

Research Article

The Influence of Non-Physical Work Environment on Employee Performance with Work Discipline as a Mediating Variable

(Study on Klaten Post Office Employees)

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Abstract: This study aims to analyze the effect of the non-physical work environment on employee performance with work discipline as a mediating variable among employees of the KC Klaten Post Office. This study employs a quantitative approach using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), processed with SmartPLS version 4 software. The population consists of 47 employees, and the sampling technique used is non-probability sampling with a saturated sampling method. The results of the study show that the non-physical work environment does not affect employee performance. The non-physical work environment has a positive and significant effect on work discipline, and work discipline has a positive and significant effect on employee performance. Furthermore, work discipline is proven to act as a mediating variable in the relationship between the non-physical work environment and employee performance.

Keywords: Employee Performance; Non-Physical Work Environment; Organizational Behavior; Work Discipline; Workplace Environment.

1. Introduction

Companies need to ensure that their workforce demonstrates a clear dedication to their roles and demonstrates high levels of expertise in an increasingly competitive landscape. Competent human resources represent a critical strategic asset in determining an organization's longevity and competitiveness. An organization's vision and mission can only be achieved if the workforce implementing them is selected through an appropriate selection process. Consequently, companies must prioritize human resources as a fundamental component that requires optimal management. One way to manage this potential is through the implementation of human resource management. In addition to managing labor relations, occupational health and safety, and various aspects of workplace fairness, Human Resource Management (HRM) is a series of tasks that include recruiting, training, evaluating, and compensating employees (Dessler, 2020).

Performance plays a crucial role in helping a company or agency achieve its goals. If employees can demonstrate optimal performance, the organization will more easily achieve its set targets. This is because performance is a crucial element in determining a company's success and sustainability. Performance indicates the extent to which an employee successfully meets the objectives associated with their assigned tasks.

Employee performance, when viewed from the quantity and quality of work, is reflected in their performance during available working hours. Employee performance is a crucial aspect that needs to be considered to ensure the company's sustainability and maintain its

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profitability (Hallo & Wahyanti, 2022). Employee performance can be assessed to determine the success or failure of the work results achieved. This assessment encompasses both individual and group performance within an organization. Non-physical aspects of the work environment and work pressure that are not optimally managed by the organization have the potential to reduce employee performance.

The work environment significantly impacts employee performance, encompassing both physical and non-physical dimensions. Although the work environment may not be directly integrated into an organization's operational activities, its presence still impacts the employees who work within it. A favorable work environment fosters a sense of security, thus motivating employees to actively engage to the best of their ability (Khaeruman et al., 2021).

This study focuses on the non-physical work environment as a research variable, because non-physical elements, such as interactions between leaders and employees, cooperation between coworkers, the social atmosphere in the workplace, and organizational policies, influence the improvement of employee performance. In line with research conducted by Hamzah et al., (2023), this research examines employee performance that is influenced by internal motivation, company culture, and the non-physical work environment at PT Sriwijaya Media Partners. The data used are primary data obtained directly from respondents with a quantitative approach. The sample studied consisted of 139 individuals, with characteristics sorted by age, gender, education level, length of service, and department, and the number of employees taken as a sample of 103 individuals. The findings from the hypothesis testing indicate that non-physical working conditions have a positive and significant effect on employee performance. This finding supports the idea that when employees perceive their non-physical work environment as safe, comfortable, and in line with their expectations, their performance will be more optimal and efficient (Hamzah et al., 2023).

A study conducted by Novianti et al. (2025) provides evidence that supports the previous statement that non-physical aspects of the work environment positively and significantly influence employee performance. This suggests that social relationships, communication, and a harmonious work environment can encourage individuals to work more optimally. The findings of this study indicate that employee effectiveness is not solely determined by the physical environment but is also influenced by mental well-being and the nature of interpersonal relationships in the workplace.

The research results of Fajri & Heikel (2023) also showed similar findings, namely that non-physical aspects of the work environment have a direct influence on employee performance at PT BNI Tbk KCU Tangerang. This study used a quantitative methodology with a sample of 87 people. The research instrument used was a questionnaire consisting of 30 questions.

This research is motivated by inconsistent results from previous studies. Different findings were found in several studies discussing the influence of the non-physical work environment on employee performance. Research conducted by Mahargiono et al., (2023) found no significant influence between the non-physical work environment and employee performance at PT BFI Finance Surabaya. The study used a population of 200 employees, with a sample of 90 people selected based on certain criteria, namely having worked for at least one year, having a high school education equivalent, and being at least 20 years old. From the results of interviews with HC as the personnel department of PT BFI Finance Surabaya and the answers to the respondents' questionnaires, it was indicated that differences of opinion between employees and between employees and superiors did occur frequently and were considered normal. This situation sometimes created a less conducive work atmosphere, but did not affect the performance or professionalism of PT BFI Finance Surabaya employees.

PT Pos Indonesia is a State-Owned Enterprise (BUMN) that focuses on providing delivery, logistics, and financial services, with service coverage throughout Indonesia and abroad. This company aims to build a more competitive and prosperous nation. PT Pos Indonesia demonstrates creativity in developing postal services by utilizing an extensive infrastructure network, approximately 58,700 service points covering all districts/cities, almost all sub-districts, approximately 42 percent of sub-districts/villages, and 940 isolated transmigration locations. This service network is grouped into 6 regions. As the object of research, this study was conducted at the Klaten Post Office located at Jl. Pemuda Tengah No. 199, Pondok, Klaten Tengah District, Klaten Regency, which is under the coordination of Regional 4 Semarang.

Despite their crucial role in providing postal and logistics services to the public, a pre-survey conducted in October 2025 with 15 respondents indicated a recent decline in employee

performance. The pre-survey used seven yes-or-no questions to assess employee performance. Several employees experienced a decline in work morale and assessed suboptimal support from superiors and coworkers, indicating issues that could impact employee performance. The results are presented in the following table.

Table 1. Results of the Pre-Survey of Employee Performance at the Klaten Post Office.

No	Aspect	The answer is “Yes”	The answer is “No”
1.	Decreased superior/team support	33.3%	66.7%
2.	Work atmosphere affects performance	66.7%	33.3%
3.	Decreased work enthusiasm	46.7%	53.3%
4.	Decreased motivation	53.3%	46.7%
5.	Longer turnaround time	26.7%	73.3%
6.	Did not achieve work targets	46.7%	53.3%
7.	The number of jobs is decreasing	33.3%	66.7%

Source: Primary data processed by researchers, 2025.

Based on the results of a pre-survey conducted on 15 employees of the Klaten Post Office, it was found that the most prominent performance problem was the aspect of the work atmosphere that affects performance, where 10 respondents (66.7%) stated "yes". In addition, the aspect of work morale also showed quite significant results with 8 respondents (46.7%) stating that they experienced a decrease in work enthusiasm. This high percentage illustrates that the non-physical work environment, especially the work atmosphere within the organization, has a crucial role in supporting employee productivity and performance.

By adding work discipline as an intervening variable in the relationship between the non-physical work environment and employee performance, this study aims to expand on previous research findings. Previous studies have shown that the influence of the non-physical work environment on employee performance is often mediated by other variables such as organizational commitment, achievement, and job satisfaction. Research by Sundjoto et al. (2024) confirms that the non-physical work environment influences employee performance, with job satisfaction as a connecting variable.

In this study, work discipline was chosen as a mediating variable because it reflects employee behavior in complying with the rules, responsibilities, and work standards set by the organization. A positive non-physical work environment, such as harmonious relationships, effective communication, and support from superiors and coworkers, is thought to foster better work discipline. Ultimately, improved work discipline will impact employee performance.

The selection of work discipline as a mediating variable is also based on the Social Exchange Theory developed by Blau (1964). This theory explains that the relationship between individuals and organizations is based on the principle of reciprocity. When an organization provides a good non-physical work environment, employees will respond with positive behavior as a form of reciprocity, one of which is through increased work discipline. This disciplinary behavior then contributes to improved employee performance. Thus, work discipline acts as a mechanism that bridges the influence of the non-physical work environment on employee performance.

According to Qurniati et al., (2020), there is a correlation between the non-physical work environment and employee work discipline. An optimal non-physical work environment has the ability to foster increased discipline among employees in carrying out their responsibilities. Conversely, an unsupportive work atmosphere can reduce discipline, which ultimately has a negative impact on employee performance. According to research by Aprianti & Wulandari, (2022), there is a positive relationship between the non-physical work environment and work discipline. This study explains that a conducive work environment can be achieved when all components of the work environment are managed and monitored effectively. Both the physical and non-physical work environment are important elements that are expected to foster comfort and increase employee discipline in fulfilling their responsibilities.

Based on the initial overview of employee performance obtained through the pre-survey, there are indications that employee performance is not fully optimal. This is reflected in the decline in work enthusiasm and motivation in some employees in carrying out their duties. This condition indicates that employee performance is not only influenced by technical factors, but also by other non-physical factors. In this case, the non-physical work environment such as work atmosphere, communication with superiors, and relationships between colleagues are suspected to play a role in influencing employee performance. If these aspects are not managed properly, it can impact the effectiveness and overall work results of employees. Therefore, further study is needed to understand the influence of the non-physical work environment on employee performance .

2. Preliminaries or Related Work or Literature Review

Employee Performance

Performance, also known in the literature as actual performance or job performance, is the extent to which an individual achieves work results when carrying out their duties and responsibilities. Generally, performance refers to the level of individual work achievement according to mutually agreed standards and agreements (Chairunnisah et al., 2021) . According to Idris et al., (2024), performance is described as the comprehensive results or level of success achieved by an individual within a certain period of time when carrying out assigned tasks, taking into account various metrics such as work benchmarks, goals, objectives, and mutually agreed criteria.

Work Discipline

According to Chen et al., (2020), the term discipline implies the process of teaching, educating, and broadening one's insight or understanding. Discipline at work indicates the extent to which employees value and comply with company regulations and guidelines. Employees who pay little attention to or frequently violate regulations demonstrate a need to increase awareness and compliance with company rules and regulations (Mustofa et al., 2021). Conversely, compliance with company rules and policies demonstrates a well-disciplined attitude. In general, discipline can also be understood as an effort to improve work behavior and attitudes that conflict with workplace rules and guidelines. According to Aulia et al., (2023) , work discipline is understood as an employee's attitude and awareness to comply with all applicable rules and regulations within the organization.

Non-Physical Work Environment

Essentially, every company or organization has goals they wish to achieve. However, achieving these goals requires cooperation between individuals and a supportive environment (Prabowo, 2023) . The work environment refers to the physical and non-physical conditions within the workplace that create a pleasant, safe, and peaceful atmosphere, fostering a sense of well-being for employees. Non-physical aspects of the work environment, such as friendly attitudes among employees, mutual respect despite differences of opinion, and other forms of positive interaction, are important factors in maintaining the quality of employee thinking, which ultimately impacts the improvement and sustainability of their performance (Farida, 2016).

3. Materials and Method

This study uses a quantitative approach implemented at the Klaten KC Post Office for approximately two weeks during the distribution of questionnaires. The study population was all 47 employees, with the sampling technique using saturated sampling (census), so that the entire population became respondents. The research instrument was a structured questionnaire consisting of closed and open questions using a Likert scale to measure non-physical work environment variables, work discipline, and employee performance. Data collection techniques were carried out through primary data obtained from online questionnaire distribution using Google Forms and interviews, and secondary data obtained from company documents, scientific journals, and official websites. The data analysis technique used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software version 4, which includes testing the outer model (validity

and reliability) and inner model (R-square, f-square, Q-square, and hypothesis testing through bootstrapping) to determine the relationship and influence between variables.

4. Results and Discussion

Instrument Feasibility Test

Validity Test

Table 2. Pearson Correlation Validity Test.

Research Variables	Indicator	r-count	r-table	Information
Non-Physical Work Environment	X1.1	0.840	0.288	Valid
	X1.2	0.882	0.288	Valid
	X1.3	0.908	0.288	Valid
	X1.4	0.913	0.288	Valid
	X1.5	0.906	0.288	Valid
	X1.6	0.890	0.288	Valid
	X1.7	0.901	0.288	Valid
	X1.8	0.923	0.288	Valid
	X1.9	0.877	0.288	Valid
	X1.10	0.789	0.288	Valid
	X1.11	0.824	0.288	Valid
	X1.12	0.850	0.288	Valid
	X1.13	0.817	0.288	Valid
	X1.14	0.761	0.288	Valid
	X1.15	0.833	0.288	Valid
Work Discipline	X1.16	0.870	0.288	Valid
	Y1.1	0.892	0.288	Valid
	Y1.2	0.756	0.288	Valid
	Y1.3	0.860	0.288	Valid
	Y1.4	0.898	0.288	Valid
	Y1.5	0.914	0.288	Valid
	Y1.6	0.925	0.288	Valid
	Y1.7	0.887	0.288	Valid
	Y1.8	0.892	0.288	Valid
	Y1.9	0.907	0.288	Valid
	Y1.10	0.914	0.288	Valid
	Y1.11	0.831	0.288	Valid
Y1.12	0.876	0.288	Valid	
Employee performance	Y2.1	0.943	0.288	Valid
	Y2.2	0.935	0.288	Valid
	Y2.3	0.885	0.288	Valid
	Y2.4	0.895	0.288	Valid
	Y2.5	0.895	0.288	Valid
	Y2.6	0.889	0.288	Valid

Source: Primary data processed by researchers, 2026.

Based on the table, it can be seen that the validity test results using the Pearson correlation method for each variable show valid results. This is evidenced by the calculated r-value being greater than the table r-value (0.288). Consequently, all questionnaire items used in this study are confirmed as valid and suitable for use as research instruments.

Reliability Test

Non-Physical Work Environment

Table 3. Results of the Non-Physical Work Environment Reliability Test.

Reliability Statistics			
N of items	Cronbach's Alpha	Condition	Information
16	0.983	0.70	Reliable

Source: Primary data processed by researchers, 2026

Referring to the test results, a Cronbach's Alpha coefficient value of 0.983 was obtained. This figure significantly exceeds the recommended minimum limit, indicating that the research instrument exhibits a very high level of internal consistency. Therefore, all statement items are considered to provide stable and reliable measurement results.

Table 4. Total Item Results of Non-Physical Work Environment Statistics.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	60,6383	157,279	0.809	0.982
X1.2	60,7021	156,735	0.874	0.981
X1.3	60,4681	157,037	0.876	0.981
X1.4	60,6170	158,198	0.888	0.981
X1.5	60.6596	156,229	0.922	0.981
X1.6	60,5106	159,864	0.826	0.982
X1.7	60,5745	156,163	0.918	0.981
X1.8	60.6596	158,360	0.926	0.981
X1.9	60,8511	158,869	0.907	0.981
X1.10	60,8298	158,666	0.829	0.982
X1.11	60,8723	158,896	0.868	0.981
X1.12	60,8085	157,854	0.900	0.981
X1.13	60,8936	157,619	0.869	0.981
X1.14	61,0638	159,018	0.819	0.982
X1.15	60,8511	158,303	0.881	0.981
X1.16	60,8085	158,332	0.903	0.981

Source: Primary data processed by researchers, 2026.

Drawing on the data presented in Table 4.12 , the Cronbach's Alpha if Item Deleted value for each non-physical work environment variable indicator remains above the required limit. This indicates that deleting any item does not significantly increase or decrease the instrument's consistency. Therefore, all indicators in this variable are deemed to have an adequate level of reliability and are worthy of being retained in the research model.

Work Discipline

Table 5. Results of Work Discipline Reliability Test.

Reliability Statistics			
N of items	Cronbach's Alpha	Condition	Information
12	0.979	0.70	Reliable

Source: Primary data processed by researchers, 2026.

The results of the 12-item research instrument test obtained a Cronbach's Alpha value of 0.979. This figure illustrates a very high level of internal consistency, exceeding the recommended minimum threshold. Therefore, the instrument can be considered reliable and can be used as a data collection tool in this study.

Table 6. Total Item Results of Work Discipline Statistics.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1.1	46,4468	85,774	0.909	0.977
Y1.2	46,6383	86,932	0.758	0.981
Y1.3	46,6809	86,179	0.853	0.978
Y1.4	46,4681	86,385	0.901	0.977
Y1.5	46,2553	86,933	0.916	0.977
Y1.6	46,3191	86,874	0.930	0.977
Y1.7	46,2979	87,040	0.915	0.977
Y1.8	46,5106	87,342	0.882	0.978
Y1.9	46,3617	87,975	0.924	0.977
Y1.10	46,2979	88,214	0.923	0.977
Y1.11	46,5745	88,858	0.840	0.979
Y1.12	46,4043	87,855	0.916	0.977

Source: Primary data processed by researchers, 2026.

The Cronbach's Alpha if Item Deleted value for each work discipline variable indicator remains above the minimum threshold. This indicates that each item consistently contributes to the construct. In other words, all work discipline indicators are considered highly reliable and worthy of being retained in the research analysis.

Employee performance

Table 7. Employee Performance Reliability Test Results.

Reliability Statistics			
N of items	Cronbach's Alpha	Condition	Information
6	0.977	0.70	Reliable

Source: Primary data processed by researchers, 2026.

Referring to the results in Table 4.12, the reliability test reached 0.977, indicating that the variation in respondents' answers was relatively consistent across each item. This high value indicates that the instrument is capable of producing stable measurements, making it suitable for use as a reliable measuring tool in this study.

Table 8. Total Item Results of Employee Performance Statistics.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y2.1	20,9787	18,543	0.934	0.972
Y2.2	21,0851	17,862	0.945	0.970
Y2.3	21,2553	18,194	0.912	0.974
Y2.4	21,1489	17,999	0.949	0.970
Y2.5	21,1702	18,449	0.919	0.973
Y2.6	21,0638	18,018	0.886	0.976

Source: Primary data processed by researchers, 2026

The Cronbach's Alpha if Item Deleted value for each employee performance indicator is > 0.70, which means that all indicators are declared reliable.

Data analysis

Outer Model Analysis

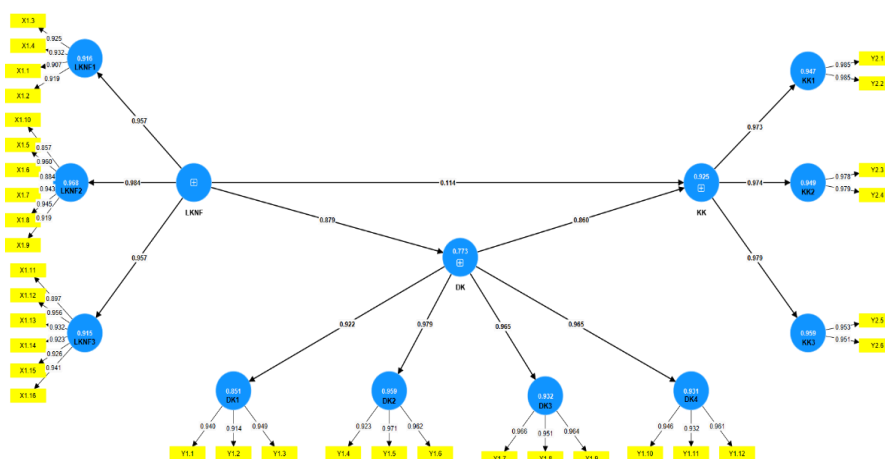


Figure 1. Outer Loading Value.

Source: Primary data processed by researchers, 2026.

Based on the figure, it can be seen that all loading factor values in the model show excellent results because each indicator has a value of more than 0.70. This indicates that all indicators are valid in measuring each construct dimension. In addition to showing the validity of the indicator, the loading factor value also describes the magnitude of each indicator's contribution to the construct it forms. According to Hair et al., (2019), at the indicator level,

the outer loading value is used to assess indicator reliability. Therefore, an indicator or dimension is declared to meet the reliability criteria if it has an outer loading value exceeding 0.70 , indicating a strong level of validity .

Inner Model Analysis

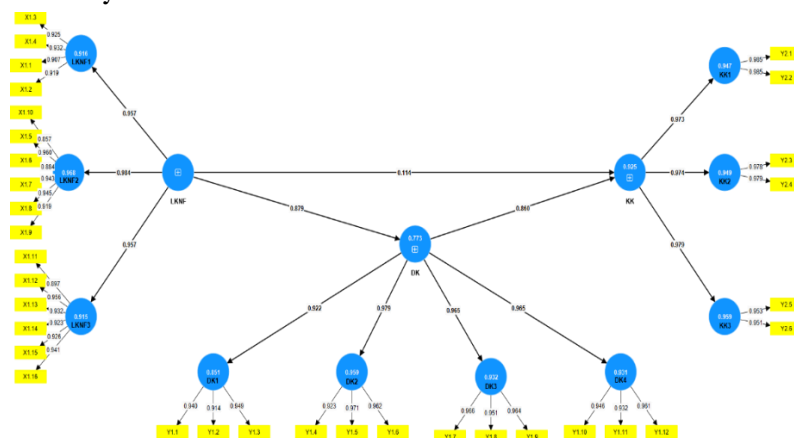


Figure 2. Inner Model.

Source: Primary data processed by researchers, 2026.

The feasibility of the inner model is analyzed through three systematic evaluation stages. The first stage is by looking at the value of R^2 to determine the level of determination of exogenous variables in explaining endogenous variables. The greater the coefficient of determination obtained, the greater the magnitude of the variability of the endogenous construct that can be explained by the exogenous variables in the model.

Based on the test results, it was shown that all first-order constructs had high criterion values . R^2 Hair et al. (2019) confirmed that a value R^2 of 0.75 is categorized as high. Therefore, it can be concluded that the structural model is able to explain variations in each dimension very well, thus the model developed has strong explanatory power and is appropriate for the research context.

Based on the test results, the values f^2 of the second-order constructs show variations in the level of contribution between structural models. The influence of the non-physical work environment on work discipline shows an effect size value of 3.405, which indicates a very strong impact. In addition, the value of 2.241 for the parameter f^2 indicates that there is a definitive relationship between work discipline and employee performance . In contrast, the direct path from the non-physical work environment to employee performance only produces a value of 0.039, which reflects a relatively small contribution. This disclosure confirms that work discipline plays an important role in explaining variations in employee performance, while the direct influence of the non-physical work environment on performance appears to be rather limited.

Based on the test results (Q^2) on the second order construct, it shows that Work Discipline has a value Q^2 of 0.610 and Employee Performance of 0.809, both above zero . Referring to Hair et al., (2019) , a value $Q^2 > 0$ indicates that the model has good predictive ability towards endogenous constructs. Meanwhile, the Non-Physical Work Environment construct has a value Q^2 of 0.000, which indicates that the construct does not yet have predictive relevance in the model. In short, the structural model performs very well in predicting outcomes, especially those related to the Work Discipline and Employee Performance constructs.

Hypothesis Testing

Research Hypothesis Results

The table below provides a summary of the overall results of the hypothesis testing, highlighting the discussion of the four hypotheses that have been described in this study .

Table 9. Summary of Research Hypothesis Results.

	Hypothesis	Results
H1	Non-physical work environment has a positive influence on employee performance	Rejected
H2	Non-physical work environment has a positive influence on work discipline	Accepted
H3	Work discipline has a positive effect on employee performance	Accepted
H4	Work discipline as a mediating variable in the influence of the non-physical work environment on employee performance	Accepted

Source: Primary data processed by researchers, 2026.

Interpretation of Results

The Influence of Non-Physical Work Environment on Employee Performance

The results obtained from the hypothesis testing explain that the non-physical work environment does not affect employee performance at the Klaten Branch Post Office. This indicates that although good non-physical work environment conditions tend to be followed by increased performance, the influence is not strong enough to provide a significant impact in the research model.

This insignificance can be explained by the factors that influence performance, namely individual, psychological, and organizational factors. The non-physical work environment is included in organizational factors, meaning it is only one of several factors that influence performance. In the context of the Klaten Branch Post Office, employee performance is likely more influenced by other factors, such as individual ability to complete tasks (individual factors) and motivation, attitudes, and perceptions of work (psychological factors).

In addition, although non-physical aspects such as relationships between colleagues, communication with superiors, and a harmonious work atmosphere are quite good, this does not necessarily directly improve performance without being supported by discipline, work ability, and high motivation. In other words, the non-physical work environment is not the main factor that directly determines employee performance, but rather plays a role as a supporting factor that needs to be accompanied by other factors to have a significant impact. This finding indicates that improving employee performance at the Klaten Branch Post Office does not only depend on the condition of the non-physical work environment, but is also influenced by a combination of individual and psychological factors possessed by employees.

The results of this study are consistent with a study conducted by Pamungkas (2025) , which stated that non-physical work environments do not significantly contribute to employee performance. These results suggest that non-physical factors in the work environment have not provided an optimal direct impact in driving improved employee performance.

Furthermore, these results align with research by Panjaitan & Hidayat (2024), who revealed that the non-physical work environment does not have a significant direct impact on employee performance. In general, non-physical aspects of the work environment include things like interpersonal relationships, workplace culture, and organizational values, all of which contribute to a pleasant and motivating atmosphere. These supportive environmental conditions have the potential to improve employee psychological well-being and improve the work environment. However, if these conditions are deemed adequate or stable, their ability to improve performance begins to decline. Thus, it can be concluded that the non-physical work environment does not affect employee performance.

The Influence of Non-Physical Work Environment on Work Discipline

The findings from the hypothesis testing of this study demonstrate a positive and significant influence of the non-physical work environment on work discipline at the Klaten Branch Post Office. This finding indicates that the more conducive the non-physical aspects perceived by employees, the higher the level of discipline in carrying out tasks and complying with organizational regulations. Thus, a quality work environment contributes to the development of an attitude of obedience, responsibility, and consistent work behavior.

The non-physical work environment encompasses various aspects, such as the quality of social relationships between employees, organizational values and culture, and company policies that support a harmonious work environment. These conditions can encourage employees to work in an orderly manner, comply with regulations, and demonstrate a commitment to established work standards. A supportive environment can also strengthen internal motivation, enabling disciplined behavior to emerge voluntarily, rather than solely due to supervision.

These findings align with research by Alimudin et al. (2020), which showed that the non-physical dimensions of the work environment have a positive and significant influence on work discipline. Conducive working conditions and quality interpersonal relationships strengthen employee compliance and responsibility, thereby driving sustainable improvements in organizational performance. These results are further supported by research conducted by Qurniati et al. (2020), which also corroborates these findings, which found that the non-physical work environment contributes positively and significantly to work discipline. A good quality non-physical work environment significantly improves employee work discipline. Psychologically supportive working conditions and healthy social relationships can encourage employees to be more compliant with established regulations and work standards.

In the context of the Klaten Post Office, a harmonious work environment, good communication between superiors and employees, and mutually supportive working relationships contribute to improving employee discipline. When employees feel valued, supported, and socially comfortable, they are more likely to comply with regulations, arrive on time, and perform tasks according to established standards. This demonstrates that good non-physical work environment management can be a strategic effort to improve employee discipline.

The Influence of Work Discipline on Employee Performance

The results of this research hypothesis testing indicate that work discipline has a positive and significant effect on employee performance at the Klaten Branch Post Office. This indicates that employees with a high level of discipline tend to be better able to complete their work and responsibilities well. Work discipline is reflected in an attitude of compliance with organizational regulations, punctuality in work, and sincerity in meeting applicable work standards. The results of this study indicate that disciplined work behavior is significantly related to improving performance quality. Employees who are able to comply with work rules and carry out tasks consistently tend to produce more optimal performance. Sumarjiansyah et al., (2025) emphasized that work discipline positively influences employee performance by increasing productivity and accountability, which confirms this finding. Empirical support for this finding is also found in the study of Agussalim et al., (2016), which states that work discipline has a positive and significant effect on employee performance. This study confirms that an increasing level of discipline will have an impact on improving the quality and quantity of employee work results.

These findings are consistent with the Theory of Planned Behavior, which explains that individual behavior is influenced by beliefs, norms, and self-control. In the context of work discipline, when employees believe in orderly work, are supported by organizational norms, and have the ability to comply with rules, discipline will develop and improve performance.

In the context of the Klaten Post Office, employee discipline is reflected in adherence to working hours, completion of tasks according to targets, and adherence to established operational procedures. Employees who demonstrate a high level of discipline tend to provide better service to the public and complete work on time. Conversely, if work discipline is not maintained properly, it can impact service quality and overall performance. Therefore, improving work discipline is a crucial factor in improving employee performance at the Klaten Post Office.

The Influence of Non-Physical Work Environment on Employee Performance with Work Discipline as a Mediator

Specific indirect effect analysis, work discipline is proven to play a role as a mediating variable in the relationship between the non-physical work environment and employee performance at the Klaten Branch Post Office. This finding indicates that the influence of the non-physical work environment on performance does not occur directly, but is mediated through an increase in the level of employee discipline. Within this framework, the quality of the non-physical work environment plays a role in forming and strengthening disciplinary behavior first, which then becomes the main mechanism in encouraging overall employee performance improvement.

A comfortable work environment, social relationships between coworkers, organizational culture, and supportive organizational policies are not capable of providing a significant impact on improving performance if not accompanied by employee work discipline. The findings of this study indicate that this influence only becomes significant when mediated by work discipline. The resulting relationship pattern indicates full mediation, meaning the non-physical work environment does not directly influence employee performance. This influence occurs through work discipline as an intermediary. In other words, the non-physical work environment first influences employee discipline levels, and then this discipline plays a role in improving employee performance.

The higher the level of employee discipline in carrying out their work, such as carrying out tasks according to work instructions, following established procedures, and maintaining order in the use of work facilities, the better their performance will be. Discipline also helps employees work more organized, allowing work to proceed more quickly and efficiently. Therefore, discipline is a crucial factor in driving optimal performance improvement, both for individuals and the company as a whole.

The findings of this study are supported by the results of a study by Suwondo and Sutanto (2015), which stated that the non-physical work environment has a strong relationship with patterns of interaction between individuals within the organization and influences the formation of employee disciplined behavior. In this context, work discipline is seen as a crucial element in supporting performance achievement. Therefore, creating a conducive work environment and providing a sense of psychological safety is a strategic prerequisite for organizations in establishing disciplined, stable, and productive work patterns.

5. Conclusion

Conclusion

Based on the research that has been conducted, it can be concluded that the non-physical work environment does not have a significant direct influence on employee performance at the Klaten KC Post Office, so that performance is more influenced by other technical and operational factors. However, the non-physical work environment is proven to have a positive and significant influence on work discipline, which means that the better the social interaction, policy clarity, and organizational culture, the higher the level of employee discipline. Work discipline itself has a positive and significant influence on employee performance, so it is an important factor in improving the quality and quantity of work results. In addition, work discipline acts as a full mediator (full mediation), which shows that the non-physical work environment affects employee performance indirectly through increased work discipline.

Suggestion

Based on the limitations of this study, several suggestions were found for further research: Future research is recommended to expand the sample and number of respondents, for example, by involving several branch offices or other companies with different characteristics. This aims to ensure the research results have a broader level of generalizability and can be compared across organizations. In future research, we can consider using mixed research methods, namely combining quantitative and qualitative approaches, so that research results are not only based on statistical data, but are also strengthened by more in-depth interviews or observations.

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