

THE INFLUENCE OF WORK ENVIRONMENT ON EMPLOYEE DISCIPLINE AND THE ROLE OF HUMAN RESOURCE PLANNING

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Abstract. This study aims to examine the effect of work environment on employee discipline in the production department of PD. Mandala 525, as well as the role of human resource planning (HRP) in improving work discipline. Using a quantitative descriptive approach and correlational method, this study analyses the relationship between two main variables: work environment and work discipline. Data were collected through questionnaires and in-depth interviews with 62 employees using a simple random sampling technique. The results of Pearson correlation analysis showed a moderate positive relationship between work environment and work discipline ($r = 0.56$), which means that improving the quality of work environment has the potential to improve work discipline. Linear regression analysis revealed that the work environment variable has a significant effect on employee work discipline with a regression coefficient of 0.42 ($p\text{-value} < 0.05$). This finding indicates that good physical facilities, conducive work atmosphere, positive corporate culture, and supportive social interactions can strengthen employee discipline. In addition, HRP strategies that include improving the work environment play an important role in supporting disciplinary behaviour. This research provides recommendations for PD. Mandala 525 to improve physical facilities and create an inclusive and open corporate culture to increase work discipline and productivity. It also suggests further research to expand the understanding of the factors that influence work discipline, including leadership style and intrinsic motivation.

Keywords: Work Environment, Work Discipline, Human Resource Planning

I. INTRODUCTION

Amid the dynamics of increasingly fierce industrial competition, companies need to have effective strategies to improve employee performance and productivity. One important factor affecting this is work discipline, which can serve as a determinant of success in achieving company targets. At PD. Mandala 525, the production department is one of the units that have a central role in the company's operations. However, the current phenomenon shows a decrease in work discipline in the production department, which has an impact on the quality and quantity of production results. This condition indicates a mismatch between the work environment and employee productivity, so this research is needed to dig deeper into the influence of the work environment on employee discipline (Paroli, 2024). This research aims to provide a clearer understanding of the relationship and how human resource planning strategies can be applied to improve employee work discipline in a corporate environment.

PD. Mandala 525 was chosen as the object of research because this company has a production sector that is very important in supporting the sustainability of its operations. The company is known for its commitment to product quality, but the occurrence of problems in terms of employee discipline, especially in the production department, demands

an appropriate solution. In addition, PD. Mandala 525 also has the challenge of maintaining employee morale and commitment to remain productive in a stressful work environment. Unlike other companies with similar conditions, PD. Mandala 525 offers the opportunity to deeply analyse the impact of the work environment on employee discipline by involving more complex internal aspects, such as corporate culture and HR policies implemented. This distinguishes this research object from other companies that are more homogeneous in terms of HR policies and work environment.

In this study, there are two main variables that become the main focus, namely the work environment and employee discipline. The work environment includes all the factors surrounding employees that can affect their well-being and performance, such as physical facilities, work atmosphere, company culture, and social interactions between employees. Work discipline, on the other hand, refers to the extent to which employees comply with the rules and standards set by the company in carrying out their tasks. This research will analyse the relationship between the two variables, hoping to provide an overview of how work environment factors contribute to the level of work discipline of employees in the production department. In addition, it will also discuss how the right HR planning strategy can be a solution in improving work discipline, taking into account the elements that exist in the work environment (Paroli, 2024).

Several previous studies have examined the relationship between work environment and employee discipline, but many have not specifically discussed how human resource planning can play a role in improving work discipline. A study by Zainudin and Pratama (2020) mentioned that a conducive work environment can improve employee performance, but has not examined more deeply related to HR strategies that can be applied to improve work discipline in the production department. Another study by Sari and Hidayat (2021) also highlighted the importance of a healthy work environment to encourage employee productivity, but did not include an in-depth analysis of HR planning variables as a solution to work discipline problems. Thus, this research will fill the existing gap by linking HR planning strategies with the influence of the work environment on employee work discipline, as well as providing practical solutions that can be implemented at PD. Mandala 525.

The gap in this research lies in the limited studies that directly link HR planning strategies with work discipline in the context of the work environment, especially in the manufacturing industry. This research has novelty in its approach that integrates HR planning theory with the dynamics of the work environment in the production department of PD. Mandala 525. The expected benefit of this research is to provide recommendations that can assist companies in formulating effective HR strategies, with the aim of improving employee discipline in the production department. In addition, this research also aims to contribute to the development of human resource management science, especially in the context of production, by offering solutions based on the specific conditions of the company. Thus, this research is expected to provide new insights for policy makers at PD. Mandala 525 in designing a more productive work environment and supporting the continuous improvement of employee discipline.

II. RESEARCH METHODS

This study uses a quantitative descriptive approach with a correlational method (Sekaran & Bougie, 2016; Neuman, 2014), which aims to determine the relationship between work environment and employee discipline in the production department of PD. Mandala 525, and explore the role of human resource planning in improving work discipline. This type of research was chosen because it is able to describe existing variables and test the relationship between these variables. The research instrument used was a questionnaire consisting of two main sections, namely work environment and work discipline. The first section includes factors that affect the work environment, such as facilities, work atmosphere, corporate culture, and social interaction between employees. The second part deals with work discipline, which measures the extent to which employees comply with applicable rules and procedures (Field, 2013; Sekaran & Bougie, 2016). In addition to the questionnaire, in-depth interviews were also conducted with managers and several employees to dig deeper information about the working

environment conditions and HR policies implemented in the company.

The data used in this study are divided into two types, namely primary data obtained directly from production employees through questionnaires and in-depth interviews, and secondary data obtained from company documentation, such as HR policy reports, operational records, and data on work discipline and employee productivity.

This research was conducted at PD. Mandala 525, which is a manufacturing company with an important production sector in its operations, over a three-month period from October to December 2024. The population in this study were 161 production employees at PD. Mandala 525. The sampling technique uses *probability sampling* with *simple random sampling*. The determination of the number of samples using the Slovin formula with an error rate of 10%, which resulted in a sample size of 62 people used in this study.

To ensure the validity and reliability of the research instrument, a pilot test of the questionnaire was conducted on a small sample, by calculating the item-total correlation coefficient using Pearson's Product Moment formula and testing reliability using Cronbach's Alpha to measure the internal consistency of the instrument (Field, 2013; Hair, Black, Babin, & Anderson, 2010). The analysis technique used is Pearson correlation analysis to determine the relationship between work environment and work discipline, and linear regression analysis to determine the effect of work environment on employee work discipline.

III. RESULTS AND DISCUSSION

Pearson Correlation Analysis

Pearson correlation analysis was used to examine the relationship between the two main variables in this study, namely *work environment* and *work discipline*. This correlation is measured by the Pearson correlation coefficient (r), which has a value between -1 to +1, where a positive value indicates a positive relationship and a negative value indicates a negative relationship.

Correlation Testing Results

The following table shows the results of the correlation analysis between work environment and work discipline.

Table 1. Correlation Test Results

Variables	Work Environment	Work Discipline
Work Environment	1.00	0.56*
Work Discipline	0.56*	1.00

The Pearson correlation coefficient value of 0.56 indicates a moderate positive relationship between work environment and work discipline. This means that the better the work environment, the higher the level of work discipline of employees in the production department.

Correlation Significance Test

The results of the significance test (p-value) show that the relationship between work environment and work discipline is significant at the $\alpha = 0.05$ level (p-value < 0.05). This indicates that the relationship found does not occur by chance, and there is a real influence between the two variables.

Linear Regression Analysis

Furthermore, linear regression analysis was conducted to determine how much influence the work environment has on work discipline. The regression model used is:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

Where:

Y = Work Discipline

X = Work Environment

β_0 = Intercept (constant)

β_1 = Regression coefficient (effect of work environment on work discipline)

ϵ = Error term

Regression Model Results

Table 2. Regression Test Results

Variables	Coefficient (β)	T-statistic	p-value
Intercept (β_0)	1.72	3.45	0.001
Work Environment (β_1)	0.42	5.12	0.000

Interpretation:

- 1) The regression coefficient value for the work environment (β_1) of 0.42 indicates that each increase of one unit in the work environment variable will increase work discipline by 0.42 units.
- 2) The p-value for both variables (intercept and work environment) is less than 0.05, indicating that both coefficients are statistically significant at the $\alpha = 0.05$ level.

Regression Models:

$$Y = 1.72 + 0.42X$$

This shows that employee discipline in the production section of PD. Mandala 525 is influenced by work environment factors. Therefore, improving the quality of the work environment can be a solution to improve employee work discipline.

The results of this study provide a clearer picture of the positive relationship between work environment and employee discipline at PD. Mandala 525. The positive correlation of 0.56 indicates a moderate relationship, indicating that positive changes in the work environment have the potential to improve employee discipline in the production department. This is in line with findings in previous studies that identified the importance of work environment aspects in supporting employee disciplinary behaviour.

Research conducted by Smith and Jones (2020) shows that a conducive work atmosphere, both physical and psychological, has a significant impact on employee compliance with internal company regulations. As with this study, they found that improved physical facilities and a

supportive corporate culture improved morale and, ultimately, employee productivity.

The study also concluded that a positive work environment can improve discipline. Comfortable physical facilities, a supportive work atmosphere, and a corporate culture that promotes collaboration and social interaction between employees are key factors that can improve regulatory compliance. This reflects the principle in Herzberg's motivation theory, where hygiene factors (such as work environment and facilities) can influence job satisfaction and disciplinary behaviour.

Given that this study also focuses on human resource planning (HRP), these findings highlight the important role HRP plays in creating a conducive work environment. HRP strategies that prioritise improvements in physical facilities, corporate culture, and employee relations can strengthen employee discipline. Previously, a study by Tan et al. (2018) noted that HR programmes that support good communication and provide regular rewards increase employee motivation, which in turn affects work discipline.

This research supports the active role of HR managers in designing an adequate work environment, which is not only in the form of physical facilities, but also involves creating a pleasant working atmosphere that is maintained by a culture of open communication. A good HRP, with clear policies and supportive career development, can serve as a key driver of improved work discipline.

Based on these findings, PD. Mandala 525 can implement practical strategies that not only focus on improving physical facilities, but also creating a more inclusive and open work culture. This has the potential to create a better atmosphere for employees, reduce the potential for indiscipline, and improve interpersonal relationships between employees. Specifically, companies can focus on improving physical facilities by providing comfortable workspaces that support productivity, as well as improving existing facilities. In addition, strengthening the company culture to be more positive, open and supportive of collaboration and social interaction will strengthen employee discipline. The development of transparent HR policies is also important to ensure that company rules are easily understood by all employees and provide balanced rewards for good performance.

Although this study has provided important insights into the relationship between work environment and employee discipline, further research could include other variables that may influence employee discipline, such as leadership style, intrinsic motivation, and job satisfaction. Cross-industry research may also enrich perspectives regarding the application of broader HR planning strategies and relevance to diverse work cultures. Thus, it can be concluded that a supportive work environment reinforced through strategic HR planning not only improves work discipline, but also has the potential to increase employee productivity and achieve higher production goals at PD. Mandala 525, in accordance with the results of previous studies that showed a positive correlation between the two.

IV. CONCLUSIONS

This study shows a moderate positive relationship between work environment and employee discipline in the production department of PD. Mandala 525. A conducive work environment, both in terms of physical facilities, work atmosphere, corporate culture, and social interaction between employees, is proven to have a significant influence on work discipline. Therefore, companies need to pay more attention to improving the quality of the work environment to encourage better disciplinary behaviour among employees. In addition, strategic human resource planning (HRP) also plays an important role in creating a supportive work environment, which ultimately contributes to improved work discipline and employee productivity.

Theoretically, this study strengthens the view that a good work environment can improve employee discipline and productivity, and provides additional insights in the study of human resource management, especially regarding the relationship between HRP and work discipline in the manufacturing industry. Practically, these findings can serve as a basis for PD. Mandala 525 in formulating more effective HR policies and strategies, especially in improving physical facilities and corporate culture, in order to strengthen employee discipline and increase productivity in the production department. However, this study has limitations, such as the limited scope of one company, which makes the results may not be fully generalisable to other companies with different characteristics. In addition, other variables such as leadership style, intrinsic motivation, and job satisfaction were not discussed in depth, and the research method that relied on questionnaires and limited interviews may not fully capture the complex dynamics in the work environment.

Therefore, future researchers are advised to develop research by involving more companies from various industrial sectors to enrich the understanding of the relationship between work environment and work discipline. Researchers are also advised to include other variables, such as leadership style, motivation, and job satisfaction, in their research to provide a more complete picture of the factors that influence work discipline. Longitudinal studies are also recommended to look at changes in work discipline over time due to changes in the work environment or HRP strategies implemented.

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