Employees' Perceptions of the Role of Work Discipline and Work Environment in Enhancing Productivity at CV Requel HFS Medan

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Abstract

This study aims to explore employees' perceptions of the role of work discipline and work environment in enhancing productivity at CV Requel HFS Medan. Using a qualitative descriptive approach, this research focuses on understanding how employees interpret and experience the influence of discipline and workplace conditions on their daily performance. Data were collected through in-depth interviews, direct observation, and documentation with several employees representing different positions and responsibilities. The findings reveal that work discipline plays a crucial role in shaping employees' sense of responsibility, punctuality, and consistency in task completion. Meanwhile, a supportive and comfortable work environment—characterized by effective communication, adequate facilities, and positive interpersonal relationships—significantly contributes to increased motivation and performance. The interaction between discipline and environment creates a synergistic effect that fosters commitment and enhances overall productivity. However, some challenges such as inconsistent supervision and limited workspace comfort were also identified as barriers. The study concludes that improving employee productivity requires an integrated approach that combines the enforcement of work discipline with the creation of a conducive work environment. These findings provide valuable insights for management in designing strategies to enhance employee engagement and organizational effectiveness.

Keywords: Work Discipline, Work Environment, Employee Productivity, Employee Perception

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Introduction

Employee productivity is one of the key determinants of organizational success, especially in competitive business environments. Productivity reflects not only the efficiency of work processes but also the level of commitment and motivation of employees in performing their duties [1]. In small and medium enterprises such as CV Requel HFS Medan, maintaining high productivity is essential to sustain operational performance and achieve long-term goals.

Work discipline serves as a foundation for achieving consistent performance, as it shapes employees' attitudes toward punctuality, responsibility, and adherence to organizational rules [2]. According to Robbins and Judge, disciplined employees tend to demonstrate better work ethics and performance outcomes compared to those with low levels of discipline [3]. Moreover, the work environment—both physical and non-physical—plays a crucial role in influencing employees' comfort, motivation, and engagement [4]. A supportive work environment enhances employee satisfaction and contributes to improved performance [5].

However, the interplay between discipline and work environment is often perceived differently by employees depending on their personal values, experiences, and workplace dynamics. Understanding these perceptions provides deeper insights into how organizational policies and managerial practices affect productivity. Therefore, this study aims to explore employees' perceptions of the role of work discipline and work environment in enhancing productivity at CV Requel HFS Medan.

Employee productivity is a crucial indicator of organizational performance and competitiveness. In today's dynamic business environment, productivity is not merely determined by technical skills or the availability of resources but is also shaped by behavioral and environmental factors within the workplace [1]. Among these, work discipline and the work environment play pivotal roles in influencing how employees perform and contribute to achieving organizational goals.

Work discipline reflects employees' adherence to organizational standards, punctuality, and responsibility in completing assigned tasks [2]. According to Robbins and Judge (2019), discipline fosters consistency and accountability, which are essential for sustaining high performance levels [3]. However, discipline is not an isolated construct—it interacts closely with the work environment, which encompasses both physical and psychosocial dimensions. A supportive and well-managed work environment enhances comfort, motivation, and interpersonal relationships, thereby strengthening employees' emotional attachment to their organization [4].

In practice, many organizations, including CV Requel HFS Medan, still face challenges in maintaining optimal discipline and creating a conducive workplace atmosphere. Issues such as inconsistent supervision, communication barriers, and limited workspace facilities may hinder employees' motivation and productivity. Understanding how employees perceive these factors offers valuable insights into the underlying mechanisms that affect their performance.

Therefore, this study seeks to explore employees' perceptions of the role of work discipline and work environment in enhancing productivity at CV Requel HFS Medan. Through a qualitative descriptive approach, the research aims to provide an in-depth understanding of how these elements influence employee behavior, motivation, and organizational outcomes.

Literature Review

2.1 Work Discipline

Work discipline refers to employees' willingness to follow organizational rules, maintain punctuality, and perform tasks in accordance with established standards. It acts as a behavioral control mechanism that ensures organizational effectiveness and order [1].

According to Handoko (2017), discipline is a moral force that shapes responsibility and work consistency among employees [2]. Similarly, Robbins and Judge (2019) emphasize that discipline plays a central role in shaping employee attitudes toward work and accountability for performance results [3]. In qualitative studies, discipline is often viewed as both a management tool and a personal value system influencing employees' sense of professionalism.

Work discipline is one of the most critical behavioral dimensions that determine employee performance and organizational success. It refers to employees' willingness and commitment to comply with established rules, procedures, and ethical standards within the workplace [1]. Discipline serves not only as a form of control but also as a self-regulation mechanism that reflects employees' internal values, responsibility, and respect toward organizational norms [2].

According to Handoko (2017), work discipline can be interpreted as a condition that encourages employees to act in accordance with regulations and work ethics, ensuring the smooth achievement of organizational objectives [3]. Similarly, Robbins and Judge (2019) describe discipline as an attitude of obedience that enhances employees' reliability and accountability in carrying out their duties [4]. From a qualitative perspective, discipline is more than just compliance—it represents an employee's moral and psychological readiness to perform tasks effectively and consistently.

Wibowo (2022) emphasizes that high levels of discipline contribute to improved productivity, as disciplined employees tend to demonstrate punctuality, diligence, and commitment to quality outcomes [5]. On the contrary, poor discipline often leads to absenteeism, inefficiency, and a decline in team performance [6]. Moreover, in a small and medium enterprise (SME) context such as CV Requel HFS Medan, discipline also influences teamwork and customer satisfaction, which are essential for sustaining competitiveness.

Therefore, understanding how employees perceive and internalize work discipline becomes vital for identifying motivational factors that sustain productivity. In qualitative studies, these perceptions provide valuable insight into the behavioral patterns that emerge in everyday work life and how management policies are interpreted by employees at different organizational levels [7].

2.2 Work Environment

The work environment includes all physical and non-physical conditions that affect employees' ability to perform their duties effectively [4]. Davis and Newstrom (2017) classify the work environment into physical factors such as lighting, temperature, space layout, and equipment and social factors, such as communication, relationships, and leadership patterns [5]. A conducive work environment can reduce stress, improve collaboration, and foster motivation, while poor conditions often lead to decreased morale and performance [6]. The environmental aspect, therefore, is not only structural but also psychological, shaping employees' emotional engagement with their workplace.

The work environment encompasses all physical, social, and psychological conditions within an organization that influence employees' behavior, attitudes, and performance. It is a multidimensional concept that includes both tangible aspects—such as workspace design, lighting, temperature, and tools—and intangible elements, including interpersonal relationships, communication, and leadership style [1]. A positive work environment plays a significant role in shaping employees' motivation and emotional well-being, which ultimately enhances productivity [2].

According to Davis and Newstrom (2017), the work environment can be categorized into two major types: the physical environment, which consists of the physical conditions in which employees operate, and the social environment, which includes the interaction patterns and organizational culture that shape employee experiences [3]. A well-structured and supportive work environment contributes to higher morale, reduced stress, and increased job satisfaction

[4]. Conversely, poor lighting, inadequate ventilation, or unsupportive supervisors can lead to fatigue, dissatisfaction, and decreased productivity [5].

Wibowo (2022) emphasizes that the work environment should not be perceived merely as a backdrop for work activities, but as a dynamic factor that interacts with employees' motivation, attitudes, and organizational commitment [6]. In a qualitative context, employees' perceptions of their work environment reveal how they interpret comfort, fairness, and social support in their workplace. These perceptions are deeply influenced by personal values, cultural norms, and leadership practices [7].

At CV Requel HFS Medan, understanding employees' perspectives on the work environment is essential to identify strengths and areas for improvement in fostering productivity. A conducive environment—both physically comfortable and socially supportive—can enhance cooperation, reduce conflict, and sustain long-term organizational performance [8].

2.3 Employee Productivity

Employee productivity represents the efficiency and effectiveness with which employees utilize their skills and time to achieve organizational objectives [7]. Productivity is influenced by internal factors, such as skills, discipline, and motivation, as well as external factors, such as leadership and work environment [8]. Wibowo (2022) argues that productivity should be viewed as a holistic outcome resulting from the integration of individual behavior and organizational support systems [9].

Employee productivity represents the efficiency and effectiveness of individuals in transforming organizational resources such as time, skills, and technology into valuable outputs that contribute to company goals [1]. Productivity is not solely determined by technical competence or task completion speed but is also shaped by psychological, motivational, and environmental factors that influence employees' willingness to exert effort [2]. According to Wibowo (2022), productivity reflects the balance between input and output, where optimal results depend on the harmony of individual discipline, motivation, and workplace support [3].

From the perspective of organizational behavior, productivity is closely related to employees' attitudes, engagement, and job satisfaction [4]. Luthans (2021) emphasizes that highly motivated employees who feel valued and supported tend to demonstrate higher levels of efficiency and innovation [5]. Conversely, a lack of motivation or poor working conditions can lead to fatigue, absenteeism, and reduced performance [6]. Therefore, productivity is a holistic construct that integrates behavioral, emotional, and contextual dimensions.

In small and medium enterprises (SMEs) such as CV Requel HFS Medan, employee productivity becomes a determining factor for business sustainability and competitiveness. Factors such as work discipline and the quality of the work environment strongly influence how employees allocate effort, maintain focus, and achieve targets [7]. Qualitative exploration of these aspects allows researchers to understand how employees perceive productivity not merely as output but as a reflection of their relationship with work values, management support, and organizational culture [8].

Thus, understanding employee productivity from a qualitative standpoint provides a deeper insight into the lived experiences that shape performance, revealing how internal and external factors interact to create meaningful work and sustainable productivity outcomes.

2.4 The Relationship between Discipline, Work Environment, and Productivity

Previous studies indicate that disciplined employees tend to be more consistent, focused, and result-oriented [10]. When combined with a supportive work environment, discipline strengthens employees' commitment to organizational goals and enhances their sense of belonging [11]. Conversely, an unsupportive environment can diminish the positive impact of discipline, leading to lower engagement and decreased performance. Understanding this

interaction from the employees' perspective is essential, as perceptions influence motivation, satisfaction, and behavioral outcomes [12].

This study thus adopts a qualitative approach to capture the lived experiences and perceptions of employees at CV Requel HFS Medan, offering insights into how work discipline and environmental factors collectively influence productivity in a real organizational context. Work discipline and the work environment are two interrelated factors that collectively influence employee productivity and organizational performance. Discipline creates behavioral consistency and accountability, while the work environment shapes employees' motivation, comfort, and psychological engagement in performing tasks [1]. Together, these elements determine how employees perceive their work and how effectively they translate organizational goals into measurable results.

According to Robbins and Judge (2019), disciplined employees demonstrate punctuality, responsibility, and a strong commitment to achieving targets, which directly enhances productivity [2]. However, discipline cannot function effectively in isolation. When the work environment lacks adequate support such as clear communication, fair supervision, or appropriate facilities employee discipline may weaken over time [3]. Conversely, a positive work environment strengthens the impact of discipline by fostering intrinsic motivation and a sense of belonging among employees [4].

Luthans (2021) highlights that the interaction between discipline and environment generates a synergistic effect, in which structured behavioral norms are reinforced by psychological well-being and social support [5]. This synergy enables employees to maintain high performance even in challenging conditions. Furthermore, Wibowo (2022) argues that when employees feel respected, supported, and comfortable, they are more likely to internalize organizational values, adhere to work rules, and demonstrate higher productivity [6].

Research Methodology

3.1 Research Design

This study employs a qualitative descriptive approach aimed at exploring employees' perceptions and experiences related to work discipline, work environment, and their influence on productivity. The qualitative method was selected because it allows for a comprehensive understanding of social phenomena as experienced by individuals in their natural settings [1]. According to Creswell (2018), qualitative research emphasizes the meaning that participants assign to their experiences, enabling the researcher to capture rich and contextualized insights [2]. This design is suitable for examining behavioral and environmental factors that shape employee productivity in an organizational context.

3.2 Research Location and Participants

The study was conducted at CV Requel HFS Medan, a small and medium-sized enterprise engaged in business operations that rely heavily on teamwork and individual responsibility. Participants were selected using purposive sampling, focusing on employees who had at least one year of working experience in the organization and were directly involved in operational activities. A total of eight employees, representing different departments and job roles, participated in the study. This number was deemed sufficient to capture data saturation, as recommended in qualitative research [3].

3.3 Data Collection Techniques

Data were collected through three primary techniques:

a. In-depth interviews, using semi-structured questions to explore participants' views on work discipline, work environment, and productivity;

b. Observation, to record employee behavior, interactions, and workplace atmosphere;

c. Documentation, including review of company regulations, attendance records, and employee performance reports.

Interviews were conducted face-to-face, recorded with participants' consent, and transcribed verbatim for analysis.

3.4 Data Analysis Method

The data analysis followed Miles and Huberman's interactive model, which consists of three concurrent stages: data reduction, data display, and conclusion drawing/verification [4]. Thematic analysis was employed to identify recurring patterns and themes that reflect employees' perceptions and experiences [5]. Data validation was ensured through triangulation of sources and methods, comparing interview data with observations and documentation to strengthen credibility [6].

3.5 Research Ethics

This study adhered to research ethics principles by obtaining informed consent from all participants, ensuring confidentiality, and maintaining the integrity of collected data. Participants were informed of their right to withdraw at any stage without consequence.

3.6 Research Ethics

Ethical considerations are essential in qualitative research to ensure that the rights, dignity, and welfare of participants are protected throughout the research process [1]. In this study, all research activities were conducted following ethical guidelines as recommended by Creswell (2018) and the American Psychological Association (APA) ethical standards [2].

Before data collection, informed consent was obtained from all participants. Each participant received a detailed explanation of the study's objectives, procedures, and the voluntary nature of participation. Participants were also informed that they could withdraw from the study at any time without penalty. Consent forms were signed to confirm their understanding and willingness to participate.

To protect participants' confidentiality and anonymity, pseudonyms were used in all transcriptions and reports. Any identifiable information such as job position, department, or specific company-related data was modified or omitted. The digital recordings, transcripts, and related documents were securely stored in password-protected files accessible only to the researcher.

Furthermore, data integrity was maintained by ensuring that no manipulation or misrepresentation of findings occurred during analysis or reporting. The researcher made every effort to present participants' voices authentically and respectfully, in alignment with ethical qualitative research principles [3].

Additionally, respect for participants' autonomy and well-being was upheld by creating a comfortable and non-threatening interview environment. Participants were treated with fairness and empathy, ensuring that the interview process did not cause psychological discomfort or professional risk.

Finally, the study received institutional ethical clearance from the academic research committee of Universitas Pembangunan Panca Budi, Medan, ensuring compliance with academic research ethics policies and Indonesian research standards.

Results

The qualitative data collected through interviews and observations were analyzed using thematic analysis. Three main themes emerged that illustrate employees' perceptions of how work discipline and work environment influence productivity at CV Requel HFS Medan.

4.1 Discipline as a Foundation for Consistent Performance

Employees perceived discipline as a critical element for maintaining consistency and accountability in daily work activities. Most participants emphasized that adherence to company regulations, punctuality, and task responsibility significantly contributed to achieving performance targets.

Several employees highlighted that arriving on time and completing tasks within deadlines created a sense of personal satisfaction and motivation. One participant noted, *"When everyone comes on time and follows the schedule, the work flows better, and we achieve more together."*

However, some employees expressed that discipline should be balanced with managerial understanding, particularly in situations where flexibility is needed due to personal or operational constraints. This finding supports the notion that discipline is both a behavioral and cultural value within the organization [1].

4.2 Work Environment as a Source of Comfort and Motivation

The second major theme identified was the role of the work environment in shaping employee motivation and productivity. Participants described a positive work atmosphere characterized by adequate facilities, supportive colleagues, and clear communication as essential to maintaining enthusiasm and focus.

Employees reported that when the workspace was clean, organized, and equipped with necessary tools, their performance improved. Conversely, discomfort, excessive noise, or lack of proper ventilation sometimes hindered concentration.

This aligns with prior studies suggesting that a supportive and well-designed work environment enhances employees' psychological well-being and job performance [2].

4.3 Motivation as a Driving Force Between Discipline and Productivity

The third theme revealed that motivation acts as a bridge between discipline and productivity. Employees shared that consistent discipline and a comfortable work environment increased their internal drive to perform better. When their efforts were acknowledged by supervisors, they felt more valued and motivated to contribute.

One participant mentioned, *"When the supervisor appreciates our discipline and hard work, it makes us want to do even better."* This finding underscores the importance of recognition, communication, and leadership support in strengthening the relationship between discipline, environment, and productivity [3].

4.4 Interrelation of the Three Themes

The results demonstrate that work discipline, work environment, and motivation are interdependent. Discipline builds consistency, the environment enhances comfort, and motivation sustains effort all contributing to improved productivity. In other words, employees perceive productivity not merely as the outcome of individual effort, but as the result of a synergistic relationship among organizational and psychological factors.

Conclusion

This study explored employees' perceptions of how work discipline and work environment contribute to productivity at CV Requel HFS Medan. Through qualitative analysis involving interviews, observations, and documentation, the findings revealed that both discipline and work environment play a crucial and complementary role in improving employee performance.

First, work discipline was perceived as the foundation of consistent and reliable performance. Employees emphasized that punctuality, adherence to company policies, and

accountability are key behaviors that sustain productivity. However, effective discipline also requires flexibility and empathetic management practices to accommodate situational factors.

Second, the work environment emerged as a significant factor influencing motivation and focus. A supportive, clean, and well-equipped workplace was found to enhance employees' comfort and enthusiasm, while poor physical or social conditions hindered their performance.

Third, motivation acts as a mediating force that connects discipline and the work environment to productivity outcomes. Recognition from supervisors, a sense of belonging, and fair treatment were reported to strengthen employees' intrinsic motivation to perform well.

Overall, the study concludes that productivity improvement is not solely dependent on individual effort but is shaped by a synergistic relationship between disciplined behavior, conducive work conditions, and sustained motivation. Organizations such as CV Requel HFS Medan should therefore adopt an integrated management approach that emphasizes behavioral discipline, workplace design, and motivational reinforcement to optimize employee productivity.

Recommendations

Based on the study findings, several recommendations are proposed for both organizational practice and future research.

6.1 Strengthening Work Discipline through Supportive Leadership

Management should implement disciplinary systems that are firm yet empathetic. Supervisors need to act not merely as enforcers of rules but as role models who demonstrate punctuality, responsibility, and professionalism. Regular discussions or coaching sessions can help employees internalize discipline as a shared organizational value rather than a form of control. Encouraging two-way communication can also foster greater understanding of challenges employees face in maintaining discipline.

6.2 Enhancing the Work Environment for Optimal Performance

To improve productivity, CV Requel HFS Medan should continue investing in workplace improvements—such as ergonomic furniture, adequate lighting, ventilation, and cleanliness. In addition, fostering a supportive social environment is equally important. Team-building activities, recognition programs, and transparent communication can strengthen cooperation and emotional well-being among staff. A positive environment encourages creativity and reduces stress, directly influencing productivity.

6.3 Building Motivation through Recognition and Reward Systems

Motivation can be sustained by developing fair and transparent reward systems that appreciate both individual and team achievements. Recognition does not always need to be financial; simple verbal appreciation, opportunities for skill development, or flexible working arrangements can also serve as powerful motivators. Management should ensure that performance appraisal processes are objective and constructive.

6.4 Integrating Discipline, Environment, and Motivation Policies

An integrated human resource policy should align disciplinary procedures, environmental management, and motivational programs. A coordinated approach ensures that employee behavior, workplace conditions, and morale reinforce each other in achieving productivity goals. For instance, disciplined performance can be rewarded through environmental privileges (e.g., flexible seating, recognition boards) to strengthen engagement.

6.5 Recommendations for Future Research

Future studies should include a broader range of participants across different departments or similar companies to compare perceptions. A mixed-method approach—combining

qualitative and quantitative data—could also provide deeper insights into the strength of relationships between discipline, environment, motivation, and productivity. Additionally, longitudinal research could explore how these factors evolve over time and affect long-term organizational performance.

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