

The Effect Of Work Discipline And Work Environment Of Civil Servants On Civil Servant Performance At BKPSDM Metro City

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Abstract

This study aims to analyze the effects of work discipline and work environment on the performance of Civil Servants (Pegawai Negeri Sipil/PNS) at the Human Resources and Human Resource Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia/BKPSDM) of Metro City. The study employs a quantitative approach using a survey method. The research population consists of all civil servants at BKPSDM Metro City, with total sampling applied as the sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression. The results indicate that work discipline has a positive and significant effect on employee performance, with a calculated t-value of 3.409 and a significance level of 0.001 (< 0.05). The work environment also shows a positive and significant effect on employee performance, with a calculated t-value of 4.056 and a significance level of 0.000 (< 0.05). Simultaneous testing results demonstrate that work discipline and the work environment jointly have a significant effect on employee performance. These findings suggest that improvements in the performance of civil servants at BKPSDM Metro City can be achieved through the consistent implementation of work discipline and the creation of a conducive and comfortable work environment.

Keywords: Employee Performance, Work Discipline, Work Environment.

INTRODUCTION

Sutrisno (2011;87), Employee performance is one of the main indicators of organizational success in achieving established objectives, particularly in public sector organizations that bear significant responsibility for delivering services to the community.

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High levels of employee performance directly contribute to improvements in public service quality, the effective implementation of work programs, and the achievement of government accountability. Therefore, enhancing employee performance has become a strategic priority within bureaucratic reform efforts, which require government institutions to operate professionally, transparently, and with a strong results-oriented focus.

Sari (2020), Along with the rapid development of information and communication technology, governments have increasingly promoted the utilization of digital systems in human resource management, one of which is the implementation of an electronic performance system (e-performance). The e-performance system is designed to facilitate integrated and data-driven processes of performance planning, monitoring, evaluation, and reporting. The adoption of e-performance is expected to improve the objectivity of performance appraisal, clarify performance indicators, and strengthen accountability and transparency in employee performance management. Nevertheless, the effectiveness of the e-performance system is not determined solely by technological aspects but is also influenced by organizational readiness and individual capability to implement the system consistently.

Rivai (2004:307), In the context of government organizations, employee performance is shaped by various interrelated factors, including system-related, environmental, and individual factors. A conducive work environment, encompassing both physical aspects such as workspace comfort, lighting, and layout, as well as non-physical aspects such as interpersonal relationships and organizational climate, plays a crucial role in supporting employee productivity and work comfort. An inadequate work environment may lead to work-related stress and reduced concentration, which ultimately has a negative impact on employee performance.

Budianto dan Katini (2015), In addition to the work environment, employee competence represents a fundamental determinant of performance quality and effectiveness. Competence reflects employees' knowledge, skills, and work attitudes required to perform tasks and responsibilities in accordance with organizational standards. Employees whose competencies align with job demands are more capable of completing tasks effectively, efficiently, and professionally. Consequently, competence development through education and training constitutes a strategic investment for organizations seeking to enhance employee performance and improve public service quality.

Work motivation is another critical factor influencing employee performance. Motivation functions as an internal driving force that determines employees' levels of



enthusiasm, commitment, and dedication in performing their duties. Employees with high work motivation tend to demonstrate proactive behavior, strong responsibility, and a willingness to exert extra effort to achieve optimal performance. In public sector organizations, work motivation is influenced not only by material incentives but also by recognition, opportunities for personal development, and a sense of organizational belonging.

The Mesuji Regency Health Office, as a local government institution responsible for public health services, faces ongoing challenges in improving employee performance amid increasing demands for service quality and accountability. Although an e-performance system has been implemented as a performance management instrument, variations in employee performance outcomes remain evident. This condition indicates that employee performance cannot be explained by a single factor but rather by the interaction of multiple influencing factors.

Based on the above considerations, this study aims to examine the effects of e-performance, work environment, competence, and motivation on employee performance at the Mesuji Regency Health Office, both partially and simultaneously. The findings of this study are expected to contribute theoretically to the advancement of human resource management literature in the public sector, particularly in the context of digital-based performance management. Practically, the results are anticipated to provide valuable insights for organizational leaders in formulating policies and strategies to enhance employee performance through an integrated, systematic, and sustainable approach.

LITERATURE REVIEW

Employee Performance

Mangkunegara (2017), Employee performance is a primary indicator of organizational success in achieving predetermined objectives. Performance reflects the results of employees' work, both in terms of quality and quantity, in carrying out their duties and responsibilities in accordance with organizational standards and procedures. Mangkunegara states that performance is not only measured by the amount of work completed but also by its quality, timeliness, and the level of responsibility demonstrated in its execution. In the context of public sector organizations, particularly government institutions, employee performance plays a strategic role as it is directly related to the quality of public services, administrative effectiveness, and accountability in governance. Therefore, improving employee performance has become a crucial demand within bureaucratic reform and public sector human resource management Robbins (2018).

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Various factors influence employee performance, originating from both individual and organizational aspects. Robbins explains that performance is influenced by ability, motivation, and opportunity to perform, while Gibson categorizes performance determinants into individual, psychological, and organizational factors. Indicators of employee performance include work quality, work quantity, timeliness, effectiveness in resource utilization, independence, and teamwork capability. Employees who consistently meet these indicators tend to demonstrate optimal performance and contribute positively to the achievement of organizational goals.

Work Discipline

Menurut Rivai (2014), Work discipline refers to employees' awareness and willingness to comply with all organizational rules, norms, and work procedures without coercion. Hasibuan defines discipline as an attitude of obedience to organizational regulations reflected in daily work behavior, such as punctuality, compliance with superiors' instructions, and responsibility in completing assigned tasks. In the context of civil servants, work discipline is supported by a strong legal framework aimed at developing professional, integrity-driven, and service-oriented public officials.

Work discipline functions to create order and regularity in work implementation, enabling organizational processes to operate effectively and efficiently. A high level of discipline encourages employees to perform tasks in accordance with standard operating procedures, reduces violations, and minimizes work obstacles such as tardiness and absenteeism. Conversely, low work discipline may reduce productivity and overall performance. Indicators of work discipline include attendance level, compliance with rules, adherence to supervisors' instructions, work responsibility, and ethical behavior. Numerous empirical studies indicate that work discipline has a positive and significant effect on employee performance, positioning discipline as a key determinant in organizational performance improvement.

Work Environment

Sedarmayanti (2018), The work environment encompasses all conditions surrounding employees that may influence the execution of their work, either directly or indirectly. Sedarmayanti classifies the work environment into physical and non-physical components. The physical work environment includes aspects such as lighting, air temperature, cleanliness, noise levels, workspace layout, and safety, while the non-physical work environment relates to interpersonal relationships, superior-subordinate

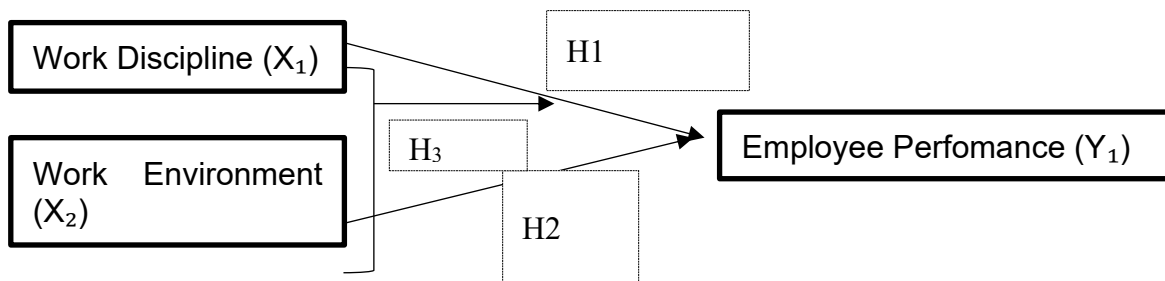
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interactions, communication patterns, and organizational climate. A conducive work environment fosters comfort, safety, and positive feelings that support employees in performing their duties.

The work environment plays a vital role in supporting employee comfort, safety, motivation, and productivity. Favorable work conditions enable employees to maintain high concentration, reduce stress, and enhance work enthusiasm and satisfaction. Conversely, an unsupportive work environment may decrease focus, cause physical and psychological fatigue, and negatively affect performance. Indicators of the work environment include lighting, air temperature, noise levels, color usage, workspace flexibility, and occupational safety. Numerous previous studies have demonstrated that the work environment has a positive and significant influence on employee performance, particularly in public sector organizations that require accuracy, coordination, and continuous service delivery

Conceptual Framework



RESEARCH METHODOLOGY

This study employed a quantitative descriptive research design using a survey method to examine the effect of work discipline and work environment on employee performance. A quantitative approach was selected to enable objective measurement of the relationships among variables through statistical analysis. The survey method was considered appropriate as it allows data collection directly from respondents using structured instruments, thereby providing an accurate representation of actual conditions within the organization.

The research was conducted at the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Metro City, which was selected due to its strategic role in managing civil servants and its relevance to issues related to discipline, work environment, and employee performance. The study was carried out over a one-month



period, from December 1, 2025, to January 2, 2026, ensuring sufficient time for data collection and analysis.

The population of this study consisted of all civil servants working at BKPSDM Metro City, totaling 71 employees. Given the relatively small population size, the study applied a saturated sampling (census) technique, in which all members of the population were included as research respondents. This approach was intended to enhance the accuracy and representativeness of the findings by eliminating sampling bias.

Data were collected primarily through a structured questionnaire designed to measure work discipline, work environment, and employee performance. The questionnaire was developed using a five-point Likert scale, ranging from strongly disagree to strongly agree, to capture respondents' perceptions consistently and quantitatively. In addition to questionnaires, documentation techniques were employed to obtain supporting data, such as organizational profiles and administrative records relevant to the research context.

Prior to hypothesis testing, the research instruments were evaluated through validity and reliability tests to ensure that all measurement items accurately and consistently captured the intended constructs. The collected data were then analyzed using multiple linear regression analysis to examine both the partial and simultaneous effects of work discipline and work environment on employee performance. Hypothesis testing was conducted using t-tests to assess partial effects and an F-test to evaluate simultaneous effects, with a significance level of 0.05. This analytical approach enabled a comprehensive understanding of how work discipline and the work environment contribute to employee performance within the public sector context.

DISCUSSION

The Effect of Work Discipline on Employee Performance at BKPSDM Metro City

The results of the study indicate that work discipline has a positive and significant effect on employee performance. This is evidenced by a t-value of 3.409, which is greater than the t-table value of 1.986, as well as a significance value of 0.001, which is lower than 0.05. Therefore, the alternative hypothesis is accepted, indicating that improvements in work discipline significantly enhance employee performance at BKPSDM Metro City. These findings are consistent with the study conducted by Putra (2019), which states that work discipline contributes significantly to improving employee performance. Clear and well-structured work discipline helps employees understand their duties and responsibilities, thereby encouraging punctuality, compliance with regulations, and

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optimal task completion. Conversely, low levels of work discipline tend to result in decreased performance. Thus, the consistent implementation of work discipline is a crucial factor in supporting human resource development and achieving organizational goals.

The Effect of Work Environment on Employee Performance at BKPSDM Metro City

The findings of this study show that the work environment has a positive and significant effect on employee performance, as indicated by a t-value of 4.056, which is greater than the t-table value of 1.986. This result confirms that a conducive work environment plays an important role in enhancing employee performance. These findings support the research by Topan (2020), which states that the work environment has a direct impact on employees' morale and productivity. A comfortable, safe, and supportive work environment creates a positive working atmosphere that encourages employees to work more effectively and optimally. In contrast, an inadequate work environment can reduce motivation and work concentration. Therefore, organizations need to ensure that the work environment is adaptive and responsive to employees' needs in order to improve performance sustainably.

The Simultaneous Effect of Work Discipline and Work Environment on Employee Performance at BKPSDM Metro City

The results of the simultaneous test indicate that work discipline and the work environment jointly have a positive and significant effect on employee performance. This is demonstrated by an F-value of 21.642, which is greater than the F-table value of 3.093, along with a significance value of 0.000, which is lower than 0.05. Accordingly, the regression model is considered significant and the alternative hypothesis is accepted. These results are in line with Robbins (2018), who states that employee performance is influenced by ability, motivation, and opportunities to work, all of which are supported by the organizational environment. The consistent application of work discipline, accompanied by the provision of a supportive work environment, creates optimal working conditions for employees. Therefore, improving employee performance at BKPSDM Metro City requires integrated and sustainable management of both work discipline and the work environment.



CONCLUSION

The results of this study demonstrate that e-performance plays a significant role in improving employee performance, as indicated by a significance value of 0.003, which is below the 0.05 level, suggesting that the implementation of an effective e-performance system contributes to clearer performance targets, better monitoring, and increased accountability. Likewise, the work environment shows a positive and significant effect on employee performance, with a significance value of 0.023, indicating that supportive physical and non-physical working conditions enhance employee comfort, focus, and productivity. Employee competence is also found to have a positive and significant influence on performance, as reflected by a significance value of 0.039, implying that employees' knowledge, skills, and work attitudes directly contribute to the quality and effectiveness of task completion. Furthermore, work motivation significantly affects employee performance, as evidenced by a significance value of 0.025, highlighting that motivated employees tend to exhibit higher levels of commitment, responsibility, and work enthusiasm. In addition to these individual effects, the results of the simultaneous (F-test) analysis confirm that e-performance, work environment, competence, and motivation jointly have a positive and significant impact on employee performance, with a significance value below 0.05, indicating that employee performance is optimally enhanced through the integrated interaction of system effectiveness, environmental support, individual capability, and motivational factors.

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