compliance with the rules will encourage subordinates to be disciplined, while violations can lead to similar behavior;

attention and direction given fairly to employees to foster motivation and avoid jealousy between employees; and the existence of a reward and punishment system, where awards are given to disciplined employees and sanctions are imposed on those who violate the rules, as an effort to maintain order and compliance in the organization.

The above factors are also influenced by the existence of a physical work environment that is comfortable, safe, and supports employee activities, because a well-organized work environment can increase employee concentration, enthusiasm, and sense of responsibility in complying with regulations and carrying out their duties, so that work discipline can be formed consistently and have a positive impact on improving employee performance and achieving organizational goals.

According to Sedarmayanti in Kusumayanti et al. (2021: 183), the physical work environment is defined as all physical conditions surrounding the workplace that employees experience, both directly and indirectly. The physical work environment is one factor that can influence work productivity and employee effectiveness.

According to Sedarmayanti in Musyodik, et al (2021:39), in general, the work environment is divided into two types, namely the physical work environment which includes the environment that is directly related to employees such as work centers, chairs, tables, and the general environment that affects human conditions such as temperature, humidity, air circulation, lighting, noise, vibration, odor, and color; and the non-physical work environment which includes all conditions related to work relationships, both between superiors, coworkers, and subordinates in an organization.

The physical work environment will have a direct impact on employee performance, because a well-organized work atmosphere, adequate facilities, and comfortable room conditions can create a sense of comfort and increase work effectiveness, while an environment that is less supportive can hinder focus, lower enthusiasm, and reduce employee productivity.

The term performance comes from the words job performance or actual performance (work achievement or actual performance achieved by someone). Performance is the result of an employee's work during a certain period compared to various possibilities, such as standard targets, objectives, or criteria that have been determined in advance and mutually agreed upon. If employees do not do their jobs, then an organization will experience failure. According to Mangkunegara in Eka, et al. (2023: 306) performance is the work results in quality and quantity achieved by an individual or employee in carrying out their duties in accordance with the responsibilities given to them by the company.

According to Sani et al. (2022), performance is a multidimensional construct influenced by various factors, including personal or individual factors that include knowledge, ability, self-confidence, motivation, and commitment; leadership factors that include the ability of managers or team leaders to provide encouragement, enthusiasm, direction, and support; team factors related to the quality of cooperation, trust, and cohesiveness between members; system factors that include work systems, facilities, infrastructure, organizational processes, and work culture; and contextual or situational factors that include pressure and changes in the internal and external environment of the organization.

Based on the conceptual framework of this study, it illustrates the relationship between Work Discipline And Physical Work Environment On Employee Performance. Therefore, the hypothesis proposed in this study is as follows:

H1 : It is suspected that there is a influence of Work Discipline on Employee Performance.

H2 : It is suspected that there is a influence of Physical Work Environment on Employee Performance.

H3 : It is suspected that there is a simultaneous influence of Work Discipline and Physical Work Environment on Employee Performance.

METHOD

This study uses a quantitative explanatory approach to examine the effect of Work Discipline and Physical Work Environment on Employee Performance at PT Galaxy Ion Technology, both partially and simultaneously. The type of data used in this study is primary data obtained through the distribution of questionnaires to employees of PT Galaxy Ion Technology.

The population in this study consists of all employees at PT Galaxy Ion Technology, totaling 75 people. Because the population is relatively small, this study uses a saturated sampling technique, in which all members of the population are used as research samples, resulting in a total sample of 75 respondents.

Each variable in this study is operationally defined to ensure clarity and measurement accuracy. Work Discipline (X_1) refers to employees' compliance and responsibility in adhering to organizational rules, working time, and company procedures. Physical Work Environment (X_2) refers to all tangible aspects of the work setting, including workspace layout, lighting, air circulation, temperature, cleanliness, and noise levels that support employees in carrying out their duties. Employee Performance (Y) represents the results of work achieved by employees in terms of quality, quantity, and timeliness in completing assigned tasks and responsibilities.

The analytical method used in this study is multiple linear regression analysis to determine the effect of Work Discipline (X_1) and Physical Work Environment (X_2) on Employee Performance (Y). To ensure the validity and reliability of the regression model, this study conducts classical assumption tests including normality (Kolmogorov–Smirnov method), multicollinearity, heteroscedasticity (Scatterplot method), and autocorrelation (Durbin–Watson method).

Descriptive statistical analysis is used to provide an overview of the respondents' characteristics and the research variables. Hypothesis testing is performed using the t-test to examine partial effects, the F-test to examine simultaneous effects, and the coefficient of determination (R^2) test to measure the contribution of the independent variables to the dependent variable, with a significance level of 5% ($\alpha = 0.05$). Data analysis in this study is conducted using SPSS version 25 software.

RESULT AND DISCUSSION

Respondent Characteristics

Based on the data processing conducted by the author, the characteristics of the respondents in this study are as follows:

Table 1. Respondent Characteristics

Category	Description	Amount	Percent
Gender	Man	43	67.0%
	Woman	32	33.0%
Age	< 35 YO	30	44.0 %
	< 50 YO	30	47.3 %
	> 50 YO	5	8.8 %
Education	< S1	70	97.8 %
	> S1	5	2.2 %
Length of work	< 4 Year	33	45.1 %
	> 5 Year	42	54.9%

Source: Data Processing Results, 2025

Based on the data in the table above, there were 43 male respondents or 67.0%, while there were 32 female respondents or 33.0%. Based on the data in the table above, there are 30 respondents aged less than 35 years or 44.%, 30 respondents aged less than 50 years or 47.3% and 5 respondents aged more than 50 years or 8.8%. Based on the data in the table above, there were 70 respondents with a Bachelor's degree (S1) or 97.8% and 5 respondents with a Master's (S2) education or 2.2%. Based on the data in the table above, there were 36 respondents or 45.1% who had worked for less than 4 years, and 42 respondents or 54.9% who had worked for more than 5 years.

Instrument validity test

To determine the accuracy of the instrument in measuring the variables studied, the researcher conducted a validity test of the instrument for the variables of work discipline, physical work environment and employee performance in the table below:

Table 2. Instrument validity test results

Work Discipline		Physical Work Environment		Employee performance	
No	R Count	No	R Count	No	R Count
1	0.556	1	0.392	1	0.547
2	0.752	2	0.425	2	0.605
3	0.636	3	0.312	3	0.334
4	0.820	4	0.486	4	0.408
5	0.792	5	0.701	5	0.377
6	0.763	6	0.505	6	0.460
7	0.494	7	0.692	7	0.720
8	0.849	8	0.721	8	0.602
9	0.692	9	0.706	9	0.585
10	0.629	10	0.530	10	0.489

Source: Data Processing Results, 2025

Based on the data in the table above, the work discipline variable (X1) obtained a calculated r value > r table (0.206), thus all questionnaire items were declared valid. Therefore, the questionnaire used was suitable to be processed as research data. Based on the data in the table above, the physical work environment variable (X2) obtained a calculated r value > r table (0.206), thus all questionnaire items were declared valid. Therefore, the questionnaire used was suitable to be processed as research data. Based on the data in the table above, the employee performance variable (Y) obtained a calculated r value > r table (0.206), thus all questionnaire items were declared valid. Therefore, the questionnaire used was suitable for processing as research data.

Reliability Test

Reliability testing is intended to test whether a questionnaire is reliable or not. According to Ghazali (2018:47), "Reliability testing is a tool for measuring a questionnaire that is an indicator of a variable or construct."

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Std. Cronbach Alpha	Information
Work Discipline (X1)	0.883	0.600	Reliable
Physical Work Environment (X2)	0.738	0.600	Reliable

Employee Performance (Y)	0.686	0.600	Reliable
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Source: Data Processing Results, 2025

Based on the test results in the table above, it shows that the work discipline variables (X1), physical work environment (X2) and employee performance (Y) are declared reliable, this is proven by each variable having a cronbatch alpha value greater than 0.600.

Hypothesis Test

T Test

To determine the significance of the influence of work discipline variables on employee performance, please see the table below:

Table 5. T Test Result of Work Discipline

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	44.866	1.356		33.093	0.000
Work Discipline (X1)	- 0.184	0.038	0.458	-4.867	0.000

a. Dependent Variable : employee performance (Y)

Source: Data Processing Results, 2025

Based on the test results in the table above, the calculated t value is obtained > t table or (-4.867 > -1.987). This is also strengthened by a significance value of <0.050 or (0.000 <0.050). Thus, H0 is rejected and H1 is accepted, this shows that there is a significant influence between work discipline and employee performance.

To determine the significance of the influence of physical work environment variables on employee performance, please see the table below:

Table 6. T test result of Physical Work Environment

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	18.170	2.583		7.034	0.000
physical work environment (X2)	0.545	0.069	-0.642	7.903	0.000

a. Dependent Variable: employee performance (Y)

Source: Data Processing Results, 2025

Based on the test results in the table above, the calculated t value is greater than the t table value, or (7.903 > 1.987). This is also supported by a significance value of <0.050 or (0.000 <0.050). Thus, H0 is rejected and H2 is accepted, indicating a significant influence between the physical work environment and employee performance.

F Test

To test the influence of work discipline and physical work environment variables simultaneously on employee performance, an F statistical test (simultaneous test) with a significance of 5% was used. In this study, a significance criterion of 5% (0.05) was used. To determine the significance of the influence of discipline and the physical work environment on employee performance simultaneously, please see the ANOVA table below:

Table 7. F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1	573.336	2	286.668	48.580	0.000
Regression					
Residual	519.280	88	5.901		
Total	1092.615	90			

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

Source: Data Processing Results, 2025

Based on the test results in the table above, the calculated F value is obtained $> F$ table or ($48.580 > 2.710$), this is also strengthened by the significance < 0.050 or ($0.000 < 0.050$). Thus, H_0 is rejected and H_3 is accepted, this shows that there is a significant simultaneous influence between work discipline and the physical work environment on employee performance.

CONCLUSION

This study aims to understand the influence of work discipline and the physical work environment on employee performance at PT Galaxy Ion Technology, both partially and simultaneously. The following are the conclusions of this study:

First, Work Discipline was partially proven to have a significant effect on Employee Performance at PT Galaxy Ion Technology. This is evidenced by the statistical test results showing that the calculated t-value of -4.867 is greater than the t-table value of -1.987, with a significance level of $0.000 < 0.050$. The coefficient of determination obtained is 0.210, while the correlation coefficient value is -0.458, with a simple linear regression equation of $Y = 44.866 - 0.184X_1$. These results indicate that work discipline has a significant influence on employee performance, where a decrease in discipline tends to result in lower performance levels among employees.

Second, the Physical Work Environment was partially proven to have a significant effect on Employee Performance at PT Galaxy Ion Technology. This is evidenced by the statistical test results showing that the calculated F-value of 48.580 is greater than the F-table value of 2.710, with a significance level of $0.000 < 0.050$. The coefficient of determination obtained is 0.412, while the correlation coefficient value is 0.642, with a simple linear regression equation of $Y = 18.170 + 0.545X_2$. These results indicate that a better physical work environment contributes to higher employee performance, as supportive and comfortable working conditions can enhance focus, motivation, and productivity.

Third, Work Discipline and the Physical Work Environment were simultaneously proven to have a significant effect on Employee Performance at PT Galaxy Ion Technology. This is evidenced by the statistical test results showing that the calculated F-value of 48.580 is greater than the F-table value of 2.710, with a significance level of $0.000 < 0.050$. The coefficient of determination obtained is 0.525, while the correlation coefficient value is 0.724, with a multiple linear regression equation of $Y = 25.145 - 0.137X_1 + 0.486X_2$. These findings indicate that Work Discipline and the Physical Work Environment together have a strong and significant influence on improving Employee Performance, meaning that consistent discipline

and a supportive physical environment contribute positively to the overall productivity and effectiveness of employees.

The researchers offer several recommendations that are expected to provide useful input for relevant parties, based on the findings of this study. These recommendations include:

For practitioners, since Work Discipline and the Physical Work Environment have been proven to significantly influence Employee Performance, companies are advised to pay greater attention to these two factors. Management should implement clear and consistent disciplinary policies, provide regular evaluations, and create a comfortable, safe, and well-organized physical work environment. By improving discipline and maintaining an optimal work atmosphere, employee motivation, productivity, and overall performance can be enhanced, which in turn contributes to achieving the company's goals more effectively.

For management and practitioners, it is recommended to continuously strengthen both Work Discipline and the Physical Work Environment, as these factors have been proven to significantly affect Employee Performance. Management should enforce company rules consistently, foster employee awareness of the importance of discipline, and ensure that the physical work environment remains safe, comfortable, and conducive to productivity. A well-disciplined workforce supported by a proper work environment will help the company achieve optimal performance outcomes.

For future researchers, this study focused on one company and used two independent variables. It is suggested that future studies expand the research scope by including multiple companies, either within the same industry or across different sectors, to obtain more comprehensive and generalizable results. In addition, future researchers may consider adding other variables such as work motivation, leadership style, or organizational culture to provide deeper insights into the factors influencing employee performance.

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