

EXPLORING THE DRIVERS OF EMPLOYEE PERFORMANCE IN PUBLIC ORGANIZATIONS: EVIDENCE FROM THE DEPARTMENT OF MANPOWER

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Abstract

This study examined the factors influencing employee performance in the Department of Manpower of Buleleng Regency, Bali. Specifically, it investigated the effects of work discipline, work environment, and work motivation on employee performance. A quantitative approach with a causal research design was applied. The study involved 61 employees consisting of civil servants and contract-based government employees, and a census sampling technique was used to include all members of the population as respondents. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using multiple linear regression with SPSS. The results indicate that work discipline, work environment, and work motivation each have a positive and significant effect on employee performance. Simultaneously, these variables significantly contribute to improving employee performance. The findings highlight that strengthening discipline, creating a supportive work environment, and enhancing employee motivation are essential for improving performance and supporting effective public service delivery.

Key Words: *employee performance, work discipline, work environment, work motivation*

1. INTRODUCTION

Public sector organizations are increasingly required to deliver effective, transparent, and responsive services to society. The rapid development of globalization, technological advancement, and increasing public expectations have significantly transformed the way government institutions operate. Public organizations are no longer evaluated solely based on administrative compliance, but also on their ability to generate public value through efficient governance and high-quality services. Consequently, improving organizational performance in the public sector has become a strategic priority for governments at both national and regional levels. One government institution that plays an important role in regional labor governance is the Department of Manpower of Buleleng Regency. This institution is responsible for implementing various labor-related policies and programs, including workforce development, job placement services, industrial relations management, and the protection of workers' rights. The success of these programs is closely related to the performance of employees who carry out these responsibilities. Therefore, improving employee performance within this institution becomes an important aspect in supporting the effectiveness of labor governance at the regional level.

However, organizational performance indicators indicate that certain challenges still exist. Data from the Government Agency Performance Accountability Report (LAKIP) show that the performance accountability score of the Department of Manpower of Buleleng Regency increased from 66.75 in 2022 to 67.25 in 2023, but declined to 64.15 in 2024. Although the score remains within a relatively good category, this decrease indicates

that internal organizational factors may influence employee performance and therefore require further evaluation.

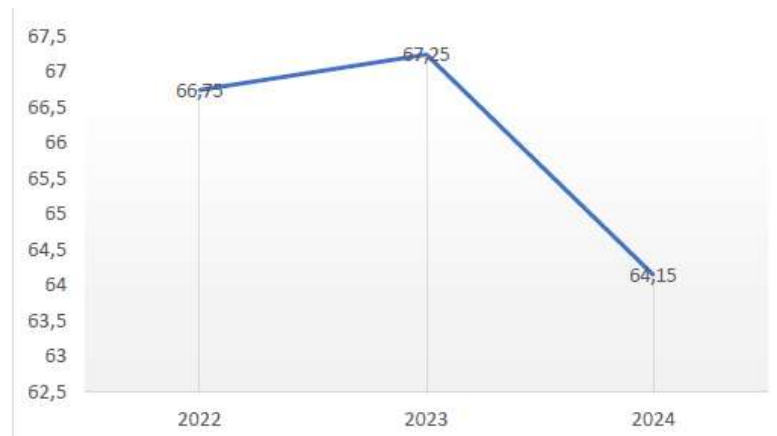


Figure 1. Government Performance Accountability Achievements for 2022-2024
(Source: Buleleng Regency Manpower Office)

In addition to performance accountability indicators, employee attendance data also reveal fluctuations that may affect organizational productivity. The attendance rate reached approximately 98% in 2023 but declined to around 90% in 2024. Although the overall attendance level remains relatively high, the decline may indicate potential issues related to employee discipline and commitment that could influence work effectiveness. Inconsistent attendance may disrupt workflow, delay task completion, and increase the workload of other employees who must compensate for absent colleagues.

Several internal organizational factors are widely recognized as important determinants of employee performance, including discipline, work environment, and motivation. Work discipline reflects the extent to which employees comply with organizational rules and responsibilities, which can influence their productivity and effectiveness (Masruddin et al., 2025). Meanwhile, the work environment represents the physical and social conditions that support employees in performing their tasks effectively. A supportive work environment can create a positive atmosphere that enhances employee productivity and job satisfaction (Sarip & Mustangin, 2023). In addition, work motivation also plays a critical role in shaping employee performance because motivated employees tend to demonstrate higher levels of enthusiasm, commitment, and effort in achieving organizational goals (Lussa et al., 2023).

Despite the importance of these factors, empirical findings from previous studies remain inconsistent. Several studies report that discipline, work environment, and motivation have positive and significant effects on employee performance (Maulidiah & Baskoro, 2025; Mahfiroh et al., 2024). However, other studies suggest that the influence of these variables may vary depending on organizational context and managerial practices, indicating that the relationship between these factors and employee performance is not always consistent across institutions (Surakhmat et al., 2023).

These inconsistencies indicate the existence of a research gap regarding the determinants of employee performance in public sector organizations, particularly within regional government institutions responsible for labor governance. Many previous studies focus on private organizations or general public institutions, while empirical evidence from local government agencies dealing with employment administration remains relatively limited. Therefore, this study aims to analyze the influence of work discipline, work

environment, and work motivation on employee performance at the Department of Manpower of Buleleng Regency.

The novelty of this research lies in several aspects. First, this study provides empirical evidence regarding employee performance determinants within a regional government institution responsible for labor governance, a context that has received limited scholarly attention. Second, this research integrates discipline, work environment, and motivation within a single analytical framework to examine their simultaneous influence on employee performance in the public sector. Third, this study contributes to the literature on public sector human resource management by providing contextual insights from a local government institution in Indonesia.

2. LITERATURE REVIEW

Employee Performance

Employee performance is considered a key factor that determines the success of an organization in achieving its goals. In public sector institutions, employee performance becomes particularly important because it directly influences the quality of public services delivered to the community. Performance reflects how well employees are able to complete their assigned tasks and responsibilities in accordance with predetermined standards and organizational objectives.

Employee performance can be defined as the level of achievement obtained by employees in carrying out their duties within a certain period of time. According to Prasetyo and Marina (2021), employee performance refers to the quality and quantity of work achieved by employees in carrying out tasks and responsibilities assigned by the organization. Similarly, Khaeruman (2021) states that performance is the work result achieved by individuals in performing tasks based on their competence, experience, seriousness, and time utilization. In line with this view, Kantohe and S (2023) explain that employee performance represents the outcomes produced by employees both in terms of quality and quantity when completing tasks assigned by their superiors within an organization. Employee performance is influenced by various factors originating from individuals, psychological aspects, and organizational conditions. Kasmir (2019) explains that performance is affected by several factors including competence, knowledge, job design, motivation, leadership, organizational culture, job satisfaction, and work environment.

Discipline and Employee Performance

Work discipline is one of the most important factors influencing employee performance in organizations. Discipline reflects employees' willingness and awareness to comply with organizational rules, regulations, and work procedures. Discipline is also closely related to employee accountability toward their duties. Hasibuan (2021) states that good discipline reflects the level of responsibility employees have toward their assigned tasks.

From a behavioral perspective, discipline can also be explained through Reinforcement Theory proposed by Skinner (1938). This theory suggests that human behavior is influenced by reinforcement mechanisms such as rewards and punishments. Retmawati and Heryanda (2025) found that work discipline and the physical work environment significantly influence teachers' job satisfaction, indicating that a structured and supportive work environment contributes positively to employee outcomes. Priyana and Susila (2025) revealed that work discipline significantly affects employee performance, indicating that employees who comply with organizational rules tend to

complete their tasks more effectively. This result is consistent with the findings of this study, which demonstrate that higher levels of work discipline contribute positively to improving employee performance.

H1: Work discipline positively and significantly affects employee performance.

Work Environment and Employee Performance

The work environment is another important factor that can influence employee performance. The work environment refers to all conditions surrounding employees while they perform their duties, including both physical and non-physical aspects. Santoso et al. (2024) define the work environment as everything surrounding employees that can influence them in performing their assigned tasks. A supportive work environment can create comfort, increase enthusiasm, and improve employees' productivity. The work environment consists of several elements that shape workplace conditions. According to Sarip and Mustangin (2023), indicators of the work environment include workspace color, lighting, office layout, work atmosphere, and relationships among employees.

Herzberg's Two-Factor Theory also explains the role of workplace conditions in influencing employee attitudes and performance. According to Herzberg (1987), workplace conditions can be categorized into motivator factors and hygiene factors. Motivator factors such as achievement, recognition, and responsibility contribute to job satisfaction and performance. Research conducted by Dharmaningsih and Mayasari (2023) found that the work environment has a positive and significant effect on the performance of civil servants in the Buleleng District Office. Previous studies have shown that work motivation and the work environment play an important role in improving employee performance in organizations (Intan et al., 2025). Similarly, research conducted by Maharani and Suarmanayasa (2025) found that both the work environment and work motivation significantly influence employee performance in public sector institutions. In addition, Ningsih and Mayasari (2024) emphasized that a supportive work environment contributes positively to improving the performance of government employees, which is consistent with the findings of this study.

H2: The work environment positively and significantly affects employee performance.

Motivation and Employee Performance

Motivation plays a crucial role in influencing employee performance because it serves as the driving force that encourages individuals to work toward achieving organizational goals. Motivation can be defined as the internal or external stimulus that drives individuals to perform certain actions in order to achieve desired objectives. Hasibuan (2021) explains that motivation is the process of encouraging employees to work enthusiastically by utilizing their abilities and skills to achieve organizational goals. Similarly, Dahlia and Kunci (2022) state that motivation represents a condition that stimulates individuals to perform activities aimed at achieving certain objectives. Motivated employees generally show greater dedication, enthusiasm, and commitment in performing their duties. They are more willing to take initiative and overcome challenges in their work. In contrast, employees with low motivation tend to show lower levels of productivity and engagement.

Maslow's Hierarchy of Needs Theory provides an important explanation of human motivation in the workplace. According to Maslow (1943), human needs are arranged in a hierarchy consisting of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Research conducted by Pratama and Mayasari (2023) found that

motivation has a positive and significant effect on the performance of civil servants in the Buleleng District Office. The findings indicate that employees who receive encouragement and recognition tend to demonstrate better work performance. Previous studies indicate that work motivation plays an important role in improving employee performance, as employees with higher motivation tend to perform their tasks more effectively (Damayanti & Heryanda, 2024; Dewi & Yudiaatmaja, 2025). In addition, organizational factors such as teamwork, communication, and work-life balance also contribute significantly to enhancing employee performance in various organizational settings (Pratama & Dewanti, 2025; Putri & Suci, 2025). Furthermore, Susanto et al. (2025) emphasize that motivation and employee engagement are key determinants of productivity, which supports the findings of this study that motivational factors contribute positively to improving employee performance.

H3: Motivation positively and significantly affects employee performance.

Relationship Between Discipline, Work Environment, Motivation, and Employee Performance

Employee performance is influenced by multiple organizational and psychological factors, among which discipline, work environment, and motivation play important roles. These variables interact in shaping employee behavior and work outcomes. Discipline ensures that employees comply with organizational rules and procedures, which helps maintain work consistency and efficiency. Employees with high discipline are more likely to complete tasks on time and maintain work quality, thereby contributing to improved organizational performance. Meanwhile, the work environment provides the physical and psychological conditions that support employees in carrying out their duties. A supportive workplace environment can enhance comfort and concentration, enabling employees to perform their tasks more effectively.

Motivation functions as the driving force that encourages employees to exert greater effort in achieving organizational goals. Employees who are highly motivated tend to demonstrate greater commitment, initiative, and persistence in completing their work.

Previous studies confirm that these factors play significant roles in improving employee performance. Research by Dharmaningsih and Mayasari (2023) shows that improvements in the work environment significantly enhance employee performance. In addition, Pratama and Mayasari (2023) found that work motivation positively influences the performance of civil servants. Therefore, discipline, work environment, and motivation are considered key determinants of employee performance. When these factors are managed effectively, organizations can improve employee productivity and achieve better organizational outcomes.

H4: Work discipline, work environment, and motivation simultaneously affect employee performance

3. METHODS

This study applied a quantitative approach with a causal research design to analyze the relationships between work discipline, work environment, work motivation, and employee performance. The quantitative method was chosen because the research aims to examine the influence of several independent variables on a dependent variable through numerical data and statistical testing. A causal design was employed to identify the cause effect relationships between the independent variables work discipline, work environment, and work motivation and the dependent variable, employee performance. The research was

conducted at the Department of Manpower of Buleleng Regency, Bali, Indonesia. The population consisted of 61 employees, including Civil Servants (ASN) and Government Employees with Work Agreements (P3K). Because the population size was relatively small, a census sampling technique was applied, meaning that all 61 employees were included as respondents.

Data were collected using a structured questionnaire developed from theoretical indicators related to each research variable. The instrument used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Work discipline was measured through indicators of attendance, compliance with organizational regulations, and responsibility in completing tasks. The work environment variable included indicators of physical working conditions, relationships among employees, and communication within the workplace. Work motivation was measured through work enthusiasm, work spirit, and internal and external encouragement in performing job responsibilities. Meanwhile, employee performance was assessed using indicators of work quality, work quantity, timeliness, effectiveness, and organizational commitment. In addition to the questionnaire data, secondary information was obtained from institutional documents such as employee performance reports and organizational records relevant to the study.

Before conducting the main analysis, the research instrument was tested to ensure its validity and reliability. Validity testing was performed using the Pearson Product Moment correlation, while reliability was assessed using Cronbach's Alpha, with a value above 0.70 indicating acceptable reliability. The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS). The analysis began with descriptive statistics to describe respondent characteristics and data distribution. This was followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to confirm that the regression model met the required assumptions. Hypothesis testing was then conducted using multiple linear regression analysis. The t-test was used to evaluate the partial effect of each independent variable, while the F-test examined the simultaneous effect of all independent variables on employee performance. The coefficient of determination (R^2) was also calculated to determine the extent to which the independent variables explained variations in employee performance, with all statistical tests conducted at a significance level of 0.05.

4. RESULT AND DISCUSSION

Result

Validity and Reliability Test

The validity test was conducted to determine whether the questionnaire items were able to measure the research variables accurately. An instrument is considered valid if it can reflect the concept or variable being studied. Therefore, before the questionnaire was used for data collection, each item was tested to ensure its validity. The validity test in this study was carried out using the Pearson Product Moment correlation with the assistance of SPSS software. An item is considered valid when the value of r-count is greater than the r-table value at a significance level of 5 percent ($\alpha = 0.05$) with degrees of freedom ($df = n - 2$) (Ghozali, 2018). In addition, the correlation must show a positive direction and a significance value below 0.05.

Based on the results of the validity test, all questionnaire items for the variables of work discipline, work environment, motivation, and employee performance have r-count values greater than the r-table value of 0.361. This indicates that all items used in this study

are valid and suitable for measuring the research variables. The reliability test was conducted to determine the consistency of the research instrument. A questionnaire is considered reliable if it produces consistent results when used to measure the same variable.

In this study, reliability testing was conducted using the Cronbach's Alpha method with the assistance of SPSS software. According to Ghazali (2018), a variable is considered reliable if the Cronbach's Alpha value is greater than 0.60. The results show that all variables in this study have Cronbach's Alpha values above 0.60. This means that the questionnaire items used to measure work discipline, work environment, motivation, and employee performance are reliable and can be used for further analysis.

Classical Assumption Test

Before conducting multiple linear regression analysis, the data were tested using classical assumption tests to ensure that the regression model met the required statistical assumptions. The classical assumption tests performed in this study included the normality test, multicollinearity test, and heteroscedasticity test.

The normality test was conducted to determine whether the residual data were normally distributed. In this study, normality was examined using the Normal Probability Plot (P-P Plot). The decision rule states that if the data points spread around and follow the diagonal line, the residuals can be considered normally distributed. The data points are distributed around the diagonal line and follow its direction. This pattern indicates that the residuals are normally distributed. Therefore, the regression model used in this study meets the normality assumption.

The multicollinearity test aims to determine whether there is a strong correlation among the independent variables in the regression model. This test was conducted by examining the Variance Inflation Factor (VIF) and tolerance values. A regression model is considered free from multicollinearity if the VIF value is less than 10 and the tolerance value is greater than 0.10. The results of the multicollinearity test show that all independent variables work discipline, work environment, and motivation have VIF values below 10 and tolerance values above 0.10. Specifically, the VIF values are 1.273 for work discipline, 1.502 for work environment, and 1.734 for motivation. These results indicate that there is no multicollinearity among the independent variables in the regression model.

The heteroscedasticity test was conducted using a scatterplot analysis. The test result shows that the data points are randomly distributed above and below the zero value on the Y-axis without forming a specific pattern. This indicates that the regression model does not experience heteroscedasticity. Overall, the results of the classical assumption tests demonstrate that the data in this study are normally distributed and free from multicollinearity and heteroscedasticity. Therefore, the regression model meets the required assumptions and is appropriate for further hypothesis testing.

Hypothesis Testing

Hypothesis testing in this study was conducted using multiple linear regression analysis to examine the relationship between the independent variables and the dependent variable. This method allows the analysis of how several independent variables simultaneously and individually influence the dependent variable. Multiple linear regression analysis is a statistical technique used to analyze the relationship between one dependent variable (Y) and more than one independent variable (X). Through this model, the study aims to measure the magnitude and direction of the influence of work discipline,

work environment, and motivation on employee performance. The results of this analysis provide a basis for testing the proposed research hypotheses.

Table 1. Results of Multiple Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.633	2.045		2.754	.008
	X1	.370	.114	.317	3.254	.002
	X2	.192	.069	.293	2.769	.008
	X3	.345	.116	.340	2.988	.004

a. Dependent Variable: job satisfaction

Source: Data processed in SPSS 2026

Based on the results of the multiple linear regression analysis, the influence of work discipline (X1), work environment (X2), and work motivation (X3) on employee performance (Y) can be explained as follows. The constant value (α) of 5.633 indicates that when the variables of work discipline, work environment, and work motivation are assumed to be zero, the employee performance variable remains at a value of 5.633. The regression coefficient for work discipline (β_1) is 0.370, indicating a positive effect on employee performance. This means that an increase of one unit in work discipline will increase employee performance by 0.370 units, assuming that the other independent variables remain constant. This finding suggests that higher levels of discipline among employees tend to contribute to better performance outcomes.

Furthermore, the regression coefficient for the work environment (β_2) is 0.192, which also shows a positive relationship with employee performance. This result implies that a one-unit increase in the work environment variable will improve employee performance by 0.192 units, assuming the other variables remain constant. This indicates that a more supportive work environment can contribute to improved employee productivity and effectiveness. In addition, the regression coefficient for work motivation (β_3) is 0.345, indicating a positive effect on employee performance. This means that an increase of one unit in work motivation will increase employee performance by 0.345 units, assuming the other independent variables remain constant. These results suggest that higher levels of motivation encourage employees to perform their duties more effectively and contribute positively to organizational performance. Overall, the regression results indicate that work discipline, work environment, and work motivation each have a positive contribution to employee performance in the Department of Manpower of Buleleng Regency.

Coefficient of Determination (R^2)

The coefficient of determination was used to examine the extent to which the independent variables explain the variation in the dependent variable. The results show that the Adjusted R Square value is 0.551, indicating that 55.1% of the variation in employee performance can be explained by the variables of work discipline, work environment, and work motivation. The remaining 44.9% is influenced by other factors outside the scope of this research model. These findings suggest that the three independent variables play a substantial role in explaining employee performance at the Department of Manpower of Buleleng Regency.

Partial Test (t-test)

The t-test was conducted to determine the partial effect of each independent variable on employee performance. The test results indicate that work discipline has a positive and significant effect on employee performance, as shown by a t-value of 3.254, which is greater than the t-table value of 1.671, with a significance value of 0.002 ($p < 0.05$). Similarly, the work environment variable also shows a positive and significant effect on employee performance, with a t-value of 2.769, which exceeds the t-table value of 1.671, and a significance value of 0.008 ($p < 0.05$). Furthermore, work motivation has a positive and significant influence on employee performance. This is indicated by a t-value of 2.988, which is higher than the t-table value of 1.671, with a significance value of 0.004 ($p < 0.05$). These results confirm that each independent variable individually contributes to improving employee performance.

Simultaneous Test (F-test)

The F-test was conducted to examine the simultaneous effect of work discipline, work environment, and work motivation on employee performance. The results show an F-value of 25.572, which is higher than the F-table value of 2.76, with a significance level of 0.000 ($p < 0.05$). This finding indicates that the three independent variables simultaneously have a significant effect on employee performance. Therefore, the regression model confirms that work discipline, work environment, and work motivation collectively play an important role in explaining employee performance at the Department of Manpower of Buleleng Regency.

Discussion

The Effect of Work Discipline on Employee Performance

The results of the hypothesis testing indicate that work discipline has a positive and significant effect on employee performance at the Department of Manpower of Buleleng Regency. This finding suggests that the higher the level of discipline among employees, the better their performance in carrying out their duties and responsibilities as public servants. Work discipline therefore becomes an important factor in improving employee effectiveness and productivity within government institutions. In the context of the Department of Manpower of Buleleng Regency, work discipline can be reflected through employees' compliance with working hours, adherence to organizational rules and procedures, punctuality in completing assigned tasks, and responsibility in carrying out public service functions. Employees who demonstrate strong discipline tend to work more consistently, maintain focus, and show professional behavior. As a result, they are able to complete their work more effectively and in accordance with the performance standards set by the organization.

Furthermore, consistent discipline helps build a sense of responsibility and organizational commitment among employees. Disciplined employees are not only motivated by formal obligations but also by an internal awareness to deliver the best possible performance for the organization. This sense of responsibility becomes an important asset for the Department of Manpower of Buleleng Regency in achieving its organizational goals and improving the quality of public service delivery. These findings are consistent with previous studies which report that higher levels of work discipline lead to better employee performance within organizations (Sangapan et al., 2025; Mahfiroh et al., 2025). Therefore, strengthening work discipline through effective supervision, leadership example, and a balanced system of rewards and sanctions is essential to support sustainable improvements in employee performance.

The Effect of Work Environment on Employee Performance

The results of the hypothesis testing also show that the work environment has a positive and significant effect on employee performance at the Department of Manpower of Buleleng Regency. This finding indicates that a better and more supportive work environment contributes to higher levels of employee performance. The work environment refers to both physical and non-physical conditions that influence employees in carrying out their duties. A conducive work environment not only provides physical comfort but also supports employees psychologically, enabling them to perform their tasks more effectively. In this study, the work environment is reflected through several aspects, including room color, lighting, workspace layout, work atmosphere, and relationships among employees (Sarip & Mustangin, 2023).

First, the color arrangement of office spaces may influence employees' psychological comfort. A calm and balanced color setting can create a pleasant atmosphere that supports concentration and work focus. This condition helps employees perform their tasks more carefully and improves the overall quality of their work. Second, adequate lighting plays a crucial role in supporting administrative tasks that require accuracy and attention to detail. Proper lighting reduces eye strain and minimizes work errors, allowing employees to complete tasks more efficiently and within the expected time frame. Third, an organized and ergonomic workspace layout facilitates employee mobility and coordination. A well-arranged workspace enables employees to access documents and work equipment more easily, which in turn increases work efficiency and productivity. Fourth, a positive work atmosphere contributes significantly to employee motivation and enthusiasm. A supportive environment characterized by open communication and minimal conflict encourages employees to work more productively and strengthens their commitment to the organization. Fifth, harmonious relationships among employees support teamwork and collaboration. Strong interpersonal relationships allow employees to coordinate effectively and assist one another in completing tasks, which ultimately enhances organizational performance.

Overall, the findings indicate that a supportive work environment contributes significantly to improving employee performance. These results are consistent with previous studies which found that work environment conditions positively influence employee performance in public sector organizations (Rohartina & Widartab, 2025; Agustin et al., 2024).

The Effect of Work Motivation on Employee Performance

The findings of this study also demonstrate that work motivation has a positive and significant effect on employee performance at the Department of Manpower of Buleleng Regency. This result indicates that employees with higher levels of motivation tend to demonstrate better performance in fulfilling their responsibilities. Work motivation represents the internal and external factors that encourage employees to perform their duties with enthusiasm and commitment. Motivation is not only related to financial rewards but also to recognition, appreciation, job security, and opportunities for personal and professional development. In the context of this institution, motivation is reflected in employees' willingness to complete tasks responsibly and provide high-quality public services.

Employees with strong motivation generally show improvements in several aspects of performance, including work quality, work quantity, timeliness, effectiveness, and organizational commitment. Motivation encourages employees to utilize their abilities and

potential more optimally, which leads to better work outcomes. A supportive work environment can also strengthen employee motivation. Elements such as comfortable workspace conditions, effective lighting, ergonomic layout, positive work atmosphere, and good relationships among colleagues can enhance employees' enthusiasm and willingness to work productively. These findings are in line with previous research showing that work motivation significantly influences employee performance (Ningrum et al., 2024; Fahmi & Wardani, 2023). This consistency highlights the importance of motivation as a key factor in improving employee performance in both public and private sector organizations.

The Simultaneous Effect of Work Discipline, Work Environment, and Work Motivation on Employee Performance

The results of the simultaneous hypothesis testing indicate that work discipline, work environment, and work motivation collectively have a positive and significant effect on employee performance at the Department of Manpower of Buleleng Regency. This finding suggests that employee performance is influenced by the combined interaction of several organizational factors rather than a single factor alone. Work discipline shapes employees' behavior in complying with organizational rules and responsibilities, ensuring that tasks are completed according to established standards. Meanwhile, a supportive work environment provides physical comfort and psychological support that enables employees to perform their duties effectively. At the same time, work motivation acts as an internal driving force that encourages employees to achieve optimal performance.

When these three factors operate together, they create a synergistic effect that strengthens employee performance. Discipline ensures consistency in work behavior, the work environment provides supportive conditions for productivity, and motivation drives employees to utilize their capabilities to the fullest extent. The results of this study also indicate that improvements in discipline, work environment, and motivation contribute to better work quality, increased productivity, timely task completion, higher efficiency, and stronger organizational commitment among employees. In the context of public sector organizations such as the Department of Manpower of Buleleng Regency, these improvements ultimately contribute to better public service delivery.

Therefore, effective human resource management strategies should focus on strengthening discipline, creating a supportive work environment, and enhancing employee motivation simultaneously. Such integrated efforts are essential for achieving sustainable improvements in employee performance and ensuring high-quality public services.

5. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the analysis, several conclusions can be drawn as follows:

1. Work discipline has a positive and significant effect on employee performance at the Department of Manpower of Buleleng Regency. Employees who demonstrate punctuality, comply with organizational rules, and take responsibility for completing their tasks tend to achieve better work results.
2. Work environment has a positive and significant influence on employee performance. A supportive work environment, including adequate facilities, organized workspaces, and positive relationships among employees, helps create a comfortable atmosphere that enables employees to perform their duties more effectively.
3. Work motivation has a positive and significant effect on employee performance. Employees with strong motivation generally show higher enthusiasm, initiative, and

commitment in carrying out their responsibilities, which contributes to better performance.

4. Simultaneously, work discipline, work environment, and work motivation have a positive and significant effect on employee performance. This finding indicates that improving employee performance requires an integrated approach that strengthens discipline, creates a supportive work environment, and enhances employee motivation.

Recommendations

The Department of Manpower of Buleleng Regency should strengthen work discipline by implementing clear regulations, consistent supervision, and fair enforcement of organizational policies.

The institution is encouraged to improve the work environment by enhancing workplace facilities, organizing workspaces more effectively, and promoting better communication and collaboration among employees.

Management should increase employee motivation by providing recognition, rewards, and opportunities for career development, as well as supportive leadership and constructive feedback.

Future research is recommended to include additional variables such as leadership style, organizational culture, job satisfaction, or digital competence, and to expand the research scope to other public sector institutions to obtain broader insights into employee performance.

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