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Work Discipline and Work Environment in an Effort to Improve the Performance of Civil Servants in Indramayu Regency

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Abstract

Objective: This study aims to analyze the influence of work discipline and work environment on improving the performance of civil servants in Indramayu Regency, considering that employee performance is a key factor in achieving effective governance and public service quality. **Theoretical framework:** This research is grounded in human resource management theory, which emphasizes that employee performance is influenced by behavioral factors, such as discipline, and environmental factors, such as workplace conditions. **Literature review:** Previous studies indicate inconsistent findings regarding the effect of work discipline on performance, while other studies confirm the positive role of the work environment in enhancing productivity. **Methods:** This study employs a quantitative approach with an associative design, involving a sample of 100 civil servants selected through simple random sampling from a population of 9,807 employees, using questionnaires with a Likert scale, and analyzed through multiple linear regression using SPSS. **Results:** The findings reveal that both work discipline and work environment have a positive and significant effect on employee performance, with work discipline having a more dominant influence, and the model explaining 75.9% of performance variation (Adjusted R² = 0.759). **Implications:** These results imply that strengthening discipline and creating a conducive work environment are essential strategies for improving employee productivity and organizational effectiveness. **Novelty:** The novelty of this study lies in its integrative and contextual approach in examining both variables simultaneously within the local government setting of Indramayu Regency, providing empirical evidence that contributes to the development of human resource management studies in the public sector.

Keywords: work discipline, employee performance, work environment, human resource management, productivity.

INTRODUCTION

The performance of the state civil apparatus (ASN) has a very important role in ensuring the effectiveness of the administration of government and public services [1]. In the context of regional administration, ASN is required to show professionalism, integrity, and a high work ethic in carrying out its duties. As the main human resource in the organization, ASN contributes significantly to the achievement of institutional goals through its competencies and commitments. Human resources in public organizations are the main drivers that determine the progress and sustainability of the organization [2]. Therefore, improving the performance of ASN is not only an administrative need but also a strategic priority in improving the quality of public services.

In Indramayu Regency, the effectiveness of local government implementation is highly dependent on the performance of ASN. However, the results of observations show that the performance of employees in various regional agencies is still not optimal [3]. Problems such as irregular attendance, delays in completing work, and non-achievement of individual performance targets still often occur. This condition shows the need for a more in-depth study of the factors that affect performance, especially those related to behavioral aspects and the work environment [4].

One of the main factors that affects employee performance is work discipline, which reflects an individual's level of compliance with organizational rules, responsibilities, and standards [5]. Work discipline is manifested in the form of punctuality, consistency, and responsibility in completing tasks. Work discipline has a significant positive impact on both organizations and individuals, because it is able to create order, increase efficiency, and encourage employees to work with higher motivation and responsibility, so that it has an impact on improving work results [6].

In addition to work discipline, the work environment also has an important role in shaping employee performance. The work environment includes physical conditions, work facilities, and social relationships that affect the way employees carry out their duties. A conducive and harmonious work environment can increase employee enthusiasm, focus, and productivity, while an uncomfortable environment can reduce performance and job satisfaction [7]. Furthermore, the work environment is a forum for individuals to align organizational goals with personal vision and mission supported by adequate facilities and infrastructure [8].

Although work discipline and the work environment have been recognized as important factors, the results of previous studies have shown that there are inconsistencies in findings regarding their effect on employee performance [9]. Work discipline has been shown to have a positive influence on performance in several studies, but in other studies, it was found that work discipline does not have a significant influence on employee performance [10]. In addition, most studies still use a linear approach that only looks at the direct relationship between variables. However, there is a view that other variables, such as incentives, can act as intervening variables that strengthen the relationship between work discipline and performance [11]. This condition shows that there are research gaps that still need to be studied further to gain a more comprehensive understanding.

Based on this gap, this study offers novelty by simultaneously examining the influence of work discipline and work environment on the performance of ASN in the regional context, especially in Indramayu Regency [12]. In contrast to previous research, this study emphasizes a more contextual and integrative approach by considering organizational dynamics and real conditions in local government agencies. The formulation of the problem in this study is how the influence of work discipline and work environment on employee performance, both partially and simultaneously [13]. The purpose of this study is to analyze and find out the extent to which these two variables contribute to improving the performance of ASN.

The implications of this research are theoretical and practical. Theoretically, this research contributes to the development of human resource management studies, especially related to the relationship between work discipline, work environment, and employee performance [14]. Practically, the results of this research are expected to be a reference for policymakers and leaders in Indramayu Regency in formulating strategies to strengthen work discipline and create a more conducive work environment. Thus, these efforts are expected to be able to increase employee productivity and the quality of public services as a whole [15].

The novelty of this study lies in its integrative analysis of work discipline and work environment within a local government context. Unlike prior studies, it examines both variables simultaneously using a quantitative approach, revealing discipline as the dominant

factor while emphasizing environmental support, thereby enriching empirical insights in public sector human resource management literature.

LITERATURE REVIEW

Employee Performance

The theory put forward by Suryani (2020) states that performance is the result of work achieved by employees, both in terms of quality and quantity, in completing tasks in accordance with the responsibilities given [16]. Employee performance is individual because everyone has different abilities in carrying out and completing various tasks and responsibilities. In the context of governance, performance reflects the level of success or failure in achieving a planned goal. Often, employers do not supervise employee performance except when the performance declines to a very low level and has the potential to cause a serious crisis for the organization [17]. Employee performance is a strategic aspect that affects the level of success of the organization in achieving the set targets and is a reference in evaluating the quality of human resources [18]. Therefore, the role of leaders is very important because individuals who can guide and influence employees are needed in order to work effectively [19].

The success of the organization in achieving its goals is closely related to the professionalism of employees in carrying out their responsibilities. Employee performance can be improved through the development of human resources, including applying work discipline and creating a work environment that supports and is able to encourage the intrinsic motivation of employees [20]. Employee performance itself is the result or achievement obtained by individuals in carrying out their duties and responsibilities, which reflects the quality and quantity of work that has been completed [21]. According to Mangkunegara (2013), the performance dimension includes the quantity of work, quality of work, reliability, and attitude, with indicators such as accuracy, precision, skill, neatness, speed of work, ability to follow instructions, prudence, initiative, and attitude towards the organization, colleagues, and work, including the ability to work together [22].

Work Discipline

According to Sutrisno Yusuff (2023), work discipline can be understood as an individual's attitude and readiness to comply with and obey applicable norms. Good discipline will support the acceleration of the achievement of organizational goals, while low discipline is an obstacle to achieving these goals [23]. Furthermore, the level of employee work discipline is an important factor in the success of the organization in achieving its goals, which is reflected in attitudes and behaviors that are in accordance with the norms of society, nation, and state. Employee discipline also reflects compliance with applicable rules, thus encouraging employees to avoid various forms of violations based on the provisions that have been set [24].

Work discipline reflects the professionalism and responsibility of employees, which is demonstrated through consistency, accuracy, and punctuality. Work discipline needs to be maintained and used as the main guideline for employees because it can optimize their contribution in supporting the success of organizational operations [25]. On the other hand, if work discipline decreases, then the efficiency and effectiveness of task implementation will also be affected. In addition, work discipline also serves as a means for leaders to communicate with employees to encourage behavior change and increase awareness at work. The dimensions of work discipline include awareness and willingness, with indicators such as goals and abilities, leadership examples, reciprocity, justice, intention, punitive sanctions, firmness, and humanitarian relations [26]. This shows that work discipline is not only related

to compliance, but also to value systems and leadership in organizations, where leaders have an important role in enforcing rules and improving employee compliance [27].

Based on previous research, it can be concluded that work discipline makes a contribution to employee performance. Work discipline has been shown to have a significant effect on performance and has a positive influence on improving employee work outcomes [28]. In line with that, other research also strengthens the idea that work discipline has a significant impact on improving employee performance [29]. Thus, these findings consistently confirm that work discipline is an important factor in efforts to improve employee performance.

H1: The higher the work discipline, the higher the employee's performance

Work Environment

According to Sudaryo (2019), the work environment is an important component that supports employees in carrying out their work. The work environment has a significant role in employee performance because a person can work optimally and achieve maximum results if supported by a conducive environment. The work environment is said to be good if it is able to provide health insurance, safety, and comfort for employees. On the other hand, if the work environment is less supportive and conditions are uncomfortable, it can drain energy and hinder employee performance efficiently [30].

Furthermore, the work environment also plays an important role in improving employee well-being through various factors such as the physical condition of the workplace, organizational culture, relationships with leaders and colleagues, and the ability to maintain a balance between work and personal life. A positive organizational culture will make employees feel safe and comfortable, while good communication and mutual respect between colleagues can increase motivation and productivity [31]. According to Winata (2019), the dimensions of the work environment include the level of workplace comfort, relationships between workers, work regulations, air circulation, lighting, and safety aspects, with indicators such as work relationships, environmental conduciveness, air temperature, and the safety of facilities and personal belongings [32]. This shows that the work environment is not only physical, but also includes social and psychological aspects that affect employee performance. A good work environment will create a sense of security and comfort so that employees can work more effectively, while an inadequate environment can reduce performance [33].

Based on previous research, the work environment has been proven to have an influence on employee performance. Several studies have shown that the work environment has a positive and significant effect on improving employee performance [34]. In line with that, other research also confirms that the work environment makes an important contribution to improving employee performance. Thus, it can be concluded that the work environment is one of the important factors that play a role in sustainably improving employee performance [35].

H2: The more conducive the work environment, the higher the employee's performance

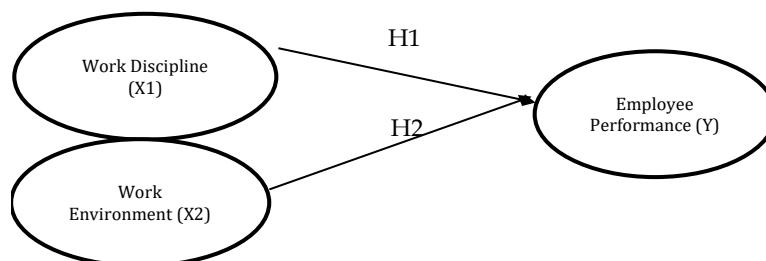


Figure 1. Conceptual Framework

METHODOLOGY

This study uses a type of quantitative research with a positivist approach, which aims to test the hypothesis regarding the influence of work discipline and work environment on the performance of state civil servants (ASN) in Indramayu Regency. According to Sugiyono (2019), quantitative research is a method used to research a specific population or sample through data collection using research instruments, which are then statistically analyzed [36]. This research is associative because it focuses on the relationship and influence between variables. The population in this study is all civil servants in the Indramayu Regency Government, as many as 9,807 people, with a sample of 100 respondents determined using the Slovin formula with an error rate of 10%, as well as a sampling technique using simple random sampling so that each member of the population has the same opportunity to be selected.

The data collection tool used was primary data through the distribution of a questionnaire with a five-point Likert scale, which contained statements related to variables of work discipline, work environment, and employee performance, and was supported by secondary data from literature studies. The selection of this quantitative method is based on the purpose of the research to obtain objective, measurable, and generalizable results in explaining the relationship between variables [37]. The data analysis process was carried out using the SPSS program through instrument validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis tests using t-test and F test to determine the partial and simultaneous influence of independent variables on dependent variables [38].

The urgency of this research lies in the importance of improving the performance of civil servants as an effort to support the effectiveness of public services and good governance, while the implications are expected to make a practical contribution to policy makers in formulating strategies to improve work discipline and create a conducive work environment, as well as theoretical contributions in the development of human resource management studies in the public sector.

RESULTS AND DISCUSSION

Results

Table 1. Validity Test Results

Yes	R Count X1	R Count X2	r count y	Table R Values
1	0,671	0,558	0,664	0,197
2	0,655	0,665	0,634	0,197
3	0,654	0,630	0,758	0,197
4	0,713	0,482	0,636	0,197
5	0,689	0,619	0,759	0,197
6	0,721	0,597	0,546	0,197
7	0,702	0,638	0,693	0,197
8	0,585	0,524	0,563	0,197
9		0,615	0,674	0,197
10		0,606	0,668	0,197
11		0,708	0,558	0,197
12		0,599	0,616	0,197

Source: Data processed in 2026

Based on the test results, the calculated r value for the work discipline variable (X1) was in the range of 0.585 to 0.721, the work environment variable (X2) was in the range of 0.482 to 0.674, and the employee performance variable (Y) was in the range of 0.546 to 0.759. All of these values are greater than the r of the table of 0.197, so it can be concluded that all statement items are declared valid and can be used in the implementation of the research.

Table 2. Validity Test Results

Variable	Chronbach's Alpha	N Items
X1	.825	8
X2	.836	12
Y	.874	12

Source: Data processed in 2026

The results obtained from this reliability test provide an explanation that all variables in the study have met the reliability criteria. The X1 variable obtained an Alpha Cronbach value of 0.825, the X2 variable reached 0.836, and the Y variable was 0.874. All of these values exceeded the threshold of 0.70, which indicates that the research instrument is at a good level of internal consistency and can be used as a reliable measuring tool.

Table 3. Results of Multicollinearity and Normality Assumption Testing

Variable	Tolerance	VIVID
X1	0,379	2,641
X2	0,379	2,641

Source: Data processed in 2026

Based on the output results, the X1 variable has a Tolerance value of 0.379 and a VIF of 2.641, while the X2 variable has a Tolerance value of 0.379 and a VIF of 2.641. Both variables show a Tolerance score above 0.10 and a VIF score below 10.00. Therefore, it can be understood that there is no multicollinearity in the regression model, meaning that the assumption of the absence of a high correlation between independent variables is met. Normality testing was performed using the Kolmogorov-Smirnov test, one-sample on residual (N = 100). Asymp value. Sig. (2-tailed) = 0.142 and Monte Carlo Sig. = 0.140, both exceeding the threshold of 0.05. These results show that H_0 (normally distributed residuals) is not rejected, meaning that the normally distributed residuals and the assumption of normality in the regression are met.

Table 4. Results of Multiple Linear Regression Analysis

Coefficient						
Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.737	2.497		3.499	<.001
	X1	.737	.104	.565	7.054	<.001
	X2	.350	.079	.356	4.442	<.001
Adjusted R Square = 0.759						
F Stats = 156.965 and sig <.001b						

Source: Data processed in 2026

An R value of 0.874 was obtained, indicating that the understanding of the relationship involving both the variables X1 and X2 with the dependent variable (Y) is very strong because it is close to 1. The R-value squared = 0.764 means that 76.4% of the variation in Y can be explained by X1 and X2, while the remaining 23.6% is explained by factors not included in the model. The adjusted Squared R-value = 0.759 provides an explanation that the model still retains good predictive power after adjustments for the number of variables and sample size. The calculated F-value = 156.965 with a Sig. < 0.001. Because the value of sig. Much smaller than $\alpha = 0.05$, it can be concluded that the regression model is quite effective in explaining the variation in employee performance in this study.

The constant 8.737 ($t = 3.499$; Sig. < 0.001) is statistically significant. The variable X1 has a coefficient of 0.737 with $t = 7.054$ and Sig. < 0.001, while X2 has a coefficient of 0.350 with $t = 4.442$ and Sig. < 0.001. Based on this, both significance scores are smaller than the 0.05 threshold, suggesting that X1 and X2 have a positive and significant partial effect on Y. A one-unit increase in X1 can increase Y by 0.737 units, and a one-unit increase in X2 can increase Y by 0.350 units (with other variables remaining constant). Based on the Standardized Beta Coefficient, X1 (0.565) had a greater effect compared to X2 (0.356).

Discussion

The discussion of this research began with an evaluation of the measurement instruments used to assess work discipline, work environment, and employee performance. The results of the validity test showed that all questionnaire items were declared valid, because the calculated r value for each variable was greater than the table r value of 0.197. This indicates that each statement item can accurately measure the construct in question. In addition, the results of the reliability test showed a Cronbach's Alpha value of 0.825 for work discipline (X1), 0.836 for the work environment (X2), and 0.874 for employee performance (Y), all of which were above the minimum limit of 0.70. These findings confirm that the research instrument has a good level of internal consistency, making it suitable for use in research and able to produce reliable data [39].

Furthermore, the results of the classical assumption test show that the regression model used has met the statistical requirements. The results of the multicollinearity test showed a tolerance value of 0.379 and a VIF of 2.641 in both independent variables, which were still within the permissible limits. This indicates that there is no strong relationship between independent variables, so each variable can independently explain the variation in employee performance. In addition, the normality test using the Kolmogorov-Smirnov method showed a significance value above 0.05, which means that the residual is normally distributed. Thus, the regression model used is considered feasible and can produce unbiased and reliable estimates [40].

The results of multiple linear regression analysis showed that work discipline and work environment had a positive and significant influence on the performance of the state civil apparatus in Indramayu Regency. The work discipline regression coefficient of 0.737 was greater than the work environment of 0.350, which shows that work discipline has a more dominant influence on employee performance. This is also supported by a standardized beta value, where work discipline (0.565) is higher than the work environment (0.356). These findings indicate that improved work discipline, such as punctuality, adherence to rules, and responsibility, has a greater role in improving employee performance, although work environment factors still have an important contribution [41].

Simultaneously, the results of the F test showed that the regression model was statistically significant, with an F value of 156.965 and a significance level below 0.001. The value of the determination coefficient (Adjusted R Square) of 0.759 showed that 75.9% of the variation in employee performance could be explained by the variables of work discipline and work environment, while the remaining 24.1% was influenced by other factors outside the research

model. This shows that the research model has a strong, clear power and confirms that the two variables together make a significant contribution to improving employee performance. These findings are in line with previous research that emphasizes the importance of work discipline and a conducive work environment in supporting organizational success [42].

From a practical perspective, the results of this study imply that efforts to improve the performance of the state civil apparatus in Indramayu Regency need to be focused on strengthening work discipline and creating a conducive work environment. Organizational leaders are expected to be able to enforce rules consistently, conduct effective supervision, and build a responsible work culture. On the other hand, improving work facilities, harmonious working relationships, and environmental comfort also need to be considered to support employee productivity [43]. Theoretically, this study strengthens the study of human resource management that emphasizes the importance of behavioral and environmental factors in shaping performance, as well as providing empirical evidence in the context of local government agencies [44].

The findings of this study provide a robust empirical confirmation that both work discipline and the work environment are critical determinants of civil servant performance in Indramayu Regency. The statistical results demonstrate not only significance but also a strong explanatory power, as indicated by the high Adjusted R² value of 0.759. This suggests that organizational performance within the public sector can be substantially improved through internal managerial interventions rather than relying solely on external factors. The dominance of work discipline, as reflected in its higher regression coefficient and standardized beta value, underscores the centrality of behavioral compliance, punctuality, and responsibility in shaping effective bureaucratic performance.

From a theoretical standpoint, the study reinforces human resource management perspectives that emphasize the integration of individual and environmental factors. It confirms that performance is not merely the outcome of employee capability, but also of structured discipline and supportive organizational contexts. The relatively lower yet significant contribution of the work environment indicates that while physical and social conditions matter, they function more as enabling factors rather than primary drivers. This aligns with contemporary organizational behavior theories which position discipline as an internalized control mechanism and environment as an external reinforcement system.

Practically, the results highlight the need for policy prioritization in strengthening disciplinary systems within government institutions. This may include stricter enforcement of attendance regulations, performance monitoring mechanisms, and leadership by example. At the same time, improving workplace conditions—such as adequate facilities, ergonomic design, and positive interpersonal relations—remains essential to sustain motivation and reduce work-related stress. The synergy between these two variables becomes crucial in building a high-performing public sector workforce. Moreover, the study addresses an important research gap by offering a contextual and integrative analysis within a local government setting, where administrative challenges often differ from those in the private sector. However, the remaining unexplained variance (24.1%) indicates the presence of other influential factors such as leadership style, compensation, and organizational culture, which warrant further investigation. Therefore, future research should adopt more complex models, possibly incorporating mediating or moderating variables, to achieve a more comprehensive understanding of employee performance dynamics in the public sector [44].

CONCLUSION

Based on the results of the study on the influence of work discipline and work environment on the performance of Civil Servants in Indramayu Regency, it can be concluded that all research instruments are declared valid and reliable, so they are suitable for use in further analysis. The results of the classical assumption test also show that the regression model meets the statistical requirements, where there is no multicollinearity and

normally distributed residuals, so that the research model is considered feasible and unbiased. Furthermore, the results of multiple linear regression analysis showed that work discipline and work environment partially or simultaneously had a positive and significant effect on employee performance, with work discipline as the most dominant variable compared to the work environment. The high value of the determination coefficient (Adjusted R Square = 0.759) showed that the two variables were able to explain most of the variation in employee performance, while the rest were influenced by other factors outside the research model. Thus, it can be emphasized that improving work discipline supported by the creation of a conducive work environment is an important factor in efforts to improve the performance of ASN in Indramayu Regency, both theoretically and practically, in supporting the effectiveness of government and public service administration.

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Author's Contributions

Aprilia Purnama Dewi conceptualized the study, designed the research framework, conducted data collection, and drafted the manuscript. Noveria Susijawati contributed to methodological refinement, data analysis, interpretation of findings, and critical revision of the manuscript. Both authors collaboratively discussed the results, ensured the accuracy and integrity of the research, and approved the final version for publication. Each author has contributed substantially to the completion of this study and shares equal responsibility for its content.

Conflicts of Interest

The authors declare that there are no conflicts of interest regarding the publication of this article. This research was conducted independently without any financial, commercial, or personal relationships that could inappropriately influence the results or interpretation of the findings. All procedures and analyses were carried out objectively and transparently. The authors affirm that the study reflects their genuine academic work and has not been affected by any external pressures or competing interests from institutions or individuals.

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