Revisiting Employee Discipline: The Role of Work Environment and Compensation in Construction Project Settings

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Abstract
Employee discipline is a critical factor in ensuring the successful implementation of construction projects, as it directly influences productivity and project outcomes. However, maintaining discipline remains a challenge, particularly in environments with varying working conditions and compensation systems. The purpose of this study is to investigate how employee discipline in construction project settings is impacted by the work environment and remuneration. Using a survey method, a quantitative approach was used. Participants were given questionnaires to complete, and the results were analyzed using multiple linear regression. The results show that employee discipline is significantly improved by both the workplace and pay, both separately and concurrently. A conducive work environment enhances employees' responsibility and focus, while appropriate compensation, both financial and non-financial, strengthens motivation and compliance with organizational rules. The combined effect of these factors contributes substantially to improving employee discipline. This study highlights the importance of integrating supportive working conditions with effective compensation systems to enhance discipline and performance, providing both theoretical and practical contributions. To improve our understanding of employee discipline, it is advised that future studies take into account other factors including job motivation and leadership style.

Keywords
Work Environment; Compensation; Employee Discipline; Construction Project

1. Introduction

Construction projects are planned activities that utilize resources to achieve time, cost, and quality targets (Banihashemi et al., 2021). The success of a project is greatly determined by the effectiveness of management, particularly in controlling time and costs as an effort to prevent delays. In the context of development, the construction sector plays a strategic role, including in the provision of quality and safe educational infrastructure (Xianhe, 2024), making effective project management an important factor in supporting the success of development.

However, the implementation of construction projects still faces various problems, especially delays in project completion that have the potential to cause losses for contractors and service users, as well as hinder the utilization of development results. This issue indicates a challenge in human resource management, particularly concerning the work discipline of employes directly involved in project execution.

Work discipline reflects adherence to rules and work responsibilities and plays a role in shaping employe behaviour (Dehotman, 2023; Maryani et al., 2021). A low level of discipline can disrupt project smoothness and reduce organizational performance. A number of factors, such as the workplace and pay, have an impact on work discipline. Comfort and productivity can be increased in a favorable workplace (Donley, 2021), while fair compensation can drive employe motivation and adherence to organizational rules (Charles & Akuffo-Aduamah, 2025).

Although research on work environment and compensation has been extensively conducted, studies specifically linking them to work discipline in the context of construction projects are still limited, especially in medium-scale construction service companies in the region, and the relationship between project delays and work discipline has not been empirically analyzed much. Thus, in addition to offering theoretical contributions to the advancement of human resource management studies and practical implications for organizations in enhancing the efficacy of human resource management, this research attempts to analyze the impact of the work environment and compensation on employee discipline in the implementation of building construction projects.

2. Literature Review

2.1 Work Environment

The work environment encompasses all conditions surrounding employes that can affect the execution of their tasks and performance (Dunan & Sari, 2024). The work environment includes both physical and non-physical aspects, such as the work atmosphere, relationships among coworkers, availability of facilities, lighting, air circulation, noise level, and workplace safety (Sitepu et al., 2020). A conducive work environment can create comfort and enhance employe work focus. In the context of construction projects, an unfavorable work environment can reduce concentration and discipline, leading to project delays. Conversely, research shows that adequate working conditions and facilities contribute to the success of construction projects (Boakye & Adanu, 2022; Louise & Darmawan, 2022). This indicates that the work environment plays an important role in supporting employe discipline and performance.

2.2 Compensation

Compensation is the reward received by employes as a return for the contributions made to the organization (Gastineau et al., 2021). Compensation can be financial or non-financial, such as salary, incentives, bonuses, allowances, insurance, facilities, and promotions (Mahathir et al., 2020). A fair and reasonable compensation system is an important factor in enhancing employe work motivation. In reality, pay is a tool to improve discipline and job dedication

in addition to providing for financial requirements. Employes who receive appropriate compensation tend to show compliance with work rules. Previous research also shows that internal organizational factors, including employe recognition, contribute to work effectiveness and the success of construction projects (Tam et al., 2023).

2.3 Employee Discipline

Work discipline is the awareness and willingness of individuals to adhere to the rules and norms that apply within the organization (Dunan & Gunawan, 2023; Zaqiyah et al., 2024). Discipline reflects orderly, obedient, and responsible behavior in carrying out tasks, and serves as a mechanism for shaping work behavior (Ernest, 2021; Karaoulas, 2024). Work discipline is influenced by various factors, such as the example set by leaders, fairness, supervision, and the reward system. In construction projects, work discipline plays a crucial role in maintaining timeliness and work quality. Previous research shows that the discipline of the project team significantly affects the acceleration of project completion (Nwulu et al., 2023) Additionally, low discipline can trigger delays caused by operational or external factors, such as environmental conditions and resource availability (Kumar Kanike, 2023).

2.4 Research Framework and Hypotheses

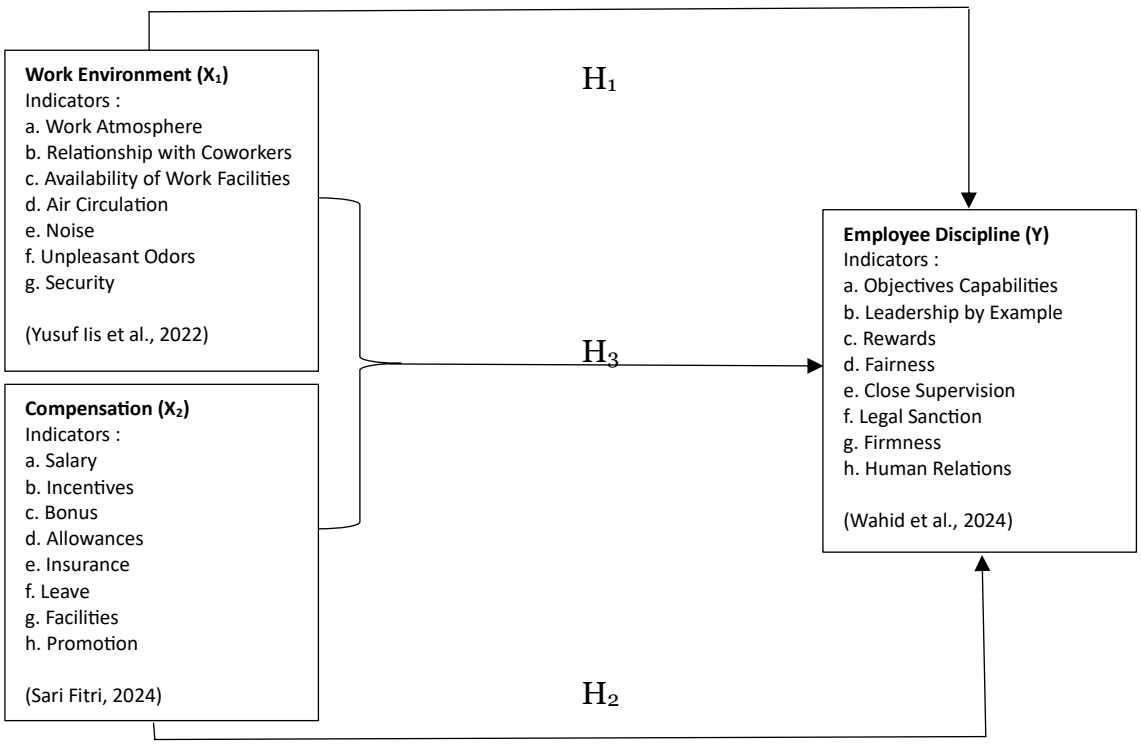

Figure 1. Research Framework
Source: Data Processed, 2025

Based on that framework, the research hypothesis is formulated as follows:

H1: The work environment has a positive and significant effect on employe discipline in the implementation of building construction projects.

H2: Compensation has a positive and significant effect on employe discipline in the implementation of building construction projects.
H3: The work environment and compensation simultaneously have a positive and significant effect on employe discipline in the implementation of building construction projects.

3. Method

3.1 Research Design

This study employs a quantitative methodology using correlational and descriptive approaches. While the correlational technique is used to examine causal correlations between variables, the descriptive approach is used to characterize the features of the variables (Almquist et al., 2020). In order to gather empirical data that can be statistically examined, this field study employs a survey approach through the distribution of questionnaires.

The subject of this study is CV Bejamou, a Bandar Lampung City-based business that provides building construction services. This research is motivated by the issues occurring within the company, namely the delays in the completion of several construction projects that do not meet the established time targets. This issue is suspected to be related to the suboptimal level of employe discipline, which is influenced by the working environment conditions and the compensation system implemented in the company.

3.2 Participants / Sample

All employees of CV Bejamou, a company that provides building construction services, make up the study's population. The sample is a part of the population that possesses certain characteristics (Almquist et al., 2020). he sampling technique used a non-probability sampling approach, considering the limitations of the population (Pace, 2021). The number of samples used was 67 respondents, which were valid and suitable for analysis, with a response rate of approximately 80% of the total questionnaires distributed.

3.3 Data Collection

A closed questionnaire designed according to the study variable indicators was used to gather research data. The tool measures respondents' opinions using a five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree" (Almquist et al., 2020). This study supports the analysis using secondary data from corporate records and pertinent literature in addition to primary data.

3.4 Data Analysis

Descriptive and inferential statistics were used in the data analysis process. Multiple linear regression is the primary technique used to examine the impact of pay and workplace conditions on employee discipline. To verify the viability of the model, traditional assumption tests such as normality, multicollinearity, and heteroscedasticity tests were performed prior to the regression analysis (Almquist et al., 2020). The F-test for simultaneous influence and the t-test for partial impact were used for hypothesis testing, with a significance level of 5%.

Furthermore, the capacity of independent factors to explain the dependent variable was assessed using the coefficient of determination (R^2) (Almquist et al., 2020).

3.5 Ethical Considerations

The principles of research ethics are taken into consideration when conducting this study. Before completing the questionnaire, respondents were asked for their consent and given an explanation of the study's goals. In order to preserve respondents' identity, the collected data is kept private and utilized only for study.

4. Results

4.1 Data Collection and Response Rate

All 85 of the surveys that were given out to responders were successfully returned in full. After the verification and data screening process, 67 questionnaires were deemed valid and suitable for further analysis. This number represents approximately 80% of the total distributed questionnaires, indicating that the response rate is categorized as good and the data obtained are sufficiently representative for measuring the research variables.

4.2 Respondent Characteristics

Gender, age, and educational attainment are among the attributes of the participants in this research. The following table displays the distribution of the characteristics of the respondents:

Table 1. Respondent Characteristics

Characteristics	Frequency	Percentage
Gender		
Female	12	17.9%
Male	55	82.1%
Age		
16–25 years	3	4.7%
25–30 years	15	22.3%
31–40 years	25	37.3%
41–50 years	13	19.3%
> 51 years	11	16.4%
Education		
High School	2	3.0%
Diploma (D1/D2/D3)	4	6.0%
Bachelor (S1)	47	70.1%
Master (S2)	11	16.5%
Doctoral (S3)	3	4.4%

Source: Data Processed, 2025

Table 1 shows that 82.1% of respondents are men and 17.9% are women. The age group with the highest percentage of responders is 31–40 years old (37.3%), followed by 25–30 years old (22.3%). In contrast, the majority of respondents (70.1%) had a bachelor's degree, followed by master's degree holders (16.5%), with the remaining respondents having various educational backgrounds.

4.3 Data Quality Testing

To make sure the research tools have sufficient levels of validity and reliability, data quality assessment is done. The Pearson correlation approach is used in this study's validity tests.

4.3.1 Validity Test Results

Pearson correlation, which compares each item's score to the variable's overall score, was used to perform the validity test. Next, using degrees of freedom (df) = n – 2 = 65, the correlation coefficient value is compared with the table r value at a 5% significance level (α = 0.05). 0.2369 is the table r value that was utilized.

Table 2. Validity Test Results – Work Environment Variable

Item	Pearson Correlation	r-table	Validity
LK1	0.820	0.2369	Valid
LK2	0.801	0.2369	Valid
LK3	0.796	0.2369	Valid
LK4	0.681	0.2369	Valid
LK5	0.695	0.2369	Valid
LK6	0.746	0.2369	Valid
LK7	0.694	0.2369	Valid
LK8	0.650	0.2369	Valid

Source: Data Processed, 2025

Table 2 shows that all of the items on the work environment variable have Pearson correlation coefficient values between 0.650 and 0.820. Each of these numbers is deemed legitimate as they are all higher than the r table value (0.2369). This shows that all of the work environment variable's indicators have a strong enough correlation with the variable's overall score to be included in research analysis.

Table 3. Validity Test Results – Compensation Variable

Item	Pearson Correlation	r-table	Validity
K1	0.764	0.2369	Valid
K2	0.706	0.2369	Valid
K3	0.791	0.2369	Valid
K4	0.805	0.2369	Valid
K5	0.787	0.2369	Valid
K6	0.814	0.2369	Valid

Item	Pearson Correlation	r-table	Validity
K7	0.796	0.2369	Valid
K8	0.667	0.2369	Valid

Source: Data Processed, 2025

Based on Table 3, the Pearson correlation coefficient values for the compensation variable range from 0.667 to 0.814. All correlation values are greater than the table r (0.2369), thus all items in the compensation variable are declared valid. This result shows that each compensation indicator is able to consistently represent the measured construct.

Table 4. Validity Test Results – Employee Discipline Variable

Item	Pearson Correlation	r-table	Validity
DK1	0.610	0.2369	Valid
DK2	0.752	0.2369	Valid
DK3	0.767	0.2369	Valid
DK4	0.662	0.2369	Valid
DK5	0.656	0.2369	Valid
DK6	0.371	0.2369	Valid
DK7	0.466	0.2369	Valid
DK8	0.466	0.2369	Valid

Source: Data Processed, 2025

Table 4 shows that the employee discipline variable's Pearson correlation coefficient values vary from 0.371 to 0.767. All these values are above the r table (0.2369), thus all items are declared valid. This indicates that the employe discipline indicators have an adequate level of correlation with the measured construct and can be used in the subsequent analysis stage.

4.3.2 Reliability Test Results

The Cronbach's Alpha coefficient is used in reliability testing to assess the research instrument's internal consistency. If an instrument's Cronbach's Alpha value is higher than 0.60, it is deemed dependable.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Reliability
Employee Discipline	0.767	0.60	Reliable

Source: Data Processed, 2025

Table 5 shows that the employee discipline variable's Cronbach's Alpha value is 0.767, over the required minimum of 0.60. These findings show that the instrument has a high degree of internal consistency. Therefore, the statement items in the employe discipline variable are appropriate for additional research as they may measure the construct in a stable and consistent way.

4.4 Descriptive Analysis

To show how respondents' responses to the research variables are distributed, descriptive analysis is used. Score calculation is performed using the Likert scale approach, then converted into percentages to determine the assessment categories.

The category interval is calculated using the formula:

$$I = \frac{NT - NR}{K}$$

with I being the class interval, NT being the highest score of 100, NR being the lowest score of 20, and K being the number of categories, which is 5. Based on those calculations, the following was obtained:

$$I = \frac{100 - 20}{5} = 16$$

Next, the assessment categories consist of five levels: strongly disagree (STS) with a score range of 20%–35.99%, disagree (TS) with a score range of 36%–51.99%, neutral (R) with a score range of 52%–67.99%, agree (S) with a score range of 68%–82.99%, and strongly agree (SS) with a score range of 83%–100%.

4.4.1 Descriptive Analysis of Work Environment (X_1)

The measurement of the work environment variable is carried out by calculating the total score of each indicator, which is then converted into a percentage to determine the assessment category.

Table 6. Descriptive Statistics of Work Environment Variable

No	Indicator	Max Score	Actual Score	Percentage (%)	Category
1	Relationship among employees supports work activities	335	257	76.7%	Agree
2	Work facilities are adequate and support employee tasks	335	248	74.0%	Agree
3	Workspace is sufficient to support work activities	335	253	75.5%	Agree
4	Relationship between employees and supervisors supports work	335	247	73.7%	Agree
5	Leaders are supportive and monitor work progress	335	244	72.8%	Agree
6	Teamwork among employees is well established	335	246	73.4%	Agree
7	Lighting conditions in the workplace are adequate	335	255	76.1%	Agree

No	Indicator	Max Score	Actual Score	Percentage (%)	Category
8	Work environment provides comfort in performing tasks	335	253	75.5%	Agree
Average		**335**	**250.3**	**74.7%**	**Agree**

Source: Data Processed, 2025

Based on Table 6, the average score for the work environment variable is 74.7%, which falls into the "Agree" category. The percentage values for each indicator range from 72.8% to 76.7%, indicating that all indicators have a relatively uniform assessment tendency. The indicator with the highest value is the relationship among employes in supporting work (76.7%), while the lowest value is found in the indicator of leadership attitude toward employes (72.8%).

4.4.2 Descriptive Analysis of Compensation (X2)

The measurement of the compensation variable is carried out by calculating the total score of each indicator, which is then converted into a percentage to determine the assessment category.

Table 7. Descriptive Statistics of Compensation Variable

No	Indicator	Max Score	Actual Score	Percentage (%)	Category
1	Salary received is in accordance with job responsibilities	335	263	78.5%	Agree
2	Salary received is appropriate according to government standards (minimum wage)	335	255	76.1%	Agree
3	Incentives received are in accordance with work performance	335	271	80.9%	Agree
4	Incentives received meet expectations	335	261	77.9%	Agree
5	Allowances received meet expectations	335	259	77.3%	Agree
6	Satisfaction with social security provided by the company	335	247	73.7%	Agree
7	Facilities provided are appropriate to job needs	335	260	77.6%	Agree
8	Company pays attention to employee needs and work facilities	335	254	75.8%	Agree
Average		**335**	**258.7**	**77.2%**	**Agree**

Source: Data Processed, 2025

Based on Table 7, the average value of the compensation variable is 258.7 or 77.2%, which falls into the "Agree" category. Respondents assess that the salary received is in accordance with job responsibilities (78.5%) and government regulations (76.1%). Additionally, incentives are considered in line with work achievements (80.9%) and expectations (77.9%), while allowances are also deemed to meet expectations (77.3%) and social security is rated as quite satisfactory (73.7%).

Next, the facilities provided by the company are assessed as being in accordance with job needs (77.6%), and the company is considered to adequately pay attention to fulfilling work needs and facilities (75.8%). Overall, all indicators in the compensation variable fall into the same category.

4.4.3 Descriptive Analysis of Employee Discipline (Y)

Descriptive analysis of the employe discipline variable is conducted to illustrate the level of discipline among respondents based on the established indicators. The assessment is carried out by calculating the total score for each indicator, which is then converted into a percentage to determine the response category.

Table 8. Descriptive Statistics of Employee Discipline Variable

No	Indicator	Max Score	Actual Score	Percentage (%)	Category
1	Arrive at work on time before working hours	335	242	72.2%	Agree
2	Never arrive late at work	335	260	77.6%	Agree
3	Return from break on time	335	247	73.7%	Agree
4	Leave work according to schedule	335	244	72.8%	Agree
5	Wear appropriate work uniform	335	247	73.7%	Agree
6	Use identification during work	335	260	77.6%	Agree
7	Follow company rules	335	247	73.7%	Agree
8	Understand company rules and sanctions	335	263	78.5%	Agree
Average		**335**	**251.2**	**75.0%**	**Agree**

Source: Data Processed, 2025

Based on Table 8, the average score for the employe discipline variable is 251.2 or 75.0%, which falls into the "Agree" category. Respondents assessed that work discipline, such as punctuality (72.2%), not being late (77.6%), returning from breaks on time (73.7%), and leaving according to schedule (72.8%), has been well maintained.

In addition, compliance with company rules is also reflected in the use of work uniforms (73.7%), the use of identification badges (77.6%), and adherence to

regulations (73.7%). The highest indicator is the understanding of company rules and sanctions at 78.5%. Overall, all indicators fall within the same category.

4.5 Classical Assumption Test

To make sure the regression model satisfies the essential fundamental assumptions and generates accurate and trustworthy estimates, the classical assumption test is carried out. The normalcy test is one of the tests used in this investigation.

4.5.1 Normality Test Results

To determine if the residual data is normally distributed, the One-Sample Kolmogorov-Smirnov Test technique is used for the normality test. According to the testing criterion, the data is deemed normally distributed if the significance value (p-value) is higher than 0.05.

Table 9. Normality Test Results

Test	Value
N	68
Mean	0.000
Std. Deviation	2.004
Kolmogorov-Smirnov Z	0.500
Asymp. Sig. (2-tailed)	0.964

Source: Data Processed, 2025

Table 9 shows that the significance value (Asymp. Sig.) is 0.964, which is higher than 0.05. This shows that the regression model's residual data are regularly distributed, satisfying the normality condition and making them appropriate for use in further regression research.

4.5.2 Autocorrelation Test Results

To find out if the residuals in the regression model are correlated, the autocorrelation test is used. Autocorrelation is absent from a good model. The test is conducted using the Durbin-Watson value with the criterion that the DW value falls between the lower bound (dl) and the upper bound (du).

Table 10. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	0.956	0.913	0.908	1.404	1.648

Predictors: Compensation, Work Environment
Dependent Variable: Employee Discipline

Source: Data Processed, 2025

The lower limit (dl) is 1.6660 and the upper bound (du) is 1.5433 when there are two independent variables (k) and sixty-seven samples (n). The Durbin-Watson value is below the value of 4 – du (2.4567) and falls between du and dl (1.5433 < 1.648 < 1.6660). This finding satisfies one of the traditional presumptions needed

for regression analysis by demonstrating that the regression model does not exhibit autocorrelation.

4.6 Hypothesis Testing Results

To examine the connection between workplace factors, pay, and employee discipline, hypothesis testing is done. The testing is carried out using multiple linear regression analysis.

4.6.1 Autocorrelation Test Results

The impact of independent factors on the dependent variable is examined using multiple linear regression analysis. Table 11 displays the analysis's findings.

Table 11. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.001	0.254	—	0.004	0.997
Work Environment	0.327	0.064	0.326	5.081	0.000
Compensation	0.654	0.062	0.674	10.491	0.000

Dependent Variable: Employee Discipline

Source: Data Processed, 2025

The regression equation that follows is derived from Table 11:

$$Y = 0.001 + 0.372X_1 + 0.654X_2 + e$$

The findings show that the salary variable has a regression coefficient of 0.654 with a significance value of 0.000, while the work environment variable has a regression coefficient of 0.327 with a significance value of 0.000. At a significance level of 0.997, the constant value is 0.001.

4.6.2 Coefficient of Determination (R^2)

The capacity of independent variables to explain the variance in the dependent variable is measured using the coefficient of determination test (R^2). The R2 value is a number between 0 and 1, where a value near 1 denotes a model's rising capacity for explanation.

Table 12. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.956	0.913	0.908	1.404

Predictors: (Constant), Compensation, Work Environment

Source: Data Processed, 2025

According to Table 12, the R Square value is 0.913, meaning that 91.3% of the variance in employee discipline can be explained by the work environment and remuneration factors. Meanwhile, factors not included in this study account for 8.7% of the variation in employee discipline.

4.6.3 Partial Significance Test (t-test)

Each independent variable's partial impact on the dependent variable is examined using the significance test of individual parameters (t-test). Table 13 displays the test results.

Table 13. Partial Significance Test Results (t-test)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.001	0.254	—	0.004	0.997
Work Environment	0.327	0.064	0.326	5.081	0.000
Compensation	0.654	0.062	0.674	10.491	0.000

Dependent Variable: Employee Discipline

Source: Data Processed, 2025

Table 13 shows that the work environment variable (X1) has a significance value of 0.000, which is less than 0.05, and a t-statistic value of 5.081, which is higher than the t-table value of 1.668 (5.081 > 1.668). These findings support H1 since they show that employee discipline is significantly impacted by the workplace. Next, the compensation variable (X2) has a significance value of 0.000, which is less than 0.05, and a t-statistic value of 10.491, which is higher than the t-table value of 1.668 (10.491 > 1.668). H2 is acceptable since these findings show that employee discipline is significantly impacted by salary.

4.6.4 Simultaneous Significance Test (F-test)

The combined influence of independent factors on the dependent variable is investigated using the simultaneous significance test (F test). The computed F value is compared to the table F value and the significance value at a significance level of 0.05 to perform the test.

Table 14. Simultaneous Significance Test Results (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3863889.952	2	1931944.976	466641.431	0.000
Residual	269.107	65	4.140	—	—
Total	**3864159.059**	**67**	—	—	—

Dependent Variable: Employee Discipline
Predictors: Compensation, Work Environment

Source: Data Processed, 2025

With a significance value of 0.000, which is less than 0.05, the computed F value based on Table 14 is 466641.431, which is higher than the table F value of 3.140. These findings show that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected, indicating that employee discipline is significantly impacted by both work environment and remuneration factors at the same time.

5. Discussion

The computed t-value is higher than the table t-value (5.081 > 1.668) and the significance value is less than 0.05, indicating that the work environment has a significantly beneficial impact on employee discipline. This suggests that more favorable working circumstances will promote better employee discipline. This

result is theoretically consistent with the findings of Sitepu et al. (2020), who claim that the physical and non-physical aspects of the workplace influence employee behavior.

A comfortable work environment, good working relationships, and adequate facilities can create conditions that support compliance with regulations. These results are also consistent with the research by Boakye & Adanu (2022) and Louise & Darmawan (2022) as well as (Dunan & Sari, 2024) which show that the work environment affects performance, and in this study, it is extended to the aspect of work discipline.

Additionally, it has been demonstrated that remuneration considerably improves employee discipline, with a significance level below 0.05 and a t-value larger than the t-table (10.491 > 1.668). This suggests that paying employees fairly and appropriately can improve their adherence to workplace policies. According to (Gastineau et al., 2021), remuneration is conceptually a type of incentive for employee contributions that can boost motivation and promote disciplined conduct. These results are in keeping with studies by Gastineau et al. (2021), Laras et al. (2021), and Reddy (2020) that demonstrate how pay influences performance, suggesting a rise in work discipline in this particular setting.

Simultaneously, the work environment and compensation have been proven to significantly affect employe discipline, as indicated by the calculated Fvalue being greater than the table Fvalue (466641.431 > 3.140) and a significance level below 0.05. This indicates that work discipline is not only influenced by one factor but rather by a combination of working conditions and the compensation system. Work discipline is the willingness of a worker to follow organizational regulations (Maryani et al., 2021) and as an important function in human resource management (Asgaruddin, 2023), will be more optimal when supported by a conducive work environment and adequate compensation. Thus, these two factors together create a work environment that can enhance compliance, responsibility, and the quality of job performance.

6. Conclusion

This study demonstrates that employee discipline is much improved by both the workplace and pay, both partially and concurrently. A conducive work environment enhances adherence to rules, while fair compensation strengthens motivation and disciplined behavior. Simultaneously, both variables significantly contribute to explaining employe discipline, so improving discipline requires support from a good work environment and an effective compensation system.

These findings have practical consequences for businesses in terms of enhancing the quality of the work environment and compensation systems, and they also contribute to the development of human resource management research, especially with regard to the factors that influence work discipline in the construction industry. However, this study is limited to the variables and objects used, so subsequent research is recommended to consider other factors such as leadership and motivation, as well as to expand the research objects to enhance the generalization of the results.

Data Availability Statement

Due to respondent anonymity and proprietary corporate information, the data supporting the study's conclusions is not publicly accessible. However, with permission from the pertinent parties, the writers may provide the data upon reasonable request.

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