

# The Role of Organizational Justice and Physical Work Environment in Enhancing Employee Performance at PT Lao Chow Indonesia

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## Abstrak

*This study aims to analyze the role of organizational justice and the physical work environment in improving employee performance at PT Lao Chow Indonesia. The method used is a quantitative approach with an associative design. The study sample consisted of 110 employees selected through simple random sampling. Data were collected using a Likert scale questionnaire and analyzed using multiple linear regression with SPSS. The results indicate that organizational justice does not have a significant effect on employee performance, whereas the physical work environment has a positive and significant effect on employee performance. Simultaneously, organizational justice and the physical work environment have a significant effect on employee performance, contributing 53.8%. These findings suggest that the physical work environment plays a crucial role in enhancing employee performance in the manufacturing sector.*

**Keywords:** *organizational justice, physical work environment, employee performance.*

## A. INTRODUCTION

Employee performance is a fundamental factor determining a company's success, particularly in the manufacturing sector, which involves highly complex operations. Manufacturing companies are required to maintain productivity, quality, and production timelines in order to meet market demands and remain competitive. In this context, human resources are a strategic asset, as employees play a direct role in operating machinery, managing production processes, and ensuring that product quality standards are maintained.

PT Lao Chow Indonesia is a company engaged in wood processing and production, with work stages ranging from raw material cutting, wood drying, and assembly to the finishing process. The entire sequence of processes requires precision, technical skills, and good physical endurance. The nature of the work—which is activity-intensive, machine-based, and involves relatively high occupational risks—demands optimal physical and mental condition, as well as a conducive work environment, so that employees can perform at their best.

Based on field observations, various phenomena were identified that indicate issues with employee performance at PT Lao Chow Indonesia. Some employees are required to work overtime for up to 10–12 hours per day, particularly when market demand increases. Long working hours have the potential to cause fatigue, decreased stamina, and health risks, which lead to an increase in sick leave, production errors, and an inability to meet daily targets. Additionally, communication between supervisors and employees tends to be one-sided, SOPs are often explained briefly, and there is no consistent reward system for high-performing employees, which affects work motivation and perceptions of fairness within the organization.

Organizational justice is one of the key factors influencing employees' attitudes, behaviors, and performance. At PT Lao Chow Indonesia, some employees have complained about what they perceive as an uneven distribution of tasks, a performance evaluation process that lacks transparency, and interactions with supervisors that fail to acknowledge employees' efforts. These conditions indicate potential organizational injustice, particularly in terms of distributive, procedural, and interactional justice. Research (Wijaksana Nelza & Lestari Eka, 2024) indicates that a high perception of fairness can enhance employee performance because employees feel valued and

treated objectively. These findings align with those of (Masrukin et al., 2018) and (Febrianti & Manihurik, 2023), who emphasize that organizational justice can enhance motivation, loyalty, and positive work behavior.

In addition to organizational justice, the physical work environment also plays a crucial role in influencing employee performance, particularly in the manufacturing industry. The production process at PT Lao Chow Indonesia involves the use of heavy machinery, high workplace temperatures, exposure to wood dust, high noise levels, and the lifting of heavy materials. These work environment conditions have the potential to cause fatigue, reduce concentration, and increase the risk of workplace accidents if not properly managed. Research (Indrasari et al., 2024) demonstrates that a good physical work environment significantly impacts work comfort and productivity, while (Nisa Choirun et al., 2018) found that ventilation, noise, and the condition of work equipment directly affect employee work effectiveness.

However, previous research findings indicate variations in the impact of the physical work environment on employee performance. A study by (Wijaksana Nelza & Lestari Eka, 2024) revealed that under certain conditions, the physical work environment does not have a significant effect on performance. These differing results indicate that the influence of the physical work environment is contextual and can be influenced by organizational characteristics, work systems, corporate culture, and the level of job risk.

Based on this phenomenon and the inconsistencies in previous research findings, this study considers it important to examine the role of organizational justice and the physical work environment in enhancing employee performance within the manufacturing industry context. PT Lao Chow Indonesia, with its intensive work characteristics and demanding physical environment, serves as a relevant research subject. This study aims to analyze the role of organizational justice and the physical work environment in improving employee performance at PT Lao Chow Indonesia, and is expected to provide empirical contributions to the development of human resource management studies and practical recommendations for companies in sustainably improving employee performance.

## **B. LITERATURE REVIEW**

### **Employee Performance**

Employee performance refers to an individual's ability to carry out job tasks and responsibilities, as reflected in the quality and quantity of work outcomes, the ability to adapt to change, and work behaviors that support organizational goals. High performance not only reflects optimal work outcomes but is also linked to the quality of work life, where employee involvement in decision-making can enhance a sense of responsibility and work commitment (Agustian et al., 2025).

According to (Pradhan & Jena, 2017), employee performance consists of task performance, adaptive performance, and contextual performance. Empirically, (Sudibjo et al., 2021) and (Andriyani et al., 2021) state that performance is influenced by the ability to complete work in accordance with standards and the responsibilities undertaken. Furthermore, (Fadhila Nur et al., 2023) and (Febrianti & Manihurik, 2023) emphasize that task clarity, organizational support, fair treatment, and the availability of adequate work facilities encourage employees to demonstrate higher performance. Thus, employee performance is the result of the interaction between individual capabilities, adaptive behavior, and conducive organizational conditions.

### **Organizational Justice**

Organizational justice refers to employees' perceptions of the extent to which they are treated fairly by the organization—whether in the distribution of work outcomes, decision-making processes and mechanisms, or in interactions and communication with supervisors. Organizational justice encompasses distributive justice, which relates to the fairness of the distribution of workloads, compensation, and rewards; procedural justice, reflected in the consistency, impartiality, and transparency of work procedures; and interactional justice, demonstrated through supervisors' polite, respectful, and considerate treatment of employees (Niehoff & Moorman, 1993.). A positive perception of justice plays a crucial role in shaping work attitudes such as motivation, trust, and commitment to the organization.

Empirically, research (Hamdani et al., 2023) shows that distributive and procedural justice have a significant impact on employee performance, particularly through increased motivation and a sense of comfort at work. These findings are supported by (Sari Permata et al., 2021), who state that fairness in organizational policies, rules, and communication can enhance motivation and performance. Furthermore, (Sumarjo et al., 2024) found that organizational justice also has an indirect effect on performance through increased employee engagement. Thus, organizational justice is a strategic factor that plays a crucial role in enhancing employee motivation, engagement, and performance.

### **Physical Work Environment**

The physical work environment refers to the tangible physical conditions in the workplace that affect employees' comfort, health, focus, and productivity as they perform their duties.

According to (Sedarmayanti, 2009), the physical work environment encompasses aspects such as lighting, air temperature and humidity, air circulation, noise levels, mechanical vibrations, odors, color schemes, workspace decor, music, and workplace safety. A conducive physical work environment allows employees to work more comfortably, reduces fatigue, and enhances work concentration.

Empirical research indicates that the physical work environment plays a significant role in enhancing employee performance. (Indrasari et al., 2024) found that spatial layout, lighting, temperature, and noise significantly influence performance, both directly and through job satisfaction. These results align with the findings of (Herdianny Dyah et al., 2022) and (Fadilah, 2025), who state that lighting, ventilation, cleanliness, and ergonomic work facilities can improve employee focus, motivation, and productivity. Thus, the physical work environment is a strategic element that supports the effectiveness and sustainability of employee performance.

### **Conceptual Framework and Hypotheses**

#### **1. The Effect of Organizational Justice ( $X_1$ ) on Employee Performance (Y)**

Organizational justice refers to employees' perceptions of the extent to which they are treated fairly by the organization, encompassing distributive, procedural, and interactional justice (Niehoff & Moorman, n.d.). A positive perception of justice can foster positive work attitudes such as motivation, commitment, and work engagement, which ultimately contribute to improved employee performance.

Empirically, a number of studies have shown that organizational justice has a positive and significant effect on employee performance (Hamdani et al., 2023); (Sari Permata et al., 2021); (Gede et al., 2024). Fairness in task distribution, procedural transparency, and supervisors' respectful treatment of employees have been shown to enhance work quality and effectiveness. However, other studies have found different results. (Luh et al., 2025) indicate that organizational justice does not have a significant direct effect on performance, while (Sumarjo et al., 2024) state that the influence of organizational justice tends to be indirect through mediating variables such as employee engagement. These differing findings suggest that the influence of organizational justice on performance is contextual and needs to be re-examined in the manufacturing industry.

**Hypothesis H1:** Organizational justice ( $X_1$ ) has a positive effect on employee performance (Y).

#### **2. The Effect of the Physical Work Environment ( $X_2$ ) on Employee Performance (Y)**

The physical work environment refers to the physical conditions of the workplace, including lighting, temperature, humidity, air circulation, noise, safety, and work facilities, which influence employees' comfort and health while working (Sedarmayanti, 2009). A conducive physical work environment can enhance focus, reduce fatigue, and support effective task completion.

Previous research findings indicate that the physical work environment has a positive effect on employee performance (Kenanga et al., 2020); (Anggoro Agung et al., 2020); (Herdianny Dyah et al., 2022). Factors such as adequate lighting, good ventilation, and low noise levels have been shown to increase work productivity. Similar findings were also reported by (Nisa Choirun et al., 2018), who stated that a supportive physical work environment can enhance employee work effectiveness.

However, some studies have found no significant results. (Febriyani & Putri Komala, 2024) and (Wijaksana Nelza & Lestari Eka, 2024) state that the physical work environment does not have a direct effect on employee performance. Furthermore, (Indrasari et al., 2024) explain that the effect of the physical work environment on performance may be mediated by job satisfaction. These differing findings suggest that the influence of the physical work environment on employee performance needs to be examined in accordance with organizational characteristics and job types.

**Hypothesis H2:** The physical work environment ( $X_2$ ) has a positive effect on employee performance (Y).

#### **3. The Influence of Organizational Justice ( $X_1$ ) and the Physical Work Environment ( $X_2$ ) on Employee Performance (Y)**

Organizational justice and the physical work environment are two factors that simultaneously influence employee performance. Organizational justice shapes employees' perceptions of organizational policies and treatment, while the physical work environment creates the actual conditions that support or hinder work activities. The combination of a fair organizational system and a comfortable physical work environment can create a conducive work atmosphere, thereby enhancing employees' motivation, focus, and work quality.

Previous research supports the simultaneous influence of these two variables on employee performance. (Sumarjo et al., 2024) demonstrated that organizational justice contributes to improved performance both directly and indirectly. On the other hand, (Anggoro Agung et al., 2020) and (Fadilah, 2025) demonstrate that the physical work environment has a positive effect on task effectiveness and timeliness. Although some studies have found no significant effect (Febriyani & Putri Komala, 2024), the majority of findings indicate that organizational justice and the physical work environment continue to play a crucial role in determining employee performance.

**Hypothesis H3:** Organizational justice (X1) and the physical work environment (X2) simultaneously have a positive and significant effect on employee performance (Y).

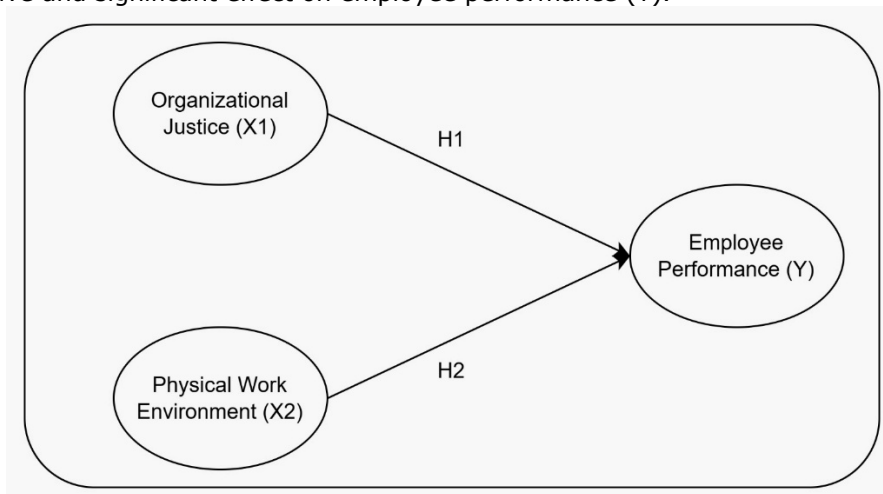


Figure 1. Research Framework

**C. RESEARCH METHOD**

This study employs a quantitative approach with an associative research design, aiming to analyze the relationship and influence between organizational justice and the physical work environment on employee performance. The quantitative approach was chosen because this study empirically tests the relationships among variables using numerical data analyzed statistically (Sugiyono, 2023).

The population in this study consists of all 150 employees of PT Lao Chow Indonesia. The sampling technique used is probability sampling with the simple random sampling method, resulting in a representative sample size in line with the research objectives. Primary data was collected through the distribution of questionnaires using a five-point Likert scale to measure the variables of organizational justice, the physical work environment, and employee performance.

Data analysis was conducted using multiple linear regression analysis with the assistance of SPSS software. The analysis stages included descriptive statistical tests, instrument validity and reliability tests, and hypothesis testing via t-tests and F-tests. Additionally, the coefficient of determination (Adjusted R<sup>2</sup>) was used to determine the extent of the independent variables' contribution to the dependent variable (Sugiyono, 2023).

**D. RESULTS AND DISCUSSIO**

**Respondent Description**

Table 1. Percentage of Respondents by Gender

Data Demografi Responden		F	%
Usia	20-30	50	45,45%
	31-40	50	45,45%
	>40	10	9,10%
Jenis Kelamin	Laki-Laki	70	63,64%
	Perempuan	40	36,36%

The respondents in this study were employees of PT Lao Chow Indonesia who were directly involved in the company's operational activities and understood the application of organizational justice and the conditions of the physical work environment. There were 110 respondents, and they were deemed representative of the study population for analyzing the role of organizational justice and the physical work environment in improving employee performance.

Based on age characteristics, the respondents were predominantly from the productive age groups, namely 20–30 years and 31–40 years, each comprising 50 people (45.45%), while respondents aged over 40 years numbered 10 people (9.10%). In terms of gender, the majority of respondents were male, totaling 70 people (63.64%), while female respondents numbered 40 people (36.36%). This composition reflects the operational characteristics of manufacturing companies that require physical activity, making it relevant to the study of the physical work environment and organizational justice in relation to employee performance.

**Validity Test**

Table 2. Validity Test

Variable	Statement	R Calculate	R Table	Description
Organizational Justice	1	0.724	0.187	Valid

	2	0.741	0.187	Valid
	3	0.711	0.187	Valid
	4	0.621	0.187	Valid
	5	0.648	0.187	Valid
	6	0.645	0.187	Valid
Physical Work Environment	1	0.585	0.187	Valid
	2	0.481	0.187	Valid
	3	0.453	0.187	Valid
	4	0.481	0.187	Valid
	5	0.528	0.187	Valid
	6	0.571	0.187	Valid
	7	0.615	0.187	Valid
	8	0.589	0.187	Valid
	9	0.645	0.187	Valid
	10	0.635	0.187	Valid
	11	0.599	0.187	Valid
	12	0.601	0.187	Valid
	13	0.632	0.187	Valid
	14	0.620	0.187	Valid
	15	0.533	0.187	Valid
	16	0.558	0.187	Valid
	17	0.581	0.187	Valid
	18	0.534	0.187	Valid
	19	0.616	0.187	Valid
	20	0.645	0.187	Valid
	21	0.575	0.187	Valid
	22	0.609	0.187	Valid
Employee Performance	1	0.668	0.187	Valid
	2	0.618	0.187	Valid
	3	0.752	0.187	Valid
	4	0.627	0.187	Valid
	5	0.628	0.187	Valid
	6	0.700	0.187	Valid

in the table above showing the validity test results, all items in the Organizational Justice (X1), Physical Work Environment (X2), and Employee Performance (Y) variables have calculated r values greater than the critical r value (0.187) with a significance level of < 0.05; therefore, all indicators are deemed valid.

**Reliability Test**

**Table 3. Cronbach's Alpha Test**

Variable	Alpha Value	Description
Organizational Justice	0,767	Realiabel
Physical Work Environment	0. 903	Realiabel
Employee Performance	0. 749	Realiabel

In the table above, the reliability test shows Cronbach's Alpha values of 0.767 for the Organizational Justice variable, 0.903 for the Physical Work Environment variable, and 0.749 for the Employee Performance variable. All alpha values are above the minimum threshold of 0.70; therefore, the research instrument is deemed reliable and suitable for use in the subsequent analysis phase.

**Normality Test**

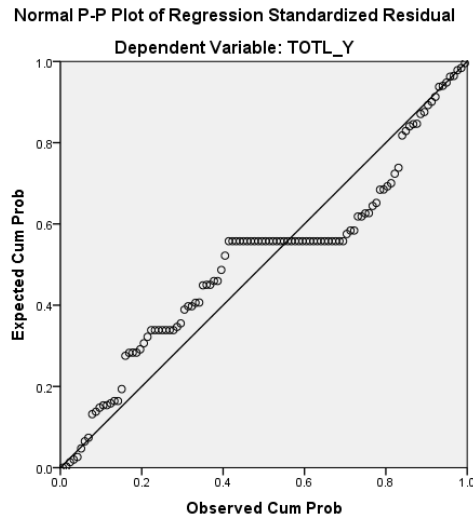


Figure 3.1 Normality Test Graph

Table 4. Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		110
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.26228163
Most Extreme Differences	Absolute	.149
	Positive	.143
	Negative	-.149
Test Statistic		.149
Asymp. Sig. (2-tailed)		.000 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The Kolmogorov-Smirnov test results showed a significance value of 0.000 (<0.05), indicating that the residuals are not statistically normally distributed. However, based on the Normal P-P Plot, the residual points generally follow the diagonal line and do not exhibit extreme or systematic deviations. Furthermore, the sample size in this study was relatively large (n = 110). Based on the Central Limit Theorem, with large sample sizes, the sampling distribution will tend to approach normality (Gurajati & Porter, 2009);(Ghozali, 2021). In the context of regression analysis, mild violations of normality in large samples do not significantly affect parameter estimates, so the regression model remains suitable for use (Hair et al., 2019).

**Multicollinearity Test**

Table 5. Multicollinearity Test  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.967	1.920		3.629	.000		
	Totl_x1	.030	.107	.032	.279	.781	.330	3.034
	TOTL_X2	.200	.032	.707	6.182	.000	.330	3.034

a. Dependent Variable: TOTL\_Y

Based on the results of the multicollinearity test in the Collinearity Statistics table, it is known that the organizational justice (X1) and physical work environment (X2) variables each have a tolerance value of 0.330 (>0.10) and a VIF of 3.034 (<0.10). This indicates that there are no

symptoms of multicollinearity among the independent variables. Thus, the regression model in this study meets the multicollinearity assumptions and is suitable for further analysis.

**Multiple Regression Analysis**

**Table 6. Multiple Linear Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.967	1.920		3.629	.000
	Keadilan organisasi	.030	.107	.032	.279	.781
	Lingkungan Kerja Fisik	.200	.032	.707	6.182	.000

a. Dependent Variable: Kinerja Karyawan

The table above shows a constant value of 6.967, Organizational Justice (X1) = -0.030, and Physical Work Environment (X2) = 0.200. Therefore, the multiple linear regression model is as follows:  $Y = 6.967 + 0.030X1 + 0.200X2$

**T-Test (Partial Test)**

**Table 7. T-Test (Partial Test) Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.967	1.920		3.629	.000
	Keadilan organisasi	.030	.107	.032	.279	.781
	Lingkungan Kerja Fisik	.200	.032	.707	6.182	.000

a. Dependent Variable: Kinerja Karyawan

The partial test results indicate that the Organizational Justice variable (X1) has a significance value of 0.781 (>0.05), indicating that Organizational Justice does not significantly influence Employee Performance. Therefore, hypothesis H1 is rejected.

Meanwhile, the Physical Work Environment variable (X2) has a significance value of 0.000 (<0.05) with a positive regression coefficient, indicating that the Physical Work Environment has a positive and significant influence on Employee Performance. Therefore, hypothesis H2 is accepted.

**F-Test (Simultaneous Test)**

**Tabel 8. Uji F (Uji Simultan) ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.515	2	101.258	62.384	.000 <sup>b</sup>
	Residual	173.676	107	1.623		
	Total	376.191	109			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Lingkungan Kerja Fisik, Keadilan organisasi

The results of the simultaneous test (F-test) showed a calculated F-value of 62.384 with a significance level of 0.000 (<0.05). This indicates that the variables Organizational Justice and Physical Work Environment jointly have a significant effect on Employee Performance, thus accepting hypothesis H3.

**Coefficient of Determinancy (R) Test**

**Table 9. tabel uji Koefisien Determinasi (R) Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 <sup>a</sup>	.538	.530	1.274

a. Predictors: (Constant), Lingkungan Kerja Fisik, Keadilan organisasi

Based on the coefficient of determination (R) test table, the R-square value was 0.538. This means that 53.8% of the dependent variable can be explained by the physical work environment and organizational justice, while 46.2% is influenced by factors outside the study. The R-value of 0.734 indicates a strong relationship between the variables.

## **Discussion**

### **1. The Effect of Organizational Justice on Employee Performance**

The results of the hypothesis test indicate that organizational justice does not significantly influence employee performance at PT Lao Chow Indonesia. This is indicated by a significance value of 0.781 ( $>0.05$ ), a calculated t-value of 0.279, and a positive but very small regression coefficient of 0.030. These findings indicate that employee perceptions of organizational justice—whether distributive, procedural, or interactional justice—are not yet a primary factor directly driving improved employee performance.

This situation can be explained by the characteristics of work at PT Lao Chow Indonesia, which places greater emphasis on achieving production targets and physical work demands. In this context, employees tend to focus on completing operational tasks rather than subjective assessments of the fairness of organizational policies. Theoretically, these results do not fully align with the concept of organizational justice proposed by (Niehoff & Moorman, n.d.), which states that organizational justice can foster positive work attitudes and improve performance. However, the findings of this study support the empirical results of (Luh et al., 2025), which state that organizational justice does not always have a direct effect on performance but can instead operate through mediating variables such as job satisfaction or employee engagement.

Furthermore, research by (Sumarjo et al., 2024) also confirms that organizational justice plays a more supportive role in increasing employee engagement, rather than a direct determinant of performance. Therefore, in the context of a manufacturing industry like PT Lao Chow Indonesia, organizational justice is not strong enough to directly drive performance improvements without the support of other factors.

### **2. The Influence of the Physical Work Environment on Employee Performance**

The results of the hypothesis testing indicate that the physical work environment has a positive and significant effect on employee performance at PT Lao Chow Indonesia. This is evidenced by a significance value of 0.000 ( $<0.05$ ), a calculated t-value of 6.182, and a positive regression coefficient of 0.200. These findings indicate that better physical work conditions result in higher employee performance.

The physical work environment, including lighting, air circulation, cleanliness, layout, noise levels, and adequate work facilities, can create a comfortable work environment, reduce fatigue, and increase employee concentration. This is particularly relevant for jobs in the manufacturing sector, which require physical activity and a high level of precision. These research findings align with the physical work environment theory proposed by (Sedarmayanti, 2009), which states that the physical condition of the workplace plays a crucial role in creating employee comfort and productivity.

Empirically, the results of this study support the findings of (Anggoro Agung et al., 2020), (Herdiany Dyah et al., 2022), and (Fadilah, 2025) which state that the physical work environment has a positive and significant effect on employee performance. Furthermore, studies by (Nisa Choirun et al., 2018) and (Kenanga et al., 2020) also confirm that physical factors such as ventilation, lighting, and noise levels have a direct impact on employee work effectiveness. Thus, the physical work environment is a crucial factor in improving employee performance, particularly in the manufacturing sector.

### **3. The Effect of Organizational Justice and the Physical Work Environment on Employee Performance**

The results of simultaneous hypothesis testing indicate that organizational justice and the physical work environment significantly influence employee performance at PT Lao Chow Indonesia. This is evidenced by the calculated F-value of 62.384 and a significance level of 0.000 ( $<0.05$ ). This finding indicates that although organizational justice is not significantly affected partially, when combined with the physical work environment, the two variables together explain variations in employee performance.

The R-square value of 0.538 indicates that 53.8% of the variation in employee performance is influenced by organizational justice and the physical work environment, while the remainder is influenced by Other factors outside the research model. These results align with research (Sumarjo et al., 2024), which states that the combination of a fair organizational system and good working conditions can create a conducive work environment that encourages improved performance. This finding is also supported by research (Firdhausiah, 2025), which shows that the synergy between a comfortable work environment and a supportive organizational system contributes to increased employee productivity.

Thus, the results of this study confirm that improved employee performance at PT Lao Chow Indonesia is not determined by a single factor alone, but rather the result of the interaction between an adequate physical work environment and a fair organizational system. Therefore, companies need to simultaneously consider both aspects to create optimal and sustainable employee performance.

#### **E. CONCLUSION**

Based on the analysis and discussion, this study shows that organizational justice does not significantly influence employee performance at PT Lao Chow Indonesia. Employee perceptions of distributive, procedural, or interactional justice are not yet the primary factors directly driving performance improvement. This finding indicates that in the context of the manufacturing industry, with its high physical work demands and production targets, employees prioritize completing operational tasks over assessing aspects of organizational justice. Therefore, organizational justice cannot act as a direct driver of employee performance without the support of other factors.

Conversely, the physical work environment has been shown to have a positive and significant influence on employee performance. Good work conditions, such as adequate lighting, good air circulation, cleanliness, well-organized layout, low noise levels, and supportive work facilities, can improve focus, reduce fatigue, and encourage employee effectiveness. Simultaneously, organizational justice and the physical work environment contribute 53.8% to employee performance, indicating that performance is not determined by a single factor, but rather the result of the interaction between organizational systems and physical work conditions. Therefore, creating an optimal physical work environment accompanied by the implementation of adequate organizational justice is an important strategy in improving employee performance in a sustainable manner.

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