

Creating a High-Performance Workplace: The Contribution of Work Discipline and Physical Environment

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ABSTRACT: Firms competing in dynamic environments must strategically align human resource practices to sustain performance. This study advances theory by integrating physical workplace conditions and behavioral discipline within a unified structural model, clarifying their relative predictive strength on employee performance in service organizations. Using a quantitative, descriptive-causal design, data were collected from 222 employees through a saturated sampling approach and analyzed with PLS-SEM. The results reveal that both physical work environment and work discipline significantly enhance performance, with discipline exerting the stronger effect. These findings refine human resource management literature by demonstrating that behavioral regulation mechanisms may outweigh contextual physical factors in shaping performance outcomes. Practically, organizations should prioritize disciplined work systems while maintaining supportive physical conditions to optimize employee productivity and organizational effectiveness.

Keywords: Work Discipline; Physical Work Environment; Employee Performance; Service Organization; Human Resource Management

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INTRODUCTION

Human resources represent a strategic asset and long-term investment that determine organizational sustainability and competitive positioning. Firm performance is not merely a function of capital or market access, but of the quality of the relationship between organizations and their employees (Fernando & Wulansari, 2020). High-quality human capital enables organizations to translate strategy into measurable outcomes, whereas weak human resource management (HRM) systems undermine operational effectiveness (Ayuningtyas et al., 2018). Thus, effective HRM becomes a structural mechanism through which firms secure efficiency, adaptability, and long-term growth.

HRM is conceptualized as the systematic planning, organizing, and controlling of human potential to achieve organizational objectives (Hasibuan, 2018; Mangkunegara, 2019). Within this framework, employee performance reflects the quality and quantity of outputs generated in accordance with assigned responsibilities and ethical standards (Anggapradja & Wijaya, 2017; Mangkunegara, 2019). Performance is not only a technical outcome but also a behavioral manifestation of commitment, responsibility, and organizational alignment.

In service-intensive industries, employee performance assumes heightened importance because service quality and customer satisfaction are directly shaped by frontline employees. Competitive pressures require organizations to move beyond generic HR practices toward targeted interventions that strengthen behavioral discipline and optimize workplace conditions. Yet, despite extensive HR literature, the simultaneous examination of behavioral control mechanisms and physical workplace factors remains underdeveloped, particularly within service-sector contexts.

Work discipline constitutes a core behavioral determinant of performance. It reflects adherence to organizational norms, punctuality, and compliance with established standards. Low discipline, often observable through absenteeism and procedural deviations, impedes goal attainment and operational stability (Sutrisno, 2017; Ramadhani et al., 2023). Empirical evidence consistently confirms its performance implications. As demonstrated, discipline significantly enhances employee outcomes, while Putri et al. (2020) show that discipline, alongside incentives, strengthens productivity. These findings position discipline as a regulatory mechanism that shapes responsibility, focus, and task execution.

Complementing behavioral factors, the physical work environment influences performance through its impact on comfort, concentration, and stress levels. The work environment encompasses physical conditions, tools, and spatial arrangements that support task execution. Elements such as lighting, temperature, and cleanliness directly affect employee well-being and productivity (Nitisemito, 2018; Sihalohe & Siregar, 2020). International HRM scholarship further links workplace conditions to engagement, motivation, and performance outcomes (Bakker & Demerouti, 2018). A supportive physical context therefore functions as an enabling resource within organizational systems.

This study integrates work discipline and physical work environment within a unified analytical framework to examine their joint and relative influence on employee performance in a competitive service setting. This research contributes to HRM theory through a more comprehensive explanation of performance formation by bridging behavioral regulation and environmental support mechanisms. It also provides evidence-based insights for managers seeking to enhance productivity through disciplined systems and strategically designed workplaces.

THEORETICAL REVIEW

Work Discipline

According to Hasibuan (2018:193), workplace discipline is being aware of and prepared to follow the rules and social norms of one's organisation. According to him, self-awareness and compliance with rules are examples of the internal aspects of an individual that work discipline highlights. The willingness to conform to social standards is what Sutrisno means when they say that people exhibit work discipline (2017:86). According to this view, it's more important for people to be flexible and adjust to new rules and social norms.

Managers can use work discipline to bring their employees' attention to the importance of following company regulations and social norms (Afandi, 2018:12). Here, Afandi provides a more practical perspective on how managers can utilize work discipline to drive changes in employee behavior and manage the relationship between individuals and the organization. Meanwhile, Sinambela (2019) adds that work discipline is the ability to work in an organized, diligent manner, and to comply with rules without violating regulations. This definition highlights the importance of perseverance and orderliness in work, as well as consistency in following rules.

Recent studies support these classical definitions by showing that discipline plays a crucial role in shaping organizational behavior and productivity. For example, Podsakoff et al. (2018) emphasize that individual adherence to organizational norms is positively related to performance through increased role clarity and reduced counterproductive behavior. Similarly, Christian et al. (2011) explain that disciplined employees tend to engage more in task-focused behaviors, which directly contribute to goal achievement. International perspectives (Podsakoff et al., 2018; Christian et al., 2011) strengthen this by linking discipline to organizational citizenship behavior and performance outcomes.

Therefore, it is necessary to integrate both classical Indonesian perspectives and global HRM literature in building a more holistic model of work discipline. This model conceptualizes work discipline not only as compliance, but also as a behavioral driver that fosters efficiency, productivity, and alignment with organizational objectives.

Taking into account these various perspectives, a hypothesis that can be developed is that work discipline, involving individual awareness, readiness to adapt, and the role of managers in behavior change, will have a positive influence on improving organizational performance. This hypothesis is theoretically grounded in behavioral control theory and organizational citizenship theory, which explain how disciplined behavior supports performance through structured routines and shared norms (Organ, 2018).

Physical Work Environment

According to Nitisemito (2018:183), the physical work environment includes everything around employees that affects their tasks, such as lighting, temperature, space for movement, safety, cleanliness, and music. This definition provides an overview of the physical elements in the workplace that can affect employees' comfort and work effectiveness. Rijasawitri and Suana (2020) state that the physical work environment includes elements that directly affect employees, such as desks and chairs, as well as other factors like temperature, air circulation, and noise. This view is more focused on ergonomic factors that directly affect employees' physical comfort while working. Robbins & Judge (2017) add that the physical environment can cause work stress that impacts employee performance. They argue that physical discomfort caused by environmental factors, such as poor lighting, uncomfortable temperatures, or excessive noise, can affect employees' mental and physical health, ultimately reducing their performance.

These classical views are in line with global perspectives on workplace design. According to Bakker & Demerouti (2018) and Oldham & Fried (2016), a supportive physical work environment enhances job resources, reduces fatigue, and increases engagement. Environmental factors such as air quality, ergonomic design, and noise reduction have been proven to affect employees' cognitive function, job satisfaction, and performance. Although all of the definitions above lead to a similar understanding of the physical work environment, there are differences in the emphasis placed on certain aspects. Nitisemito emphasizes the general aspects of the physical environment, Rijasawitri and Suana focus on ergonomic factors, while Robbins & Judge highlight the psychological impact that may arise from an unsupportive work environment. Contemporary international literature goes further by linking physical environment factors to well-being and performance, showing that optimal environmental design supports not only productivity but also employee retention and psychological safety (Bakker & Demerouti, 2018; Oldham & Fried, 2016).

Employee Performance

According to Mangkunegara (2019), performance is the result of work achieved in terms of quality and quantity in accordance with employee responsibilities. This definition emphasizes

two main dimensions of performance: quality and quantity, each reflecting how well and how much work is done by employees. Neza and Rivai (2020) state that performance determines the success of a company, where managers and employees must collaborate in setting expectations and evaluations. This view highlights the importance of collaboration between managers and employees in establishing clear performance standards and in conducting evaluations to ensure that company goals are achieved. Sutrisno (2017:85) explains that performance is the level of success of an individual or group in carrying out tasks, measured by quantity, quality, and the time taken to complete the work.

Recent international research expands on these definitions. For example, Armstrong & Taylor (2020) emphasize that employee performance reflects not only output but also adaptability, engagement, and alignment with organizational goals. Similarly, Sonnentag & Frese (2012) explain that high performance involves consistent task execution, contextual behavior, and proactive problem-solving. These broader perspectives place performance within a dynamic organizational context, highlighting its role as a key driver of strategic outcomes.

Overall, employee performance reflects the maximum achievement and responsibility for the success of the company. This indicates that optimal performance not only refers to the results achieved but also to the individual's contribution in supporting the organization's goals. Although all the definitions above lead to a similar understanding of performance, there are differences in the emphasis on the aspects discussed. Mangkunegara places more emphasis on the quality and quantity of work results, Neza and Rivai focus on the collaboration between managers and employees in performance evaluation, while Sutrisno adds the time dimension in measuring work efficiency. International scholars like Armstrong & Taylor (2020) and Sonnentag & Frese (2012) add adaptability, engagement, and contextual performance as additional performance dimensions that better reflect modern organizational dynamics. Integrating these perspectives provides a more comprehensive performance model that combines classical output indicators with contemporary behavioral and contextual factors.

Theoretical Framework

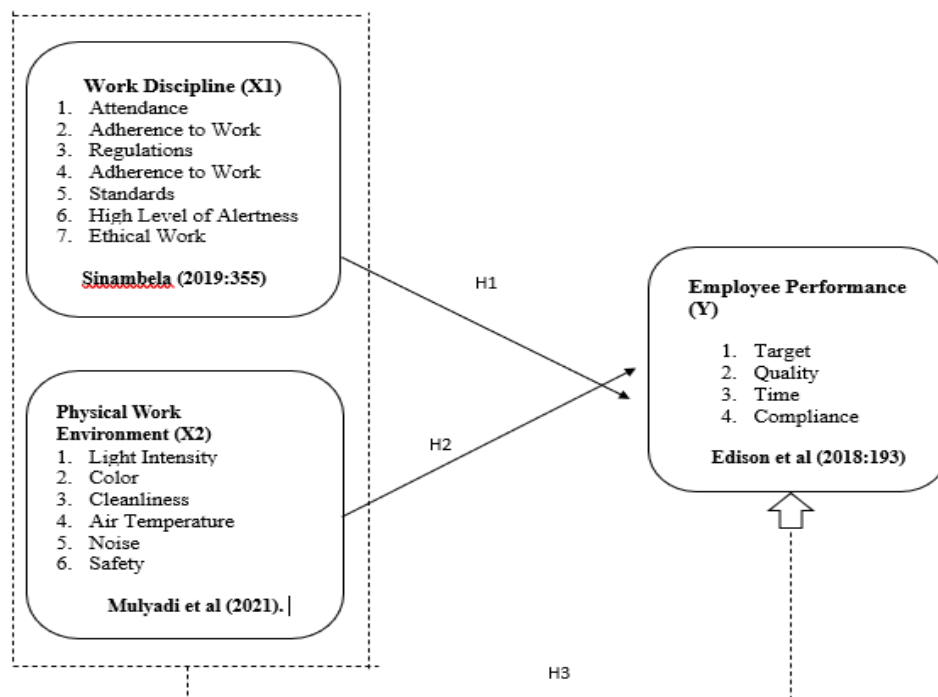


Figure 1. Conceptual Framework;

Based on the theoretical foundations above, this study develops hypotheses that are theoretically grounded in both classical management and contemporary organizational behavior theories:

H1: Work discipline has a significant and positive partial effect on employee performance

H2: The physical work environment has a significant and positive partial effect on employee performance.

H3: Work discipline and the physical work environment have a significant and positive simultaneous effect on employee performance at Resto X Karawang..

RESEARCH METHOD

This study employs a descriptive associative causal research design and employs a quantitative method. Finding the connections between the variables and summarising the findings are the primary goals of this study. Utilising a combination of descriptive and causal research methods, along with PLS-SEM analysis, constitutes the approach taken. Collecting data on a particular population or region and describing the facts from a particular point of view is the goal of descriptive research. The social sciences frequently employ PLS-SEM analysis, a multivariate analysis method, to examine numerous research variables concurrently (Sholihin & Ratmono, 2020). The distribution of online questionnaires using Google Forms is used to collect primary data, while the archives of Resto X Karawang are consulted for secondary data. Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS 3.0 software. This method was selected because it allows for the simultaneous examination of complex relationships among variables and is particularly suitable for research with relatively small to medium sample sizes.

The population in this study consists of employees of restaurants in Karawang, Indonesia. The total number of employees at the time of the study was 222 people. Since the population is relatively small and manageable, the study used a saturated sampling method, meaning the entire population was included as respondents from the big restaurants in the area. This approach allows the research to capture a complete picture of employee perceptions without the need for sample estimation.

Several items were created based on a literature review and customised to the variables under investigation for this study's questionnaire. To make sure the questionnaire was a reliable instrument, we tested its validity and reliability for each item. Perceptions were measured using a 5-point Likert scale, with responses ranging from "Strongly Disagree" to "Strongly Agree." Table 1 provides the employed scales in this study.

This study adhered to standard research ethics protocols. Before data collection, informed consent was obtained from all participants. They were assured that their participation was voluntary and that their responses would remain anonymous and confidential. The study was also conducted with organizational consent from Resto X Karawang, and respondents were given the right to withdraw at any time without any consequences.

RESULTS

After distributing the questionnaires and collecting data, the next step is to test validity and reliability. According to Campbell and Fiske in Ghozali (2021:68), the MTMM approach is used for confirmatory factor analysis, including convergent and discriminant validity testing. The requirements are a loading factor greater than 0.7 and an AVE greater than 0.5. That for initial research, a loading factor between 0.5 and 0.6 is acceptable, as presented in Table 1.

Table 1. Convergent Validity

Variable	AVE	Critical Value	Model Evaluation
Work Discipline	0,584	>0.5	Valid
Employee Performance	0,613		Valid
Physical Environment	0,601		Valid

All constructs meet the required convergent validity standard, which means the indicators consistently represent their underlying latent variables. Consequently, the measurement model is empirically sound, reducing the risk of construct misspecification and allowing the structural relationships among variables to be interpreted with greater confidence.

Table 2. Variable Operationalization

Variables	Dimension	Indicator	No Item
Work Discipline (X1)	Attendance	Arrives on time according to the schedule that has been set	1
		Makes an effort to arrive at the workplace earlier than the scheduled time	2
	Compliance with Work Regulations	Path to comply with the regulations	3
		Always wears the uniform and uses the safety equipment in accordance with the company's regulations	4
	Compliance with Work Standards	Ability to meet the required work standards	5
		Always upholds responsibility for the tasks assigned	6
	High Awareness Level	Efforts to avoid making mistakes in performing tasks	7
		Performs checks on tasks that have been completed	8
	Work Ethics	Respecting others' opinions	9
		Always follows norms and etiquette with full commitment	10
Physical Work Environment (X2)	Color Arrangement	The arrangement of colors looks good and comfortable	11
		The color of the walls is pleasing	12
	Cleanliness	Cleanliness of the workspace	13
		Condition of the workspace is well-maintained	14
	Light Intensity	Adequate lighting	15
		Sufficient sunlight	16
	Air Temperature	Optimal air temperature	17
		Good air circulation	18
	Safety	Workplace safety assurance	19
		Feeling protected in the workplace	20
Employee Performance (Y)	Noise	The workspace is free from noise	21
		Focus on the work	22
	Target	Able to work as per the assigned tasks given by the company	23
		Work based on the performance standards set by the company	24
	Quality	Able to complete tasks well	25
		Able to minimize errors in each task I complete	26
	Completion Time	Able to complete tasks on time	27
		Able to create a schedule to ensure tasks are completed on time	28
	Basic Principles	Always comply with the company's regulations	29
		Able to manage time by prioritizing tasks assigned by the company	30

Discriminant validity is tested by measuring the cross-loading and comparing it with the AVE and other variables. According to Ghazali (2021:25), convergent validity is met if the loading value is greater than 0.7. Statistically, the AVE for each latent variable must be greater than the highest R2 value of other latent variables. Another criterion is that the indicator's loading value must be higher than the cross-loading value of other indicators. This study proceeds to the discriminant validity test as in Table 3, with the results affirming the model validity as expected from diagonal and horizontal value exceeds the non-measured ones.

Table 3. The Discriminant Validity Test (Fornell Larcker Criterion)

Variable	Work Discipline	Employee Performance	Physical Environment
Work Discipline	0.765		
Employee Performance	0.723	0.783	
Physical Environment	0.709	0.704	0.775

Source: The data processing results using the SmartPLS (2025)

The reliability test assesses the consistency of the data produced. In the PLS method, reliability is tested using composite reliability and Cronbach's Alpha. According to Ghazali (2021:45), a questionnaire is considered reliable if the answers are consistent over time. Composite reliability must be greater than 0.7, and Cronbach's Alpha must be greater than 0.6. Below are the results of the reliability test using Smart PLS 3.0 as compiled in Table 4.

Table 4. Compound Reliability Tests

Variable	Composite Reliability	Critical Value	Cronbach Alpha	Critical Value
Work Discipline	0.933		0.920	
Employee Performance	0.927	>0.7	0.909	>0.6
Physical Environment	0.948		0.940	

Source: The data processing results using the SmartPLS (2025)

Based on Table 4 above, the results of the composite reliability show a value > 0.7 and Cronbach's Alpha > 0.6, which means the instrument is reliable and can be used as a measurement tool for the variables in this study. We then provide the collinearity test by using the variance inflation factor (VIF) as in Table 6. VIF measures the impact of multicollinearity on the variability of regression coefficients.

Tabel 5. Collinearity Statistics (VIF)

Constructs	Employee Performance	Physical Environment
Work Discipline (X1)	2,011	1,000
Employee Performance (Y)		
Physical Environment (X2)	2,011	

Source : The data processing results using the SmartPLS (2025)

The Full Model Structural Evaluation (Bootstrapping) aims to measure the significance and strength of the effects of independent variables on the dependent variable, as well as to test the hypotheses. Figure 3 presents the Structural Model Path Diagram generated using SmartPLS, which illustrates the directional relationships among latent variables: Work Discipline, Physical Work Environment, and Employee Performance. All path coefficients in the diagram are labeled clearly according to SmartPLS reporting standards, indicating the magnitude and direction of the relationships. The path from Work Discipline to Employee Performance shows the strongest positive effect, followed by the path from Physical Work Environment to Employee Performance, and from Work Discipline to Physical Work Environment. All variables in the inner model show positive path coefficients, meaning that the higher the path coefficient value, the stronger the influence. These results support the proposed hypotheses and confirm that both work discipline and physical work environment significantly contribute to employee performance, with discipline exerting the most substantial influence. The R-Square value represents the relationship between exogenous and endogenous variables to determine the significant effect. Values of 0.75, 0.50, and 0.25 indicate strong, moderate, or weak model strength, respectively. Based on Table 4, the R-Square value for the Employee Performance Variable is 0.590, which falls into the moderate category.

Table 6. The Summary of Relationship

Hypothesis	Variable	Path Coefficient	T-Statistics	P-Value
H1	Work Discipline -> Employee Performance	0.450	4.145	0.000
H2	Physical Environment -> Employee Performance	0.386	11.486	0.001
H3	Work Discipline and Physical Environment-> Employee Performance (Simultaneous Effect)	-	-	-
R ² to Employee Performance			0.590	

Source: The data processing results using SmartPLS (2025)

DISCUSSION

The findings indicate that work discipline and the physical work environment operate as complementary determinants of employee performance rather than isolated predictors. Although descriptive results place all three constructs at a moderate level, the structural analysis confirms that disciplined behavioral regulation exerts the stronger influence on performance. This supports the long-standing argument that self-regulatory behavior and rule adherence form the backbone of reliable task execution (Sutrisno, 2017). Contemporary organizational research reinforces this perspective by demonstrating that conscientious, engaged employees consistently outperform others across roles and sectors (Christian et al., 2011; Lee et al., 2019). However, discipline does not operate in a vacuum. The significant effect of the physical work environment underscores that performance is also shaped by contextual resources. Consistent with Job Demands–Resources theory, supportive physical conditions reduce strain and preserve cognitive energy, enabling employees to sustain disciplined behavior under operational pressure (Bakker & Demerouti, 2017; Porras-Salazar et al., 2021). Work design scholarship further suggests that environmental clarity and ergonomic adequacy enhance concentration, reduce errors, and strengthen accountability (Oldham & Fried, 2016; Parker et al., 2017).

The moderate predictive power of the model implies that discipline and environmental support explain a meaningful yet partial share of performance variance. This aligns with emerging evidence that performance is embedded within broader systems including leadership consistency, psychological safety, and organizational justice (Lee et al., 2019; Parker et al., 2017). Managerially, the results suggest that enforcement mechanisms alone are insufficient unless paired with environmental investments that minimize avoidable strain. Strengthening punctuality norms, clarifying performance standards, and reinforcing accountability should therefore be implemented alongside improvements in ventilation, lighting, and spatial comfort to produce sustained productivity gains. Theoretically, the study contributes to HRM literature by empirically demonstrating that behavioral control mechanisms and contextual workplace resources jointly shape performance outcomes in service-intensive settings, supporting an integrated, system-level view of employee performance formation.

CONCLUSION AND FURTHER STUDY

This study concludes that work discipline and the physical work environment jointly and significantly shape employee performance, with behavioral discipline emerging as the more dominant driver in service operations. The findings affirm that performance is not solely a function of contextual comfort but is fundamentally anchored in consistent rule adherence and task accountability. However, the model explains performance only partially, indicating that other determinants such as leadership style, workload distribution, organizational justice, and psychological safety were not incorporated and may strengthen explanatory power. Future research should therefore extend the model by integrating motivational, relational, and structural variables, as well as testing the framework across different service sectors to enhance generalizability. Practically, managers should adopt a dual strategy that reinforces punctuality, compliance, and standard clarity while simultaneously improving ergonomic and environmental

conditions, thereby aligning behavioral control systems with supportive workplace design to achieve sustainable performance gains.

ETHICAL DISCLOSURE

This study was conducted in accordance with ethical conducts. Participation of all informants was voluntary, and informed consent was obtained prior to interviews. Confidentiality and anonymity were ensured, and did not involve vulnerable populations or experimental intervention.

CONFLICT OF INTERESTS

The authors declare no financial, professional, or personal conflicts of interest that could have influenced the research design, data interpretation, or reporting of findings.

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