

The Influence of Discipline Development and Physical Work Environment on the Performance of Production Employees at PT SBK

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ABSTRACT

The existential achievement of a corporate entity is a reflection of the accumulated prime performance of its human resources. In line with this vision, PT SBK strives to optimize the work effectiveness of its personnel. Despite indications such as high absenteeism rates and limited supporting facilities, empirical observation confirms that there are still segments of the workforce that have not demonstrated optimal work output. In this context, the quality of the physical work environment and the implementation of discipline development are considered crucial determinants that influence employee productivity levels. Therefore, this research focuses on mapping and measuring the significance of the influence of the physical work environment and discipline development on employee performance in the manufacturing sector at PT SBK. The data collection procedures integrated interviews, observation, documentation, and the distribution of questionnaires, which were then analyzed using quantitative approaches, including descriptive and associative statistics, multiple regression analysis, and the coefficient of determination test. The research population includes all staff in the production division of PT SBK. The following is a summary of the research findings: There is a positive correlation between the effectiveness of discipline development and the increase in employee output. Employee performance is significantly influenced by the quality of the physical work environment. The synergy between the physical work environment variable and discipline development has proven to be a key predictor of the productivity of PT SBK's production department staff, reaching its optimal point when the company's disciplinary framework is well enforced and adequate work facilities are provided.

Keywords: Discipline Development, Employee Performance, Physical Work Environment

1. INTRODUCTION

The food industry has played an important role in driving Indonesia's economic development. The food sector must continually strive to improve product quality standards, production efficiency, and company competitiveness, due to population growth, changes in consumption patterns, and technological advancements. The Ministry of Industry of the Republic of Indonesia (2025) states that food and beverages are among the main manufacturing sectors that consistently make significant contributions to the national economy and have positive growth prospects, supported by a large domestic market. To achieve their organizational goals and remain competitive, companies realize the importance of human resource management and product innovation.

The food industry is one of the industries engaged in by PT SBK. Its main business is the production of frozen foods, but it also includes several divisions dealing with the restaurant and grocery retail industries. Frozen foods, ramen, and chili sauce are just some of the processed products made at PT SBK's main factory. These products are distributed through official agents and distributors, as well as numerous restaurant branches throughout Java. The company's presence contributes to regional economic growth by creating job opportunities and producing new, high-quality food products.

The growth of PT SBK's industry depends on the frozen food market, restaurants, and grocery retail sectors to achieve its objectives. Therefore, it is crucial for PT SBK to have competent employees, as success is influenced by its workforce. To develop quality human resources, PT SBK needs to retain employees continuously through discipline development and by creating a conducive work environment. These factors not only strengthen discipline but also create a workplace atmosphere that supports productivity. As a result, disciplined employees working in a positive environment will be able to improve their effectiveness, efficiency, and quality of performance. Overall, these efforts can have a direct impact on improving company performance and achieving strategic goals.

According to interviews with the HR department at PT SBK, the company wants production workers to perform well if not exceptionally. However, in reality, the work results of some employees do not meet the standards considered good by the organization and are not in accordance with the company's own standards. Productivity, efficiency, and performance quality can be affected by the gap between company expectations and the actual situation on the ground. The researcher gathered the following information regarding the evaluation of the performance of PT SBK's production staff:

Table 1. Distribution of Production Employees' Performance at PT SBK

Employee Performance	Number of Employees (People)	Percentage (%)
Very Good	2	6
Good	16	52
Fair	10	32
Poor	3	10
Very Poor	0	0
Total	31	100

Source: PT SBK (2004)

The majority of employees in the production department of PT SBK in 2024 have good performance reports, as shown in Table 1. This means that most employees have met the company's performance criteria. Nevertheless, efforts are needed to improve performance, as there are still employees whose performance is adequate or below standard. At the same time, there remains a small number of individuals who consistently perform exceptionally, indicating that the organization has not yet reached its maximum potential. Borotoding and Abdurahman (2024) state that an individual's effectiveness in completing work responsibilities is a good indicator of their performance. The low percentage of employees with excellent performance demonstrates that optimal performance achievement has not been fully realized. Employee achievements in the "excellent" performance category still show there is room for improvement in achieving optimal performance. This is supported by research from Aulalia and Abdurahman (2024), which states that employee performance greatly affects the success of a company or organization. The better the employee performance, the greater their contribution to the organization's or company's development.

Based on the 2024 performance conditions of production employees at PT SBK, there is a gap between the company's expectations and the actual performance of production employees. Therefore, the company needs to take steps to improve employee performance, as if left unaddressed, it will directly impact productivity, quality, and the achievement of company targets as a whole. The company should immediately seek effective solutions to improve performance through strategies such as discipline development, skills training, motivation, competency development, and creating a conducive work environment.

The evolution of disciplinary action is one of the indicators considered to affect worker productivity. Discipline development aims to foster a mindset that complies with all relevant company standards, according to Prabowo and Ropiyani (2017). Improving workers' self-control is a key component in boosting productivity. Having personnel who are able and willing to regularly carry out their duties in accordance with all applicable regulations is one definition of discipline (Muardi et al., 2022). The purpose of discipline development is to increase awareness and compliance with workplace norms and policies within the organization. The goal is to shape employees' mindsets, actions, and duties so that they can perform tasks efficiently, according to organizational standards, and in an orderly manner. This indicates that workers with good self-control are more likely to complete their work. According to interviews conducted by PT SBK's HRD, production department employees at PT SBK continue to violate company policies. The following table presents statistics gathered from PT SBK employees in 2024 regarding tardiness and absenteeism:

Table 2. Monthly Employee Lateness and Absenteeism at PT SBK

Month	Lateness (Times)	Absenteeism (Times)
January	5	8
February	3	9
March	7	11
April	8	13
May	8	9
June	7	12
July	9	12
August	7	11
September	5	13
October	8	11
November	7	15
December	6	13
Total	80	137

Source: PT SBK (2004)

Production personnel at PT SBK have violated company policies, as shown in Table 2 above. This indicates a lack of discipline among the production staff at PT SBK, which can cause delays in the company's workflow if not addressed. Employee performance is directly influenced by the presence or absence of discipline. Work results, completion rates, and error rates all correlate positively with the employees' level of self-discipline. This reinforces previous research findings. Discipline training increases productivity, according to Lesmana and Abdurahman (2024). As a result, the effectiveness of company discipline training is directly correlated with the level of performance achieved by employees. Therefore, discipline training is an essential component of any effective strategy to improve workplace productivity.

Additionally, it is believed that the physical work environment affects employee performance. According to Sedarmayanti (2017), all tangible aspects of the workplace that have the potential to influence workers in some way constitute the physical work environment. Upon inspection, it was found that some parts of the workplace lack adequate ventilation, resulting in uncomfortable temperatures, disorganized storage areas, and conditions that are too stuffy and hot. These factors can affect worker comfort, focus, and productivity. If the physical workplace is inadequate, employee morale, productivity, and the company's ability to achieve its goals can all be affected. Consequently, to maximize employee performance, businesses must create a friendly and supportive work atmosphere. Previous studies have confirmed that the physical work environment positively contributes to employee performance (Safitri & Romi, 2025). These findings affirm that personnel performance tends to improve when the arrangement of the physical work environment meets expectations for comfort and provides adequate supporting facilities.

A crucial strategy for accelerating productivity can be pursued by optimizing the quality of the physical work environment and strengthening the internal discipline development mechanisms within the company. Employees who are motivated will deliver their best output when supported by a high level of compliance and an adequate operational atmosphere. Thus, the drive to demonstrate superior employee performance will grow organically.

The elaboration of the above phenomena indicates that the roles of the physical work environment and discipline development are significantly urgent in boosting productivity achievements. Employee motivation will increase substantially when they receive targeted discipline development programs while being facilitated by a supportive physical work environment. Consequently, staff operational effectiveness will reach its peak. Based on this urgency, this research was conducted with the following objectives: (1) to analyze the correlation between the physical work environment and discipline development on employee performance in the production department at PT SBK, and (2) to evaluate the extent to which the physical work environment and discipline development at PT SBK influence fluctuations in employee performance.

2. LITERATURE REVIEW

2.1. Discipline Development

To achieve organizational goals, it is important for employees to actively strive to work harmoniously with one another and to improve their work performance. One way to accomplish this is through discipline development, which is a form of training (Misrofinhah & Sugiarti, 2020). Handoko (2017) defines discipline development as an initiative to increase worker productivity in achieving established goals. The purpose of this training is to enhance and broaden mastery of specific skills and procedures required to perform both routine and complex activities. On the other hand, according to Prabowo and Ropiyan (2017), fostering a culture of compliance with all relevant business standards is an essential part of building work discipline. Thus, it is reasonable to assume that the goal of discipline development is to help workers become more thorough in their actions, behaviors, and skills so that they can improve the reliability and quality of their work by aligning it with established norms and processes.

According to Nursanti (2017), discipline development patterns may include several key components. The first is establishing rules and regulations that must be followed by employees. A professional company needs to create a set of rules and codes of ethics that serve as guidelines and must be adhered to by all employees within the organization. Disciplinary rules are regulations that establish obligations, prohibitions, and consequences for employees if obligations are not fulfilled or prohibitions are violated. Every worker must have confidence that the regulations and provisions set by the organization can be adapted to meet the demands and achieve the goals of discipline development. According to Sutrisno (2017), regulations related to discipline include regulations on working hours, leaving work, and break times; regulations regarding dress code and behavior in the workplace; regulations on how to perform work and interact with other work units; and regulations regarding what employees are allowed and not allowed to do within the organization.

The second component is creating and imposing sanctions for disciplinary violators. It is not easy to simply establish rules without penalizing those who violate them once the rules are in place. Mangkunegara (2017) states that to penalize employees who violate discipline rules, several steps are taken. First, issuing warnings, which are actions taken by the company or supervisors to reprimand, remind, or impose sanctions on employees who have violated the rules set by the company. Second, sanctions must be given immediately, meaning employees who violate company rules must promptly receive sanctions in accordance with the applicable company regulations. Third, sanctions must be consistent, meaning sanctions for undisciplined employees must be applied uniformly. Fourth, sanctions must be impersonal, meaning sanctions for disciplinary violations must not discriminate between employees; regardless of age, gender, or other factors, sanctions must be enforced according to prevailing regulations.

The third component is conducting discipline development through continuous training. Enforcing rules without penalizing violators becomes more difficult once the rules are enacted. Sanctions for violations of disciplinary rules are carried out as stated by Mangkunegara (2017), namely through discipline training through physical activities, in which employees participate in sports such as morning exercises, football, tennis, and others, as well as discipline training through mental and spiritual activities, which is conducted by providing employees with opportunities to attend religious lectures so that they can become individuals of good character and possess a high level of discipline.

2.2. Physical Work Environment

The term "physical work environment" is used by Sudaryo et al. (2018) to describe all tangible aspects of the workplace that have the potential to impact employees. On the other hand, according to Nitisemito (2018), everything surrounding employees that affects their performance at work is considered part of the physical work environment. Based on the explanations above, the physical work environment consists of things that can be seen, touched, and interacted with by employees while working. These facilities can influence employees' comfort, enthusiasm, and productivity in the workplace.

According to Derimasari et al. (2019), the factors that determine the condition of the physical environment include lighting, which refers to an adequate level of illumination so that employees can work comfortably and clearly, and temperature, which concerns air temperature conditions in the workplace that support comfort at work. Humidity is also a factor, referring to the level of water vapor content in the air, which affects

employees' comfort and health, along with air circulation, which involves the smooth exchange of air in the workplace to maintain good air quality.

Workplace noise is another factor, referring to the level of sound in the work environment that can affect employees' concentration and productivity, as are mechanical vibrations, which originate from work tools and can affect workers' comfort and health. Odors, or the scents and smells present in the work environment, can also provide comfort or disrupt work activities.

Additional factors include color arrangement, which involves the arrangement and selection of colors in the workspace to create a comfortable atmosphere, and decoration, which concerns the arrangement and decoration of the work area aimed at creating a pleasant and comfortable work atmosphere. Music, or the playing of sound in the workplace, also contributes to creating a calmer atmosphere. Finally, safety refers to conditions that ensure the protection of employees from risks or hazards in the workplace.

2.3. Employee Performance

Evaluation of employee performance is a comprehensive representation of how individuals fulfill their professional mandates, both in terms of quality and quantity, as reflected by aspects such as accuracy, neatness, and the volume of target achievements (Vinadhinial et al., 2026). Substantively, performance is defined as the output or work achievements attained by an individual over a certain period as a manifestation of carrying out their main duties (Adhari, 2021). In line with this perspective, Prasetyo et al. (2025) emphasize that employee performance is the result of concrete outcomes produced when the workforce fulfills the operational responsibilities delegated by the institution.

All these standards refer to various measurable indicators standardized by the organization. Thus, it can be synthetically concluded that employee performance is the accumulation of achievements, both quantitative and qualitative, realized through the individual's efforts to fulfill tasks and responsibilities in order to achieve the strategic targets set by the organization.

According to Sedarmayanti (2018), employee performance indicators include work quality, which refers to the level of accomplishment of tasks in relation to the employee's skills and abilities regarding the quality of work produced, and work quantity, which refers to the amount of work that can be completed by an employee within a predetermined period. Timeliness is also an indicator, referring to the ability of employees to complete work according to the specified time or deadlines, as is initiative, which refers to the ability or action to start something, act proactively, and seek solutions without always waiting for instructions or orders. Finally, independence refers to an individual's ability to perform their work and complete tasks without assistance or supervision from others.

2.4. Previous Research

To support the research paradigm, the researcher cites several previous studies that used comparable variables and research objects to demonstrate how discipline development and the physical work environment affect the performance of production personnel at PT SBK. These prior studies provide empirical support for the concept and show how the dependent and independent variables are interrelated. Thus, based on previous research, it can be concluded that a study by Lesmana and Abdurahman (2024) found that discipline guidance has a positive impact on employee performance. Therefore, there is a positive correlation between the effectiveness of the company's discipline guidelines and the level of performance achieved by employees. The following hypothesis was developed in this study based on previous concepts and research.

H1: Discipline development has a positive effect on the performance of production employees at PT SBK.

A study by Hariansyah and Rovita (2026) found that the physical workplace positively affects productivity. This shows that if the physical conditions of the workplace are improved, there will be a corresponding increase in employee productivity. The following hypothesis was developed in this study based on previous concepts and research.

H2: The physical work environment has a positive effect on the performance of production employees at PT SBK.

A study by Safitri and Romi (2025) found that employee performance is positively influenced by the physical work environment and discipline development. Employees are more likely to be responsible and disciplined when working in a pleasant, clean, and well organized environment, and when reasonable sanctions, including warnings and supervision, are used to enforce discipline. The following hypothesis was developed for this study based on this concept and previous research:

H3: Discipline development and the physical work environment affect the performance of production employees at PT SBK.

Based on the hypotheses that have been proposed, the relationships between variables in this study can be illustrated through the following research model or hypothesis framework.

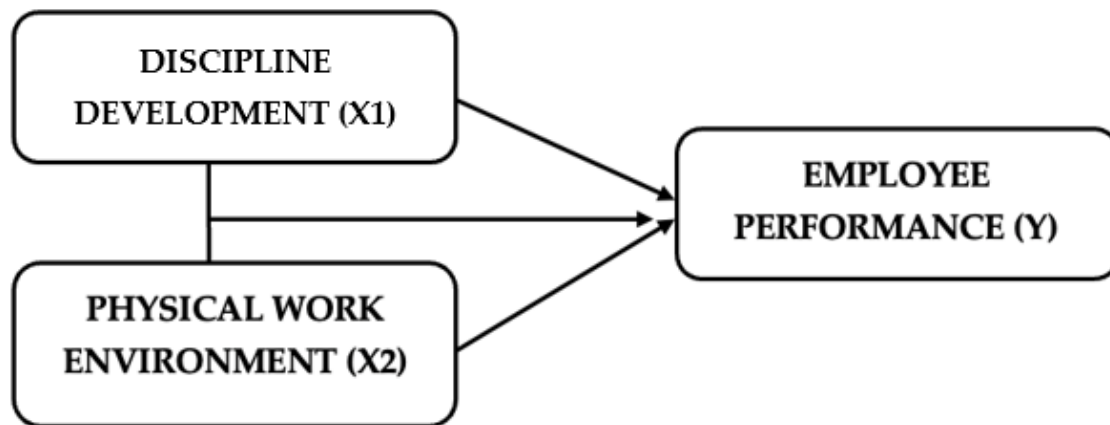


Figure 1. Proposed Research Model

Source: Authors' Compilation

3. RESEARCH METHODS

A quantitative approach, including descriptive and associative techniques, was used in this study. The performance of staff, the physical work environment, and the conditions surrounding discipline development are all described using the descriptive method. The purpose of this research is to analyze the production department of PT SBK using an associative approach in order to identify the partial and simultaneous effects of the physical work environment and discipline development on employee performance. Questionnaires, direct interviews, and relevant literature reviews were used to collect data for this research. The data were then analyzed using the coefficient of determination and multiple linear regression analysis.

In addition, the research variables are defined operationally, with indicators, sub-indicators, and measurement scales for each, to facilitate measurement. To simplify the preparation of research instruments and data collection, these variables have been operationalized to provide clear boundaries for the variables to be studied. The following table shows how the variables in this study have been operationalized.

Table 3. Operational Definition

Variable	Definition	Sub Variable
Discipline Development (X1)	Discipline development is an effort to build employees' attitudes, actions, and abilities so that they can perform their work according to existing rules and procedures, thereby optimizing work effectiveness and quality in a sustainable manner and in line with established targets.	Establishing rules and regulations that must be followed by employees Creating and imposing sanctions for disciplinary violations Conducting discipline development through physical training Conducting discipline development through mental and spiritual training
Physical Work Environment (X2)	Facilities available in the workplace that can be directly experienced by employees and can impact their comfort,	Lighting Comfort Odors Workplace decoration

Variable	Definition	Sub Variable
Employee Performance (Y)	enthusiasm, and the effectiveness of their performance.	Safety
		Cleanliness
	Performance is the work result achieved by an individual in carrying out their duties and responsibilities, both in terms of quality and quantity, in accordance with the objectives set by the company.	Work quality
		Work quantity
		Timeliness
		Initiative
		Independence

Source: Authors' Compilation

3.1. Research Design

The semantic differential method was used to measure data in this study. When measuring attitudes along a continuum, the semantic differential places respondents' answers on the left side at the most negative end of the spectrum and on the right side at the most positive end. All respondents completed questionnaires for this research, and their responses ranged from very negative to very positive. A score of 1 indicates a highly unfavorable perception, a score of 3 indicates a neutral perception, and a score of 5 indicates a very positive perception from the respondents. After the data is collected, processing can begin. Pane et al. (2020) state that the essence of data processing is taking raw data and transforming it into something more useful. Data validation, editing, coding, and tabulation are the steps that make up data processing (Agung & Yuesti, 2017).

3.2. Research Sample

There are two types of characteristics provided by the entire population in this study: respondent characteristics related to the physical work environment variable (X2) and discipline development (X1), and employee performance characteristics (Y). In the production department of PT SBK, there are 31 employees who have worked there for more than one year. Meanwhile, the employee performance variable (Y) will be assessed directly by the employee who holds the status of the direct supervisor, namely the HR manager, who was chosen because they are considered more objective in evaluating employee performance.

3.3. Data Collection Tools and Procedure

Both primary and secondary sources of information were used to collect data for this study. To obtain primary data, questionnaires were distributed to all employees of PT SBK. Secondary data came from various sources, including books, journals, and internal company documents. The research instruments used included the employee performance survey, the physical work environment survey, and the discipline development survey. In the questionnaire, respondents could select from a Semantic Differential Scale ranging from 1 (very poor impression) to 5 (very good impression). The more positive the respondents' perception of the variable being studied, the higher the score they gave.

After determining the sampling strategy, the first step in data collection was to create the research instrument, which utilized the predetermined variable indicators to identify potential respondents. The next step in collecting the necessary data for this study was to distribute the questionnaires to participants. The accuracy and completeness of responses were verified after all surveys had been collected. The research hypotheses were tested by processing and analyzing the collected data using appropriate statistical procedures.

3.4. Data Analysis

This research implements a quantitative analysis method that includes both descriptive and associative approaches. Descriptive statistics are used to map the demographic profile of respondents and to describe the data distribution related to the physical work environment, employee performance, and discipline development by calculating average scores. To ensure the accuracy and consistency of the instruments in measuring the research variables before entering the hypothesis testing stage, the researcher conducted a series of validity and reliability tests.

The significance of the influence of discipline development and the physical work environment on employee performance is analyzed using an associative approach. To ensure optimal estimation accuracy in the regression model, the researcher verified that classical assumptions were met, including normality testing, detection of multicollinearity, and verification of heteroscedasticity. The next analytical stage involved the use

of multiple linear regression models to measure the relationship patterns between the independent and dependent variables. Hypotheses were then tested using the t-test to identify the partial effects of each independent variable, and the F-test to assess the significance of their simultaneous effects. Additionally, the magnitude of the contribution of the independent variables to fluctuations in employee performance was quantified through the calculation of the coefficient of determination.

4. RESULTS AND DISCUSSION

4.1. Research Results

This section presents the research findings obtained through data processing and interpretation, covering respondent profiles, instrument validity, classical assumption tests, multiple linear regression estimation, and hypothesis testing. It also analyzes the impact of discipline development and the physical work environment at PT SBK on production department employee performance.

4.1.1. Data Analysis

The SPSS 29 was used to test the validity of the research variables. In this study, the calculated r-value and the r-table value were compared using the Pearson approach. A calculated r-value greater than 0.355 is considered valid for a particular statement, and the r-table value for this study is 0.355. The results of the validity testing are as follows:

Table. 4 Validity Test Results

Variable	Item	Sig.	R value	R table	Remark
Discipline Development (X1)	X1.1	0.000	0.832	0.355	Valid
	X1.2	0.000	0.659	0.355	Valid
	X1.3	0.000	0.628	0.355	Valid
	X1.4	0.000	0.720	0.355	Valid
	X1.5	0.000	0.775	0.355	Valid
	X1.6	0.000	0.638	0.355	Valid
	X1.7	0.000	0.722	0.355	Valid
	X1.8	0.000	0.700	0.355	Valid
	X1.9	0.000	0.713	0.355	Valid
	X1.10	0.000	0.726	0.355	Valid
	X1.11	0.000	0.562	0.355	Valid
Physical Work Environment (X2)	X2.1	0.000	0.695	0.355	Valid
	X2.2	0.000	0.739	0.355	Valid
	X2.3	0.000	0.690	0.355	Valid
	X2.4	0.000	0.782	0.355	Valid
	X2.5	0.000	0.703	0.355	Valid
	X2.6	0.000	0.674	0.355	Valid
	X2.7	0.000	0.761	0.355	Valid
	X2.8	0.000	0.740	0.355	Valid
	X2.9	0.000	0.566	0.355	Valid
	X2.10	0.000	0.799	0.355	Valid
	X2.11	0.000	0.528	0.355	Valid
Employee Performance (Y)	Y.1	0.000	0.720	0.355	Valid
	Y.2	0.000	0.667	0.355	Valid
	Y.3	0.000	0.692	0.355	Valid
	Y.4	0.000	0.625	0.355	Valid
	Y.5	0.000	0.626	0.355	Valid
	Y.6	0.000	0.782	0.355	Valid
	Y.7	0.000	0.718	0.355	Valid
	Y.8	0.000	0.631	0.355	Valid
	Y.9	0.000	0.784	0.355	Valid

Source: Processed Research Data

The validity testing criteria in this study are determined by comparing the calculated r-value with the r-table value. A statement item is considered valid if the calculated r-value is higher than the r-table value. A total of 29 degrees of freedom (df) were calculated for the r-table value, obtained from the sample size (n) of 31 respondents with degrees of freedom (df) = n - 2. The r-table value is 0.3550 when the significance level is set at 5% (two-tailed). Therefore, a statement item is considered valid and suitable for use as a research instrument if the calculated r-value is greater than 0.3550. After confirming that all questionnaire items were valid, reliability testing was conducted to examine the internal consistency of the research instrument. The results are summarized in table 5 below.

Table 5. Reability Test Results

Variable	Number of Items	Cronbach's Alpha	Remark
Employee Performance	9	0.864	Reliable
Discipline Development	11	0.894	Reliable
Physical Work Environment	11	0.893	Reliable

Source: Processed Research Data

With the Cronbach's Alpha value exceeding the predetermined threshold of 0.60, all variables are considered to meet the internal consistency criteria, based on the reliability analysis results shown in Table 5. Therefore, it can be concluded that all research instruments in this study are valid and reliable. Having established that all research instruments are both valid and reliable, the analysis proceeds with descriptive statistics to provide an overview of respondents' perceptions regarding discipline development, the physical work environment, and the performance of production employees at PT SBK.

A. Respondents' Responses Regarding the Discipline Development Variable

Discipline development in this study is measured through four sub-variables: continuous physical training, the creation and enforcement of rules and regulations that must be followed by employees, imposing sanctions for disciplinary violations, and mental and spiritual training for employees. Based on responses to the survey, the following mean scores which shown in table 6 were determined for each type of question:

Table 6. Average Scores of Respondents' Responses to Discipline Development

Sub Variable	Mean Score	Interpretation
Establishing rules and regulations to be followed by employees	3.99	Effective
Creating and enforcing disciplinary sanctions	3.93	Effective
Continuous discipline development through physical training	4.03	Effective
Discipline development through mental and spiritual training	3.99	Effective
Overall Mean	3.98	Effective

Source: Processed Research Data

This study found that the variable measuring discipline development among production department personnel at PT SBK had an average score of 3.98, placing it in the "effective" category. The implementation of continuous physical training had the highest sub-variable score, with an average of 4.03, while creating and enforcing disciplinary sanctions had the lowest sub-variable score, with an average of 3.93. Overall, discipline development has been running well and has supported the creation of employee work discipline, although the effectiveness of sanction enforcement still needs to be improved in order to further optimize employee compliance with company regulations.

B. Respondents' Responses Regarding the Physical Work Environment Variable

Lighting, comfort, odors, decoration, safety, and cleanliness are the sub-variables used to form the physical work environment variable in this study. The following table 7 summarized the mean scores of survey participants' responses for each measurement dimension:

Table 7. Average Scores of Respondents' Responses to Physical Work Environment

Physical Work Environment Dimension	Mean Score	Interpretation
Lighting	4.20	Very Bright but Not Glaring
Comfort	4.25	Very Comfortable
Odors	4.08	Fragrant
Decoration	3.75	Appropriate

Physical Work Environment Dimension	Mean Score	Interpretation
Safety	3.74	Safe
Cleanliness	3.88	Clean
Overall Mean	3.98	Good

Source: Processed Research Data

With an average score of 3.98, this study shows that the production department of PT SBK has a good physical work environment. The sub-variable related to safety has the lowest average score (3.74), while the sub-variable related to comfort has the highest average score (4.25). Although there is still room for improvement in terms of safety, the current physical work environment has successfully provided comfort and supported employees' work activities.

C. Respondents' Responses Regarding the Employee Performance Variable

Work quantity, quality, timeliness, initiative, and independence are the sub-variables of the employee performance variable in this study. The following table 8 is a description of how the average scores for each measurement dimension were determined based on the questionnaire responses:

Table 8. Average Scores of Respondents' Responses to Employee Performance

Employee Performance Dimension	Mean Score	Interpretation
Work Quality	4.04	Good
Work Quantity	4.01	Good
Timeliness	4.20	Very Good
Initiative	3.90	Good
Independence	4.20	Very Good
Overall Mean	4.07	Good

Source: Processed Research Data

The research results show that employees in the production department of PT SBK perform very well, with an average score of 4.07. On average, the sub-variable related to initiative received a score of 3.90, while the sub-variables related to independence and timeliness each received a score of 4.20. The staff have done a good job in supporting company operations and fulfilling their duties and responsibilities, but they can still improve their performance by taking more initiative and generating more new ideas.

4.1.2. Classical Assumption Tests

The use of a multiple linear regression model in this research aims to build accurate parameter estimates and meet the criteria as the Best Linear Unbiased Estimator (BLUE), as known in econometrics. To ensure the model satisfies the technical prerequisites for the Ordinary Least Squares (OLS) procedure, a series of classical assumption tests were conducted to validate the relationship between the physical work environment and discipline development variables on employee performance at PT SBK. The focus of testing included verification of heteroscedasticity, multicollinearity, and the normality assumption of data distribution.

A. Normality Test

The results of the normality test show that the data distribution in this study empirically fulfills the normality assumption. This is confirmed by a significance value of 0.200, which exceeds the 0.05 threshold, so the model analyzing the influence of discipline development and the physical work environment on employee performance is considered statistically appropriate.

B. Multicollinearity Test

Empirical findings from the multicollinearity test provide evidence that there is no collinearity between the independent variables. This is confirmed by a variance inflation factor (VIF) value of 3.774, which is well below the threshold of 10, and a tolerance value of 0.265, which exceeds the standard of 0.10. These indicators ensure that the independent variables in the multiple regression model are independent and do not show significant linear association with each other.

C. Heteroscedasticity Test

The heteroscedasticity analysis yielded a significance value of 0.896 for the physical work environment variable and 0.688 for the discipline development variable. Since all these values are above the significance

threshold of 0.05, it can be concluded that the research data is free from the problem of unequal residual variance. This condition proves that the error variance is constant across all observations, which is a crucial prerequisite for the reliability of the regression model.

4.1.3. Hypothesis Testing

A. Multiple Linear Regression Analysis

Table 9. Multiple Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant	3.933	3.236	–	1.216	0.234
Discipline Development	0.369	0.130	0.478	2.846	0.008
Physical Work Environment	0.372	0.141	0.445	2.650	0.013

Source: Processed Research Data

In addition, the following equation was obtained from the multiple linear regression analysis in this study, which was conducted using SPSS version 29:

$$Y = 3.933 + 0.369X_1 + 0.372X_2$$

From this regression equation, the following conclusions can be drawn:

- 1) If the regression coefficient value for the discipline development variable (X_1) is positive, this indicates that an increase in discipline development will result in improved employee performance.
- 2) If the regression coefficient value for the physical work environment variable (X_2) is positive, this indicates that an increase in the quality of the physical work environment (X_2) will also lead to improved employee performance.

B. Coefficient of Determination (R^2)

This study also evaluates how well the model explains the dependent variable. The following table 10 illustrates this:

Table 10. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.889	0.791	0.776	2.092

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

b. Dependent Variable: Y

Source: Processed Research Data

Based on data processing using SPSS version 29, the coefficient of determination was found to be 0.791. This figure reflects that discipline development and the physical work environment variables simultaneously contribute a significant effect on employee performance in the production department at PT SBK. More specifically, 79.1% of the variation in employee performance can be explained by these two independent variables, indicating a strong level of influence. Meanwhile, the remaining 20.9% is influenced by various exogenous factors outside of this research model, such as leadership variables, compensation schemes, organizational culture, and personal work motivation.

C. Partial (t) Test

This computational procedure was implemented using SPSS version 29.0 to estimate the partial impact of each independent variable (X) on the dependent variable (Y). To determine statistical significance, the researcher set the degrees of freedom, calculated as the number of observations minus the number of independent variables and the constant ($31-2-1$), resulting in a df value of 28 with a critical t-value of 1.701. The following table 11 is a summary of the statistical calculation results obtained.

Table 11 . t-Test Results

Variable	t-Value	t-Table	Sig.	α	Decision
Discipline Development (X1)	2.846	1.701	0.008	0.05	Significant Effect
Physical Work Environment (X2)	2.650	1.701	0.013	0.05	Significant Effect

Source: Processed Research Data

The significance value of 0.008, which is below the 0.05 threshold, confirms a real effect of the discipline development variable on employee performance. Based on these findings, the alternative hypothesis is accepted, and the null hypothesis is rejected, indicating that the operational effectiveness of production staff at PT SBK increases thanks to the proper implementation of discipline development. The company's discipline development pattern is considered to have optimal leverage when the internal regulatory framework is synchronously integrated with the organization's vision, and there is consistency in sanction enforcement. In line with the perspective of Lesmana and Abdurahman (2024), strengthening discipline has been shown to stimulate accountability and work compliance, so employee performance tends to correlate positively with the quality of discipline development applied by management.

Furthermore, the test results for the physical work environment variable show a significance value of 0.000, indicating a significant impact on employee performance in the production department at PT SBK. Acceptance of the alternative hypothesis in this context confirms that the physical work environment is a determining factor in improving staff performance. Adequate infrastructure and supporting facilities directly affect comfort and productivity, which in turn boost personnel focus and enthusiasm in completing tasks. This phenomenon is supported by empirical findings from Fauzan (2025), which emphasize that physical elements such as lighting, temperature control, sanitation, and noise levels play a crucial role in creating a productive work ecosystem.

D. Simultaneous (F) Test

To analyze the extent of the joint influence of the independent variables which are discipline development (X1) and physical work environment (X2) on the dependent variable, namely employee performance (Y), the researcher implemented a simultaneous test or F-test. Based on data processing using SPSS 29.0, the calculated F value was 52.937. This value was then compared to the F table value, determined based on degrees of freedom (df) 2 and 28 (obtained from 31-2-1), which is 3.340. The following table 12 is a visual summary of the results of the simultaneous test:

Table 12. F-Test Results

Model	F-Value	F-Table	Sig.	Prob.	Decision
Discipline Development and Physical Work Environment → Employee Performance	52.937	3.340	0.000	0.05	Significant Effect

The statistical analysis of the F-test yielded a significance value of $0.000 < 0.05$ and an F value of $52.937 > 3.340$. We can conclude that H_a is accepted and H_0 is rejected, indicating that the performance of production employees at PT SBK is simultaneously influenced by the physical work environment and discipline development variables.

The research findings show that employee accountability and compliance in the workplace have been strengthened by discipline development initiatives, which include regulations, sanctions, and both mental and physical training. Employees are more likely to feel comfortable and productive when they have access to adequate workplace facilities. Consistent with other studies showing a positive effect on employee performance, the ideal way to improve performance is by providing good discipline development and appropriate workplace facilities.

4.2. Discussion

The results of the study examining the impact of the physical work environment and discipline development on the performance of production employees at PT SBK show that the level of discipline development in the department is successful. The implementation of discipline development through physical training achieved the highest sub-variable score of 4.03, while the sub-variable of creating and imposing sanctions for disciplinary violations had the lowest score of 3.93. In addition, the physical work environment

in the production department meets good standards. The comfort sub-variable achieved the highest score of 4.25, while the safety sub-variable obtained the lowest score of 3.74. The performance level of production employees at PT SBK also falls into the good category. The independence and timeliness sub-variables achieved the highest scores of 4.20, while the initiative sub-variable received the lowest score of 3.90.

The research results indicate that the performance of PT SBK's production staff is positively influenced by increased discipline. Based on these findings, it appears that discipline development through the creation of workplace rules and procedures, the imposition of sanctions on employees when they violate them, and the provision of ongoing training can help workers become more efficient, responsible, and goal-oriented. Consistent with previous research, this study confirms that discipline development is an important component in improving work productivity and achieving established goals.

Furthermore, the study shows that the physical workplace can affect productivity. Employees are more likely to be productive and happy in a physical work environment that meets their needs in terms of lighting, air quality, cleanliness, and other relevant factors. When workers are in an ideal environment, they can do their jobs better and faster. Previous research has shown that a pleasant physical workplace can enhance morale, interest, and work outcomes among employees. Our findings reinforce this.

In addition, the results demonstrate that the performance of PT SBK's production workers is greatly influenced by both the physical work environment and discipline development. This proves that these two variables work together to improve productivity in the workplace. Workers are more likely to be responsible, effective, and productive when they are disciplined and have a pleasant work environment. Thus, the company's efforts to promote discipline and create a comfortable physical work environment have an impact on employee performance, which is not determined solely by individual ability.

In line with Mangkunegara (2017) perspective, the position of the work environment is recognized as one of the crucial external variables that determine fluctuations in employee performance. The results of this investigation provide empirical support that further strengthens this theory. These findings are also consistent with previous literature emphasizing that improvements in the quality of the physical work environment and the strengthening of discipline development mechanisms make significant contributions to accelerating productivity.

Collectively, these data indicate that both factors are strategic variables in human resource management that cannot be ignored. The conducive physical work environment built at PT SBK has proven to provide optimal comfort, thereby directly facilitating staff to operate at a higher level of efficiency and supporting the acceleration of organizational strategic target achievement.

5. CONCLUSION

Based on the study's findings, the researcher offers several recommendations to PT SBK, particularly the production department, which can be used as input and consideration. Based on respondents' feedback regarding discipline development, the sub-variable of implementing discipline development through physical training received the highest score of 4.03. Therefore, the company is advised to maintain and continuously improve the implementation of ongoing physical training, as it has proven effective in supporting the formation of employee work discipline. Meanwhile, the sub-variable of creating and imposing sanctions for disciplinary violations received the lowest score of 3.93. Thus, the company should be more consistent, fair, and firm in enforcing disciplinary actions in accordance with company policies. The goal is to encourage a more organized and productive workplace by increasing staff understanding of company policies and reducing cases of disciplinary violations.

The comfort sub-variable also received the highest score of 4.25 regarding the physical work environment. Thus, it is recommended that the company continue its good work in creating a pleasant workplace for employees by ensuring proper lighting, temperature, humidity, and air circulation, as well as keeping the workspace clean, odor-free, and safe. On the other hand, the safety sub-variable received the lowest score of 3.74. Therefore, the company needs to enhance workplace safety by providing personal protective equipment (PPE), conducting regular equipment inspections, installing workplace safety signs, and organizing occupational safety and health (OSH) training so that employees can work safely and optimally.

Next, based on respondents' feedback regarding employee performance, the sub-variables of independence and timeliness received the highest scores of 4.20. Therefore, the company is encouraged to continue improving responsibility, punctuality, and work supervision so that employees can complete tasks optimally and according to company targets. Meanwhile, the initiative sub-variable received the lowest score of 3.90. Thus, the company needs to enhance employee initiative through motivation, training, good communication, and by providing opportunities for employees to present ideas or suggestions in their work. Additionally, the company should foster an environment that encourages employees to think outside the box to boost morale, confidence, and productivity.

Research on the impact of the physical work environment and the implementation of discipline development on employee performance in the production sector of PT SBK concludes that both variables are substantial contributors to increased operational productivity. Empirical findings confirm that strengthening discipline development mechanisms by management is directly proportional to employee performance achievements, indicating a positive and significant influence. In addition, the physical work environment variable also has a significant impact on the performance of production staff. The creation of a well-organized, comfortable, and conducive work atmosphere directly serves as a catalyst for improving individual efficiency and work output. Thus, it can be emphasized that the synergy between the quality of the physical work environment and the consistency of discipline development is a determining variable that facilitates the achievement of high performance standards for manufacturing workers at PT SBK.

By focusing specifically on discipline development, the physical work environment, and employee performance, this research can help advance the field of human resource management. The empirical evidence presented in this study further supports the notion that these variables play an important role in enhancing employee performance in food manufacturing companies. Based on the research results, the company should maintain and improve discipline development, as well as continuously strive to improve the physical work environment so that employees can perform at their best.

The limitation of this study lies in the fact that it only covers PT SBK's production staff. Due to the limited number of independent variables considered, additional factors that might impact employee performance were not explored. To obtain more comprehensive results and to make this research applicable to a wider range of industries, it is recommended that future research includes additional variables such as job satisfaction, leadership, organizational culture, and work motivation.

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