

## The Impact of Discipline and Work Environment of ASN Employees on the Secretariat of DPRD Banggai Regency

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### Abstract

This study aims to examine the influence of discipline and work environment on the performance of ASN in the Secretariat of the Banggai Regency DPRD. The data used was quantitative by involving 45 State Civil Apparatus employees as samples. Data was collected through questionnaires and analysis with the help of SPSS. The results of the regression analysis show similarities  $Y = 7,155 + 0,250X_1 + 0,354X_2$ . The value of the correlation coefficient is 0.438 which has a fairly strong relationship between variables. The value of the Determination coefficient means that the contribution of the influence of independent variables on the bound variable is 19.2% and the rest is influenced by other factors outside of this study. The t-test showed that the work discipline variable had an effect but was not significant on employee performance with  $t_{hitung} 1,941 < t_{tabel} 2,018$  sedangkan variabel lingkungan kerja berpengaruh signifikan terhadap kinerja karyawan dengan nilai  $t_{hitung} 2,605 > t_{tabel} 2,018$ . The f test shows that the variables of work discipline and work environment simultaneously have a significant influence on the employee performance variables with significance values  $4,975 > t_{tabel} 3,22$ .

### Keywords:

Discipline; Work Environment; Performance; Secretariat of the DPRD Banggai Regency.

## 1. INTRODUCTION

Work discipline in general can be interpreted as an attitude and behavior that shows obedience to the rules and regulations that apply in the organization. (Amelia et al., 2024) Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and increase their understanding and readiness to comply with all applicable company regulations and social norms. (Jelas Wau, Samalua Waoma, 2021) Work discipline is an attitude, behavior and deed that is in accordance with organizational regulations, both written and unwritten which is carried out in a structured manner and shows the level of seriousness of the work team in the organization. (Ichsan et al., 2020) Discipline is a pillar to achieve organizational goals both in the public (government) and private sectors. From the description above, it can be summarized as follows: work discipline is an individual's self-conscious attitude to follow the rules and regulations that apply in an organization, both government and private agencies. (Hutomo, 2023) Work discipline is a routine work activity that prioritizes things that are important to maintain and enforce, employees can do their work in accordance with established procedures and rules so that they can achieve optimal results. The following are indicators of work discipline: Arriving on time, permits if unable to attend, Work results on time, Compliance with all organizational regulations.

The work environment is something that exists around an employee and can affect him in carrying out the tasks given. Where the work environment is an important factor that can affect employee performance, productivity, health and welfare. (Estiana et al., 2023) The work environment is everything that exists around workers that can influence them in carrying out the tasks they are assigned. (Sihaloho & Siregar, 2020) The work environment is one of the places where employees most often carry out daily activities. (Azikin et al.,

2019) The work environment includes everything that exists around the employee, consisting of social, psychological, and physical conditions, which affect the ability of employees to carry out the assigned tasks, thus contributing to the achievement of job satisfaction and productivity. From the description above, it can be concluded that the work environment is a condition in which a worker performs activities and tasks for which he or she is responsible, which includes social, psychological and physical aspects and can affect the performance and welfare of workers. The conditions of the work environment with adequate facilities and infrastructure, as well as a harmonious working relationship between colleagues and employees with their superiors will create a comfortable and supportive working atmosphere. (Jalil, 2019) Indicators of the work environment are as follows: Work atmosphere, Relationship with colleagues, Relationship between subordinates and superiors, Availability of facilities.

The development and progress of the organization cannot be separated from the quality of employee performance. Performance in an organization is an inseparable element in the completion of tasks of both government and private agencies. (Arsid & Sutoro, 2022) Performance is the ability to meet job requirements, which is the ability to achieve work goals within a specified time limit and ensure that these goals are in accordance with the company's ethical and moral standards. (Sudirman et al., 2020) Performance is the quantity or quality of the work results of a person or group in an organization in carrying out the main tasks in an organization and functions in accordance with regulations, standard operational procedures, criteria and performance measures. (Muis et al., 2018) Performance is the result of work that can be achieved by individuals or groups in an organization by working legally, without violating the law, and in accordance with norms and ethics, in accordance with their respective authority and responsibilities, to achieve organizational goals. (Firmansyah et al., 2025) From the description as can be concluded above, achievement is the results achieved by individuals or groups that describe the effectiveness and efficiency that have been agreed. In setting the first thing that must be considered to set goals and tasks is the vision and mission of the organization as well as guidelines for each member of the organization in working and contributing to achieve them. (Taylor & Levine, 2016) Generally, the purpose of performance is related to the output or results obtained from the performance of employees, where it can be measured. Thus, it can be concluded that what is meant by performance goals is expectations for the results of the conformity between individual achievement efforts and organizational goals. To be able to work well, employees are expected to be able to understand the work plan to be carried out with sufficient and appropriate knowledge, have motivation and improve the organizational culture in this case the attitude and behavior of the employees themselves. (Prasetyo et al., 2021) Performance indicators include: Work quality, Quantity of work, Working time, Cooperation.

## 2. RESEARCH METHOD

The choice of location for this research is indeed very relevant to the topic being researched. The location also makes it easier for the author to collect accurate data and potentially produce significant and applicable findings, in accordance with the purpose of this study. The type of data used in this study is quantitative with primary data sources. The population in the study is employees with the status of State Civil Apparatus (ASN) which amounted to 45 people who were used as samples. The data collection technique used is a questionnaire. The variable measurement technique used according to (Sugiyono, 2018) is the likert scale is the element or elements used in measuring the attitudes, opinions and perceptions of individuals or groups about social phenomena based on the question of each indicator that has been designed by the researcher and the respondent will do (√) the corresponding statement and has a score weight, which can be seen through Table 1 below. The level of approval in question is a likert scale of 1-5 options, with a gradation from Strongly Agree (SS) to Strongly Disagree (STS), the following are the levels.

Table 1. Score Weights

| Category | Remarks           | Shoes |
|----------|-------------------|-------|
| SS       | Strongly agree    | 5     |
| S        | Setuju            | 4     |
| KS       | Disagree          | 3     |
| TS       | Disagree          | 2     |
| STS      | Strongly Disagree | 1     |

The data analysis technique used is multiple linear regression analysis, analyzing and predicting the relationship between one dependent variable to two or more independent variables (Hasan, 2016). To analyze the variables of Work Discipline ( $X_1$ ) and the variables of Work Environment ( $X_2$ ) on Performance ( $Y$ ), the following formula was used:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + e.$$

Description:

- $Y$  = Employee Performance Y
- $X_1$  = Work discipline  $X_1$
- $X_2$  = Work Environment  $X_2$
- $b_1, b_2$  = Regression coefficient
- $a$  = Constant
- $e$  = Error

The Correlation Coefficient indicates whether or not the linear correlation between two variables is strong. The magnitude of the coefficient ranges between -1.0 and +1 leads to a perfect negative correlation which means there is an interaction between two or more variables, but the direction is opposite. A correlation +1 indicates a strong relationship between two or more variables. On the other hand, the correlation of 0 is considered unrelated. This study also uses multiple correlation coefficients, this coefficient is used to identify the strength of the relationship between one dependent variable and two independent variables, which can be calculated using the following formula and can be seen in Table 2. for the interpretation of the correlation coefficient  $r$  from very low value to very strong relationship with dependent variables.

$$r_{x_1x_2y} = \sqrt{\frac{r^2x_1y + r^2x_2y - 2r_{x_1y} \cdot r_{x_2y} \cdot r_{x_1x_2}}{1 - r^2x_1x_2}}$$

Description:

- $r$  = correlation coefficient
- $x_1$  = variable value  $x_1$  in the sample
- $x_2$  = the value of the  $x_2$  variable in the sample
- $y_i$  = the value of the  $y$  variable in the sample
- $\bar{x}_1$  = the average value of the variable  $x_1$
- $\bar{x}_2$  = the average value of the variable  $x_2$
- $\bar{y}$  = the average value of the variable  $y$

Table 2. Interpretation of Correlation Coefficients

| Interval Coefficient | Relationship Level |
|----------------------|--------------------|
| 0,80 – 1,00          | Very Powerful      |
| 0,60 – 0,799         | Strong             |
| 0,40 – 0,599         | Enough             |
| 0,20 – 0,399         | Low                |
| 0,00 – 0,199         | Very Low           |

The Determination Coefficient is used to measure the influence of work discipline variables and the work environment. The closer the  $R^2$  value is to 100%, the greater the influence of independent variables (work discipline and work environment). Conversely, getting closer to  $R^2$  with 0% shows that there is no effect given by emotional intelligence and confidence on employee work productivity. Determination coefficient formula:

$$R^2 = \frac{\hat{b}_1(\sum x_1 y) + \hat{b}_2(\sum x_2 y)}{\sum y^2}$$

The t-test is intended to involve the meaning of the influence of each independent variable coefficient, with the hypothesis:  $H_0: b_i = 0$  (there is no influence of each partially independent variable on employee work productivity).  $H_1: b_i \neq 0$  (there is an influence of each partially independent variable on employee work productivity). Decision-making rules: If the sig value  $> 0.05$  or  $T_{hitung} < T_{tabel}$  then  $H_1$  is rejected which means that there is no influence of each partial independent variable on the employee's work productivity. If the sig value is  $< 0.05$  or  $T_{hitung} > T_{tabel}$  then  $H_1$  is accepted, which means that there is an influence of each partial independent variable on the employee's work productivity.

T test formula:

$$t_{hitung} = \frac{\sqrt{n - 2}}{\sqrt{1 - r^2}}$$

(Jaya, 2020) The f test is a regression coefficient test that is performed simultaneously. Statistical test methods that use this technique are generally used in comparing two or more data objects. In this test, each object or data undergoes an iterative process to determine the minimization of variance. The F test is

used to determine whether the independent variables simultaneously have a significant influence on the dependent variables, and the hypothesis is as follows: H0:  $b_1, b_2 = 0$  (there is no simultaneous effect of the variables of emotional intelligence and self-confidence on employee work productivity). H1:  $b_1, b_2 \neq 0$  (there is a simultaneous influence of emotional intelligence and self-confidence variables on employee work productivity) Decision-making rules: If the sig value is  $> 0.05$  or  $F_{cal} < F_{table}$  then H0 is accepted which means that there is no simultaneous influence of work discipline and work environment variables on employee performance. If the sig value is  $< 0.05$  or  $F_{cal} > F_{table}$  then H1 is accepted, which means that there is a simultaneous influence of work discipline and work environment variables on employee performance. Test formula f:

$$f = \frac{R^2 / K}{(1 - R^2) / (n - k - 1)}$$

### 3. RESULTS AND DISCUSSION

In this study, multiple linear regression analysis was used to identify the influence of work discipline and work environment. The results of the analysis showed the following regression model:  $Y = 7.155 + 0.250X_1 + 0.354X_2$ , where Y represents employee performance,  $X_1$  represents work discipline, and  $X_2$  represents the work environment. If work discipline increases by 1 unit, employee performance is expected to increase by around 0.250 units. Similarly, if the work environment increases by 1 unit, the employee's performance is expected to increase by 0.354 a to the employee's performance. If both independent variables show a strong and significant relationship to performance, the organization can establish this as a primary focus in the unit's productivity improvement strategy. This shows that the work environment has a greater influence on performance improvement compared to work discipline. The results of the analysis can be seen in Table 3.

Table 3. Multiple Linear Regression Analysis

| Model |                  | Coefficients <sup>a</sup>   |            |                          | t     | Sig. |
|-------|------------------|-----------------------------|------------|--------------------------|-------|------|
|       |                  | Unstandardized Coefficients |            | Standardized Coefficient |       |      |
|       |                  | B                           | Std. Error | Beta                     |       |      |
| 1     | (Constant)       | 7,155                       | 3,479      |                          | 2,057 | ,046 |
|       | Work Discipline  | ,250                        | ,129       | ,270                     | 1,941 | ,059 |
|       | Work Environment | ,354                        | ,136       | ,362                     | 2,605 | ,013 |

Dependent Variable: Employee Performance

If we look at the value of the multiple correlation coefficient (r) of 0.438, it can be concluded that the relationship between independent variables and dependent variables is at an intermediate level. This means that if the organization only relies on discipline and improvement of the work environment without considering other factors, the resulting performance improvement may not be optimal. However, if these two variables are combined with other factors such as motivation and leadership, their influence on employee performance can be much greater, which is shown in Table 4.

Table 4. Correlation Coefficient Analysis

| Model Summary |       |          |                   |                            |                   |          |     |     |               |
|---------------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model         | R     | R Square | Adjusted R Square | Std. Error of The Estimate | Change Statistics |          |     |     |               |
|               |       |          |                   |                            | R Square Change   | F Change | Df1 | Df2 | Sig. F Change |
| 1             | ,438a | ,192     | ,153              | ,844                       | ,192              | 4,975    | 2   | 42  | ,012          |

A. Predictors: (Constant), Work Environment, Work Discipline

Furthermore, a determination coefficient value ( $R^2$ ) of 0.192 indicates that only 19.2% of the variation in worker performance can be explained by work discipline and work environment. The higher this number, the stronger the regression model is considered in explaining the phenomenon being studied. However, because  $R^2$  values are still relatively low, organizations looking to significantly improve performance need to consider other variables outside of this model. This means that if you only focus on these two variables, there are still 80.8% of other factors that have not been covered, and these factors have great potential to affect performance as seen in Table 5.

Table 5. Coefficient Determination Analysis

| Model Summary |       |          |                   |                            |
|---------------|-------|----------|-------------------|----------------------------|
| Model         | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | ,438a | ,192     | ,153              | ,844                       |

Predictors: (Constant), Work Environment, Work Discipline

To identify the individual influence of each variable, a t-test was performed. The results showed that the level of significance of work discipline was 0.059, which suggests that it was insignificant at the 95% confidence level. If the organization relies solely on improving work discipline, the effect of improving employee performance may be inconsistent. However, when combined with other factors, the influence can be greater, such as employee competence, motivation, leadership, organizational culture and others. On the other hand, the work environment shows a significance level of 0.013, which means it has a significant effect on employee performance. If the work environment is improved – for example through physical comfort, social relationships, or managerial support – employee performance tends to improve markedly, which is summarized in table 6.

Table 6. T test (Partial)

| Coefficients <sup>a</sup> |                  |                             |            |                           |       |      |
|---------------------------|------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                  | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)       | 7,155                       | 3,479      |                           | 2,057 | ,046 |
|                           | Work Discipline  | ,250                        | ,129       | ,270                      | 1,941 | ,059 |
|                           | Work Environment | ,354                        | ,136       | ,362                      | 2,605 | ,013 |

a. Dependent Variable: Employee Performance

Then, the F value calculated through the F test was 4.975, which is greater than the sample F value of 3.22, with a significance level of 0.012. If the calculated F-value is greater than the sample's F-value and the significance level (Sig.) is less than 0.05, then the overall regression model is considered significant. This means that simultaneous improvements in work discipline and work environment will have a significant influence on employee performance. Conversely, if one or both are ignored, the model will not have the optimal effect of explaining the variation in performance can be seen in Table 7.

Table 7. Tests f (Simultaneous)

| ANOVA      |                |    |             |       |       |
|------------|----------------|----|-------------|-------|-------|
| Model      | Sum of Squares | df | Mean Square | F     | Sig.  |
| Regression | 7,082          | 2  | 3,541       | 4,975 | ,012b |
| Residual   | 29,895         | 42 | ,712        |       |       |
| Total      | 36,978         | 44 |             |       |       |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Discipline

Overall, something that is imposed such as Discipline without adequate environmental support often only results in high levels of stress and a decline in morale. Conversely, a comfortable and supportive environment, combined with clear rules of discipline, will result in high job satisfaction. Employees will be more enthusiastic, able to work well together, and consistently provide quality output.

#### 4. CONCLUSION

The work environment has a dominant influence on employee performance, where a comfortable working atmosphere, adequate facilities, and harmonious working relationships can encourage employees to work more optimally. Work discipline still contributes to employee performance, even though the influence is not as strong as the work environment, so discipline still needs to be considered as a supporting factor. Employee performance is not only influenced by the work environment and work discipline, but also by other factors that have not been revealed in the research model, so a more comprehensive approach is needed to improve performance optimally, so that for future research it is hoped that it will be able to develop this research by looking at other factors that can affect performance such as organizational culture, motivation, compensation, job satisfaction and other variables. Work discipline and work environment have a significant relationship with the work outcomes of employees of the Banggai Regency Council Secretariat. Work Discipline plays an important role through regulatory compliance mechanisms, consistency in implementing standard procedures and accountability in carrying out tasks on time which directly improves the efficiency

and quality of work results. Meanwhile, physical and non-physical work environments create conditions that allow employees to work comfortably, focused and motivated thereby supporting performance optimization. When these two factors interact positively, ideal working conditions are created that drive higher performance than if only one of the optimal factors were to be achieved. Work discipline applied in a supportive environment will minimize work stress and increase employee intrinsic motivation. The relationship between these variables shows the importance of a comprehensive approach in human resource management in the Secretariat of the Banggai Regency Regional House of Representatives by paying balanced attention to aspects of improving work discipline and creating a suitable work environment to carry out sustainable tasks.

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