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The Influence of Physical Work Environment and Work Discipline on Employee Performance: A Study at the Dodol Picnic Garut Production Division

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ABSTRACT

The decline in workforce performance at Dodol Picnic Garut has become a strategic issue impacting productivity and work quality. Two main factors believed to contribute to this problem are an unsupportive physical work environment and low employee discipline. Therefore, this study focuses on analyzing and testing the extent to which the physical work environment and work discipline influence employee performance. This study employs a descriptive quantitative approach using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. A total of 110 respondents participated in this study through saturated sampling techniques. Data collection was carried out through interviews, participatory observation, and the distribution of structured questionnaires, which were then analyzed using SmartPLS software. The results indicate that the physical work environment variable has a significant and strong influence on improving employee performance, with a p-value of 0.000 for male respondents and 0.003 for female respondents, and an effect size (f^2) of 0.531, reflecting a high level of influence. Meanwhile, the work discipline variable showed a significant influence only on the male respondent group ($p = 0.019$), but not on the female group ($p = 0.248$). These findings imply that improving the physical work environment should be a management priority to enhance overall employee performance, while work discipline strategies need to be tailored to gender characteristics. This study makes practical contributions to companies in designing evidence-based interventions, as well as theoretical contributions to the human resource management literature, particularly regarding the role of gender in employee performance dynamics.

KEYWORDS *Physical work environment, Work discipline, Employee performance, Talent Management*

INTRODUCTION

Human resources are one of the most important assets for a company or organization (Winarno Alex, 2021). The existence of human resources is a crucial factor for the survival and success of an organization in achieving its goals. This is due to the vital role played by human resources in carrying out operations and as a benchmark for the success of the organization (Yusuf, 2023). For every individual in the company, the main goal to be achieved is to provide optimal performance through quality efforts in completing their tasks so that it can provide significant benefits to the company or organization itself (Winarno Alex, 2021). A company can be said to be successful if it can achieve the targets that have been set, which is highly dependent on the quality of the performance of its employees. In Dodol Picnic, the discipline and work spirit of the staff are essential to achieving the organization's goals. This is closely related to their efforts to improve service, especially when it comes to serving customers.

The Food and Beverage business, often abbreviated as F&B, has become an indispensable part of our daily lives. Whenever we visit a restaurant, café, or even a roadside tent stall, we interact with the F&B business. Dodol Picnic is included in the food and beverage industry or F&B, more specifically in the snack and traditional processed food industry. Rapid

mobility requires F&B businesses to have high-performance quality human resources. Therefore, the F&B business needs to be supported by the existence of qualified human resources.

According to Sudaryo Yoyo (2018), performance is the output achieved by a person in completing tasks in accordance with his abilities and capacities and based on the responsibilities that have been set by his superiors. This performance shows the extent to which a person meets the organization's expectations and standards, how effective they are in achieving the goals they have set, and contributes directly to the productivity and overall progress of the organization. According to Silalahi (2021), among the factors that can affect employee performance are work discipline, employee morale, effective communication, and supportive physical conditions of the work environment. This condition causes work discipline and the physical condition of the work environment to have a direct impact on the quality of employee performance and the work process that takes place within the organization (Silalahi, 2021).

An important method for evaluating the working conditions and quality of work of each employee is performance appraisal. This assessment provides an overview of employee achievements and competencies as well as the basis for further development and performance improvement to achieve overall organizational goals (Rohman, 2021).

Based on the results of interviews at Dodol Picnic Garut, there are problems related to human resources. In this study, the researcher conducted initial observations and interviews with the company's internal parties. From the results of observations and interviews, there are issues related to employee services and performance at Dodol Picnic that have decreased over time. Based on initial interviews, in recent years, employees at Dodol Picnic have experienced a decline in performance that has led to less than optimal results. Influencing factors such as the work environment and the level of discipline present in the workplace can contribute to a decline in employee performance. An uncomfortable workplace—such as poor lighting, distracting noise, or uncomfortable temperatures—can interfere with worker productivity and comfort. In addition, a lack of work discipline, including absenteeism, tardiness, and non-adherence to rules, contributes to lower quality individual performance. The combination of these two components not only affects productivity but can also impact the quality of customer service and the achievement of the company's overall goals. If these issues are not handled properly, they can hinder the achievement of the company's targets and jeopardize Dodol Picnic's reputation in maintaining the quality of the goods and services provided to its consumers.

According to Yuniarti Rina (2021), various factors affect the progress of a company, one of which is employee performance. Employee performance refers to individual or group achievements achieved in accordance with their authority and responsibilities, in line with organizational goals, and achieved through effective and efficient processes. Performance appraisals are carried out to provide employees with an understanding of the expectations set by supervisors, so that a better understanding can be established between the two parties. This assessment focuses on the evaluation process to measure the extent to which the contribution of individuals or work groups supports the achievement of goals set by the organization (Yuniarti Rina, 2021).

Based on employee performance assessment data, it can be seen that a decrease in average performance from 55.7% in 2022 to 50.7% in 2023 can hinder the production process, affect product quality, and ultimately prevent the company from achieving its business targets. This decline is due to several key factors. First, in the aspect of attendance, there was a decrease in the value from 35 to 30, which remained in the Poor category. This shows that there are serious problems related to employee attendance. Second, in the aspect of responsibility, the score decreased from 70 (Good) to 60 (Adequate), indicating a decline in employee commitment to completing tasks. In addition, the quality of work has also decreased from 60 to 55, although it is still in the Adequate category. The level of employee discipline has an important role in determining the performance of individuals and the entire team in a company. Discipline includes responsibility for time, adherence to rules, and consistency in carrying out tasks, all of which have a direct impact on work efficiency and productivity. Employee performance can be determined by the level of discipline of the employees (Marlius Doni, 2020).

A study conducted by Sihaloho & Siregar (2020) found that the work environment affects productivity and that the work environment component of PT Super Setia Sagita Medan affects employee productivity. A similar study by Handayani & Daulay (2021) found that the work environment has a significant and positive impact on worker performance. In addition, research conducted by Darmadi (2020), which looked at the influence of discipline and work environment on productivity at Indomaret Kelapa Dua, Gading Serpong, Tangerang Regency, showed that the work environment significantly affects employee productivity. Research conducted by Aspita (2023) concluded that a comfortable workplace makes workers more focused and relaxed, resulting in increased productivity.

According to Sihaloho (2020), employee performance is influenced by the physical work environment. If an employee experiences an unpleasant work environment—such as uncomfortable physical conditions, inadequate facilities, or disharmonious relationships between employees—they may no longer want to work. This situation often has an impact on productivity. In this study, the researcher conducted observations and interviews to obtain data, and from the results of observations and interviews with HRD Dodol Picnic Garut, there are still substandard working environment conditions. Employees complained about the physical working environment, including the packing room, which experienced problems such as a roof that often leaked during rain, reducing employees' comfort at work. In addition, some factory machines are also in damaged condition and need repair, which has an impact on employee discipline. The study also showed that lighting inside the factory was inadequate, resulting in employees having difficulty carrying out their duties and feeling uncomfortable. Optimal lighting in the work environment is essential because it supports employee effectiveness, precision, and comfort, while insufficient lighting can decrease productivity and increase the risk of visual fatigue, ultimately affecting the quality of work results.

Furthermore, based on the interview, Dodol Picnic faced the problem of low work discipline, which can affect the overall performance of employees. Because there are employees who receive daily or wholesale wages, wholesale employees tend to work more effectively and with disciplined teamwork. Some employees who receive daily wages become less disciplined in work because, unlike wholesale employees with many team members, daily wage employees often arrive late and frequently do not come to work.

There was an increase in absenteeism in the company in 2023, indicating higher employee absenteeism compared to the previous year. The total employee absenteeism in 2022 was 68 and increased to 107 in 2023, representing an increase of around 57.35%. The causative factors include the presence of employees who receive daily or wholesale wages; wholesale employees tend to be more disciplined and work in teams, while daily wage employees are often less disciplined, frequently late, and absent. In addition, office management also lacks discipline, as the absence of targets leads to protracted work and reduced productivity. Some employees sometimes do not comply with the SOPs set by Dodol Picnic. Non-compliance with rules, delays, high absenteeism, and lack of responsibility in completing tasks can hinder the production process, affect product quality, and ultimately prevent a company from achieving its business targets. According to Yuliatari Kartika (2020), physical environmental conditions in the workplace, such as temperature, noise, and lighting, greatly affect a person's performance, where adequate lighting can increase productivity. Based on the background description presented, the researcher is interested in researching with the title "The Influence of Physical Work Environment and Work Discipline on Employee Performance at Dodol Picnic Garut."

Based on the above background, human resources are an important asset for the company and play a crucial role in the continuity and success of the organization. In the context of Dodol Picnic, the discipline and work spirit of the staff greatly influence the organization's goals, especially in improving service to customers. This research was conducted through observation and interviews with internal company parties, identifying service and employee performance problems influenced by various factors, such as lack of training, ineffective internal communication, and low work discipline. In addition, unfavorable working environment conditions and unclear roles also contribute to poor performance. These problems can hinder the achievement of the company's targets and damage Dodol Picnic's reputation in maintaining the quality of products and services. Therefore, this study focuses on the influence of physical work environment and work discipline on employee performance at Dodol Picnic. This study aims to find out the physical work environment of the male and female categories, the influence of work discipline on employee performance, and employees' perception of the physical work environment and work discipline. It is hoped that this research will provide practical benefits for Dodol Picnic Garut in overcoming employee performance problems by developing work discipline and work environment, as well as making theoretical contributions in science, especially in the domain of human resource management, which can be used as a reference for future research.

METHOD

This research used a quantitative approach with a descriptive method to analyze the influence of the physical work environment and work discipline on employee performance. This approach was chosen because it allowed for objective measurement of variables and thorough statistical analysis. The study employed Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to test the relationships between variables. The population consisted of all 110 employees in the Garut Picnic Dodol Production Division. Saturated sampling was used, meaning all members of the population were included to ensure accurate representation. Data were collected through interviews, participatory observations, and

structured questionnaires designed to measure the physical work environment, work discipline, and employee performance. The data were analyzed using SmartPLS software to validate the model and test the hypotheses. Validity and reliability tests were conducted to ensure the research instruments were suitable. Descriptive analysis described respondent characteristics and research variables. Finally, SEM-PLS analysis tested the relationships among variables, including the influence of physical work environment and work discipline on employee performance. The results were interpreted to answer the research questions and test the hypotheses.

RESULT AND DISCUSSION

Verification Test

In this study, two main stages were carried out to verify the Partial Least Square (PLS) model. This is both external and in-model testing. The analysis is focused on the validity and reliability of the indicators in showing each of the latent constructs or variables at the outer stage of the model. Reliability tests, convergent validity, and discriminant validity are all metrics tested through the Composite Reliability and Alpha Cronbach values. All respondents' data was thoroughly examined regardless of gender. This stage aims to ensure that each indicator in the research instrument as a whole has the ability to accurately reflect the measured construct without being affected by group differences.

In the inner model stage, the relationships between latent variables within the framework of the structural model are tested. R-Square values, path coefficients, and significance tests of relationships between variables using t-statistics and p-values were used in this analysis to determine the direct influence between the variables studied. In this step, the Multi-Group Analysis (MGA) method is used to compare structural models between groups of male and female respondents to gain a deeper understanding of differences in influence by gender.

1. Outer Model Analysis (Male)

According to Hamid and Anwar (2019), the external testing of the model was carried out in two main stages, first convergent validity and discriminant validity. To determine convergent validity, you can use the Average Variance Extracted (AVE) and factor loading (FL) values. According to (Hair, 2021) discriminant validity can be assessed using analysis conducted by cross loading test. In addition, composite reliability (CR) and Cronbach's Alpha (CA) are used to measure the reliability of a structure.

Tabel 1. Factor Loading, Cronbach Alpha, Composite Reliability, AVE

Variable	Indicator	FL	CA	CR	AVE
Physical Activity Cycle (LK)	P. 1	0.869	0.965	0.966	0.687
	P. 2	0.863			
	P. 3	0.846			
	P. 4	0.854			
	P. 5	0.799			
	P. 6	0.838			
	P. 7	0.868			
	P. 8	0.786			
	P. 9	0.862			

	P. 10	0.771			
	P. 11	0.761			
	P. 12	0.813			
	P. 13	0.823			
	P. 14	0.846			
Work Discipline (DK)	DK. 1	0.762	0.946	0.948	0.676
	DK. 2	0.846			
	DK. 3	0.834			
	DK. 4	0.871			
	DK. 5	0.782			
	DK. 6	0.785			
	DK. 7	0.768			
	DK. 8	0.86			
	DK. 9	0.837			
	DK. 10	0.865			
Employee Performance (KP)	KP. 1	0.789	0.937	0.939	0.64
	KP. 2	0.833			
	KP. 3	0.787			
	KP. 4	0.789			
	KP. 5	0.785			
	KP. 6	0.81			
	KP. 7	0.796			
	KP. 8	0.848			
	KP. 9	0.8			
	KP. 10	0.762			

Source: Author's Processed Data (2025)

Table 2. Male Cross Loading

	Work Discipline	Employee Performance	Physical Work Environment
DK.15	0.762	0.768	0.768
DK.16	0.846	0.795	0.845
DK.17	0.834	0.774	0.796
DK.18	0.871	0.828	0.845
DK.19	0.782	0.733	0.766
DK.20	0.785	0.714	0.712
DK.21	0.768	0.717	0.719
DK.22	0.860	0.792	0.802
DK.23	0.837	0.778	0.808
DK.24	0.865	0.846	0.845
KP.25	0.748	0.789	0.759
KP.26	0.787	0.833	0.815
KP.27	0.758	0.787	0.765
KP.28	0.735	0.789	0.723
KP.29	0.686	0.785	0.731
KP.30	0.776	0.810	0.741
KP.31	0.712	0.796	0.738
KP.32	0.863	0.848	0.850
KP.33	0.761	0.800	0.773
KP.34	0.710	0.762	0.718

P.1	0.842	0.868	0.869
P.10	0.764	0.711	0.771
P.11	0.759	0.755	0.761
P.12	0.764	0.788	0.813
P.13	0.796	0.751	0.823
P.14	0.833	0.813	0.846
P.2	0.808	0.804	0.863
P.3	0.825	0.796	0.846
P.4	0.808	0.831	0.854
P.5	0.782	0.741	0.799
P.6	0.795	0.817	0.838
P.7	0.835	0.807	0.868
P.8	0.714	0.740	0.786
P.9	0.853	0.826	0.862

Source: Author's Processed Data (2025)

1) Convergen Validity

Based on the results in table 1 above, the results of the Factor Loading (FL) test of each indicator from the three variables of Physical Work Environment, Work Discipline and Employee Performance show the value of external loads that meet the specified criteria. According to (Hair, 2021) each indicator shows sufficient validity to indicate the measured construct, as indicated by a loading value greater than 0.7. Therefore, it can be concluded that all indicators meet the criteria of convergent validity and can be used for model testing.

In addition, the researcher tested the results with the average variance extracted (AVE) test after conducting the outer loadings test, as follows. Based on the test results in table 4.6 above, all variables in this study show an AVE value of >0.5, which shows that they can be categorized as valid (Hair, 2021). These values show that each construct has a high convergent validity, and the indicators used are able to optimally show latent variables for this research model.

Based on Table 4.6 of Cronbach's Alpha (CA) results_dan Composite Reliability (CR) exceeds 0.7. These results show that all variables have a high level of reliability and are consistent in measuring the construct in question.

2) Discriminant Validity

The researcher used cross-loading values as part of the discriminant validity analysis. According to (Hair, 2021) states that the cross loading value should be above 0.7, which indicates that the construct is able to explain more than 50% of the variation contained in the related indicator. Based on the results of the cross loading test shown in the table above, each construct showed a higher cross loading value compared to the relationship to the other constructs, so it can be concluded that the discriminant validity criteria have been met.

2. Outer Model Analysis (Female)

According to Hamid and Anwar (2019), the external testing of the model was carried out in two main stages, first convergent validity and discriminant validity. To determine convergent validity, you can use the Average Variance Extracted (AVE) value and factor loading. According to (Hair, 2021) discriminant validity can be assessed using analysis conducted by cross loading test. In addition, composite reliability and Cronbach's Alpha are used to measure the reliability of the structure.

Table 3. Factor Loading, Cronbach Alpha, Composite Reliability, AVE

Source: Author's Processed Data (2025)

Variable	Indicator	FL	CA	CR	AVE
Physical Activity Cycle (LK)	P. 1	0.888	0.972	0.974	0.735
	P. 2	0.894			
	P. 3	0.875			
	P. 4	0.9			
	P. 5	0.774			
	P. 6	0.879			
	P. 7	0.869			
	P. 8	0.788			
	P. 9	0.933			
	P. 10	0.822			
	P. 11	0.798			
	P. 12	0.812			
	P. 13	0.87			
	P. 14	0.865			
Work Discipline (DK)	DK. 1	0.892	0.962	0.964	0.747
	DK. 2	0.92			
	DK. 3	0.914			
	DK. 4	0.865			
	DK. 5	0.795			
	DK. 6	0.829			
	DK. 7	0.817			
	DK. 8	0.859			
	DK. 9	0.889			
	DK. 10	0.855			
Employee Performance (KP)	KP. 1	0.818	0.96	0.96	0.729
	KP. 2	0.873			
	KP. 3	0.915			
	KP. 4	0.775			
	KP. 5	0.809			
	KP. 6	0.864			
	KP. 7	0.844			
	KP. 8	0.881			
	KP. 9	0.864			
	KP. 10	0.888			

Source: Author's Processed Data (2025)

Table 4. Cross Loading Women

	Work Discipline	Employee Performance	Physical Work Environment
DK.15	0.892	0.826	0.852
DK.16	0.920	0.853	0.903

DK.17	0.914	0.855	0.850
DK.18	0.865	0.803	0.849
DK.19	0.795	0.726	0.754
DK.20	0.829	0.807	0.774
DK.21	0.817	0.758	0.767
DK.22	0.859	0.801	0.850
DK.23	0.889	0.893	0.850
DK.24	0.855	0.847	0.857
KP.25	0.715	0.818	0.763
KP.26	0.835	0.873	0.857
KP.27	0.889	0.915	0.892
KP.28	0.758	0.775	0.754
KP.29	0.792	0.809	0.794
KP.30	0.790	0.864	0.802
KP.31	0.850	0.844	0.846
KP.32	0.846	0.881	0.850
KP.33	0.794	0.864	0.836
KP.34	0.800	0.888	0.812
P.1	0.884	0.865	0.908
P.10	0.769	0.795	0.822
P.11	0.772	0.735	0.798
P.12	0.745	0.784	0.812
P.13	0.821	0.870	0.870
P.14	0.870	0.889	0.865
P.2	0.899	0.868	0.894
P.3	0.813	0.807	0.875
P.4	0.872	0.889	0.900
P.5	0.745	0.741	0.774
P.6	0.848	0.818	0.879
P.7	0.850	0.821	0.869
P.8	0.735	0.743	0.788
P.9	0.902	0.901	0.933

Source: Researcher's Processed Data (2025)

1) Convergent Validity

Based on the results in table 3 above, the results of the Factor Loading (FL) test of each indicator of the three variables of Physical Work Environment, Work Discipline and Employee Performance show the value of external load that meets the specified criteria. According to (Hair, 2021) each indicator shows sufficient validity to indicate the constructed being measured, as indicated by a factor loading (FL) value greater than 0.7. Therefore, it can be concluded that all indicators meet the criteria of convergent validity and can be used for model testing.

In addition, the researcher tested the results with the average variance extracted (AVE) test after conducting the outer loadings test, as follows. Based on the test results in table 4.8 above, all variables in this study show an AVE value of >0.5, which shows that they can be categorized as valid (Hair, 2021). These values show that each construct has a high convergent validity, and the indicators used are able to optimally show latent variables for this research model.

Based on Table 3 of Cronbach's Alpha (CA) results_dan Composite Reliability (CR) exceeds 0.7. These results show that all variables have a high level of reliability and are consistent in measuring the construct in question.

2) Discriminant Validity

The researcher used cross-loading values as part of the discriminant validity analysis. Hair et al. (2019) stated that the cross loading value should be above 0.7, which indicates that the construct is able to explain more than 50% of the variation in the relevant indicator.

Based on the results of the cross loading test shown in table 4 above, each construct showed a higher cross loading value compared to the relationship to the other constructs, so it can be concluded that the discriminant validity criteria have been met.

3. Inner Model Analysis (Male)

This model, also referred to as an internal model, utilizes the theoretical framework used in the study to analyze the relationships between latent variables. SmartPLS is used to evaluate structural models using bootstrapping techniques. This includes evaluating the R2 value, path coefficient, and overall model suitability.

Table 5. Test Coefficient of Determination (R2) Male

	R-square	R-square adjusted
Employee Performance	0.918	0.915

Source: Researcher's Processed Data (2025)

1) Uji R-Square

Based on substantive theory, internal models are also known as relationships between constructs or structural models showing relationships between latent variables. The R2 value is used as an evaluation indicator of the structural model to evaluate dependent constructs. According to (Hair, 2021), the R2 value can be used to determine how much influence endogenous and exogenous variables have on the model being built.

According to the table above, the Employee Performance Variable has an R Square value of 0.918. This shows that, despite having been adjusted for a number of independent variables, this research model still shows a high level of strength and stability. The conclusion is that this model has strong predictive capabilities for employee performance variables.

2) Uji F-Square

To find out the change in value (R2) and how strongly it affects endogenous constructs. Effect Size has three criteria, namely a value of <0.02 categorized as a weak influence, a value of <0.15 to 0.02 categorized as a moderate influence, and a value of <0.35 to 0.15 categorized as a strong influence (Hair, 2021).

Table 6. Effect Size (F2) Size

Variabel	F-Square
Work Discipline - > Employee Performance	0.109
Physical Work Environment - > Employee Performance	0.321

Source: Researcher's Processed Data (2025)

Based on Table 6, the Effect Size (F^2) value for the variable Work Discipline on Employee Performance is 0.109, which is included in the category of small influence because it is between 0.02 and 0.15. Meanwhile, the Effect Size value for the Work Environment variable on Employee Performance was between 0.15 and 0.35 was 0.321, which showed a moderate effect.

4. Inner Model Analysis (Female)

This model, also referred to as an internal model, utilizes the theoretical framework used in the study to analyze the relationships between latent variables. SmartPLS is used to evaluate structural models using bootstrapping techniques. This includes evaluating the R2 value, path coefficient, and overall model suitability.

1) Uji R-Square

Based on substantive theory, internal models are also known as relationships between constructs or structural models showing relationships between latent variables. The R2 value is used as an evaluation indicator of the structural model to evaluate dependent constructs.

Table 7. Female Coefficient of Determination (R2) Test

Variabel	R-square	R-square adjusted
Employee Performance	0.932	0.928

Source: Researcher's Processed Data (2025)

According to the table above, the Employee Performance Variable has an R Square value of 0.932. This shows that, despite having been adjusted for a number of independent variables, this research model still shows a high level of strength and stability. The conclusion is that this model has strong predictive capabilities for employee performance variables.

2) Uji F-Square

To find out the change in value (R2) and how strongly it affects endogenous constructs. Effect Size has three criteria, namely a value of <0.02 categorized as a weak influence, a value of <0.15 to 0.02 categorized as a moderate influence, and a value of <0.35 to 0.15 categorized as a strong influence (Ghozali, 2018).

Table 8. Effect Size (F2) Female

Variabel	F-Square
Work Discipline - > Employee Performance	0.085
Physical Work Environment - > Employee Performance	0.531

Source: Researcher's Processed Data

Based on Table 8, the Effect Size (F^2) value for the variable Work Discipline on Employee Performance is 0.085, which is included in the category of small influence because it is between 0.02 and 0.15. Meanwhile, the Effect Size value for the Work Environment variable on Employee Performance was between 0.15 and 0.35 was 0.531, which showed a strong influence

5. Uji Multi-Group Analysis (MGA)

The Multi-Group Analysis (MGA) test was used to find out if there were differences in the influence between groups on the structural model, in this case based on gender. The purpose of this analysis was to see whether the relationship between variables in the study, namely Physical Work Environment and Work Discipline on Employee Performance, differed significantly between male and female employees. In this study, which was conducted at Dodol Picnic Garut, the analysis was carried out using the Partial Least Square approach with Multi Group Analysis (MGA) through SmartPLS software. The use of this method allows researchers to compare the relationship paths between variables in different groups (men and women) to find out whether there is a significant difference in influence on employee performance.

6. Uji Hypothesis

According to (Lithasari Agustine, 2023) the P-Values value is calculated to test the significance of the hypothesis. The P-Values are below 0.05, which means the hypothesis is accepted if the P-Values are below 0.05. In the SmartPLS application, P-Values can be obtained through a bootstrapping process against a model that is shown to be valid, reliable, and meets the model's eligibility criteria. In this section, we discuss the difference test of the significance of the influence of Physical Work Environment and Work Discipline variables on Employee Performance at Dodol Picnic Garut, by looking at differences based on gender (male and female) using p-value.

Table 9. Male P-Value

Hypothesis	Variabel	P values (Male)	Information
H1	**Physical Work Environment - > Employee Performance**	0.000	H1 accepted
H2	**Work Discipline - > Employee Performance**	0.019	H2 accepted

Source: Researcher's Processed Data (2025)

Table 10. P-Value for Women

Hypothesis	Variabel	P values (Female)	Information
H3	**Physical Work Environment - > Employee Performance**	0.003	H3 Accepted
H4	**Work Discipline - > Employee Performance**	0.248	H4 Rejected

Source: Researcher's Processed Data (2025)

a) H1: The physical work environment of the male category has a positive effect on the performance of Dodol Picnic Garut employees.
b) It was concluded that there was an influence of the Physical Work Environment of the male category on employee performance. So H1 is accepted.
c) H2: Work discipline in the male category has a positive effect on the performance of Dodol Picnic Garut employees
d) It was concluded that there was an influence of the male category Work Discipline on employee performance. Then H2 is accepted.
e) H3: The physical work environment of the female category has a positive effect on the performance of Dodol Picnic Garut employees
f) It was concluded that there was an influence of the Physical Work Environment of the female category on employee performance. So H3 was accepted.
g) H4: Women's work discipline has a positive effect on the performance of Dodol Picnic Garut employees.

It was concluded that there was no influence of Work Discipline in the female category on employee performance. Then H4 was rejected

1) Physical Work Environment on Employee Performance

Based on the results of the test of the difference in p-values for men and women, the influence of the variables of Physical Work Environment on employee performance was statistically significant in both gender groups, with a p-value of 0.000 in male and female employees of 0.003. The identical p-value showed that there was no difference in the level of significance of the influence of the physical work environment on performance between the

genders. It confirms that the physical work environment is an important factor in improving employee performance, regardless of gender.

2) Work Discipline on Employee Performance

For the work discipline variable, the p-value was 0.019 for men and 0.248 for women. This means that there is a difference in p-value between men and women. Men were below the significance threshold of 0.05, while women were above the significance threshold of 0.05. The difference in p-value shows that the significance of the influence of male work discipline affects employee performance while female employees do not affect employee performance.

Discussion of the Physical Work Environment

Based on the results of descriptive analysis of the Physical Work Environment variable, a score of 67.3% was obtained, which shows that the condition of the physical work environment in general is in the "Poor" category. This achievement illustrates that most respondents have not felt optimal comfort in carrying out their duties at work. The lighting dimension, as one of the main indicators, does not seem to be fully adequate in supporting work activities, both in terms of intensity and distribution in the workspace.

Furthermore, the aspect of air circulation is also not ideal, which is reflected in the lack of adequate ventilation and aids such as fans or air conditioning. In addition, noise arising from production activities or the surrounding environment is still felt to interfere with the concentration of employees' work. Aesthetically, the use and combination of colors in the workspace has not succeeded in creating an atmosphere that supports work spirit and productivity. Unstable air humidity also affects the physical comfort of workers when carrying out daily activities. Finally, the available work facilities are still considered not fully in accordance with the needs of employees, both in terms of quantity and functionality. This research is in line with (Nisa, 2018) showing that companies need to conduct a thorough evaluation of various physical elements of the work environment in order to be able to create a more conducive work atmosphere and support the optimal performance of its employees.

Discussion of Work Discipline

Based on the results of the descriptive analysis, it is known that the overall level of employee work discipline is in the category of "Lack of Discipline" with a percentage of 67.7%. This research is in line (Sinambela Sarton, 2021) shows that there are still a number of employee behaviors that do not fully reflect optimal work discipline. When viewed from the dimension of attendance frequency, it can be indicated that some employees still have problems in attendance consistency, such as tardiness or absence without explanation. In the alert level dimension, these results suggest that some employees may be less thorough or not fully compliant with established occupational safety protocols, which can have an impact on work effectiveness and safety.

Furthermore, in the dimension of compliance with work standards, this value indicates that not all employees carry out their duties in accordance with the applicable standard procedures, which has the potential to cause errors in the work process. In the dimension of compliance with work regulations, there are indications that some employees have not fully complied with the rules or completed the work according to the deadline. Finally, from the aspect of work ethics, these results reflect that employee relationships, mutual respect, and

collective responsibility in creating a harmonious work environment still need to be improved. Therefore, this 67.7% value provides an important signal for management to take strategic steps in improving work discipline to support productivity and better performance achievement.

Discussion of Employee Performance

The results of descriptive analysis of employee performance variables showed a value of 66.9%, which was classified in the poor category. This percentage indicates that overall, employee work performance has not reached the level expected by the organization. Judging from the five dimensions measured, namely quality, quantity, timeliness, effectiveness, and independence, each aspect still shows weaknesses.

In terms of quality, the results of employee work do not reflect optimal quality standards, characterized by a lack of conformity with output to expectations. The quantity of work is also still low, which can be seen from the unachieved task completion target. In terms of punctuality, most employees have not been able to complete work consistently within the predetermined time limit. Meanwhile, work effectiveness has also not been achieved optimally because the use of available resources and facilities has not been optimal. Finally, the level of employee independence is still relatively low, as can be seen from the high dependence on supervision in completing tasks. This research is in line with (Lubis, 2023) reflecting the need for managerial interventions to improve overall individual performance through strengthening work capacity and developing a more productive work culture.

The Influence of the Physical Work Environment on Employee Performance

In the outer model analysis, the indicators of physical work environment variables in male and female respondents showed good convergent validity with a loading factor value above 0.7 and AVE above 0.5. The reliability of the construct has also met the standard, with Composite Reliability (CR) and Cronbach's Alpha (CA) values > 0.7, in both the male and female groups. This shows that the instrument used has been valid and reliable in measuring the variables for both sexes.

Furthermore, in the inner model, it was found that the R^2 value for the employee performance variable was 0.918 in men and 0.932 in women. This indicates that the model has a very strong predictive power on employee performance from the physical work environment variables in both groups.

This is indicated by the Effect Size (F^2) value of 0.531 which falls into the category of strong influence (more than 0.35). The results of the hypothesis test also strengthen this finding, where the p-value for the influence of the physical work environment on employee performance was 0.000 for men and 0.003 for women. Both are significant below the 0.05 limit. According to (Nisa, 2018) a work environment is all the facilities and physical conditions that are around employees while they work, which can affect how well they perform their duties. A good work environment will improve employee performance and a poor work environment can lower the quality and productivity of their performance. This shows that the physical work environment significantly affects employee performance regardless of gender.

The Effect of Work Discipline on Employee Performance

The outer model test for work discipline variables also showed good validity and reliability. The AVE value on all indicators was > 0.5 and factor loading > 0.7 in both the male and female groups. The Composite Reliability (CR) and Cronbach's Alpha (CA) values were also consistent above the 0.7 threshold, indicating that the gauges had met the criteria for validity and reliability in both genders.

In the inner model, the effect of work discipline on employee performance showed an effect size (F^2) value of 0.109 for men (medium influence category) and 0.085 for women (small influence category). This suggests that the contribution of work discipline to performance tends to be more significant in men than in women. The hypothesis test corroborated this finding, with a p-value of 0.019 for men (significant), and 0.248 for women (insignificant). This means that work discipline has an effect on the performance of male employees, but does not have a significant influence on female employees According to (Lubis, 2023), a person's ability to complete tasks consistently, diligently, and in accordance with applicable regulations, both formal and informal, without violating the regulations that have been set is known as work discipline.

CONCLUSION

The study concluded that the physical work environment significantly affected the performance of both male and female employees at Dodol Picnic Garut, while work discipline influenced male employees' performance but had no effect on female employees' performance. Descriptive analysis showed employee consensus that both the physical work environment and work discipline impact overall performance. Based on these findings, management is advised to enhance physical work conditions—such as lighting, air circulation, noise control, and facilities—to boost comfort and productivity, implement discipline strategies tailored to employee characteristics, and establish measurable targets with workload evaluations to improve efficiency. For future research, it is recommended to explore additional variables like competence or leadership style, employ more diverse sampling methods, and incorporate alternative analytical tools such as SPSS to provide broader insights and more comprehensive academic and practical contributions.

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