

The Influence of Work Culture, Work Environment, and Work Discipline on Employee Performance

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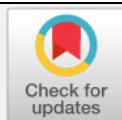
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ABSTRACT

Public services provided by local governments are essential administrative functions, with the government serving as the sole provider. Consequently, the public's reliance on these services underscores the importance of maintaining high levels of employee performance. Employee performance is influenced by various organizational and individual factors, particularly work culture, work environment, and work discipline. This study investigates the extent to which these three factors affect employee performance. A quantitative research design was employed, targeting a population of 43 employees. The study used a probability sampling technique, specifically simple random sampling, to select a sample of 38 respondents. Data were analyzed using both descriptive and inferential statistical methods. Descriptive statistics, including frequency analysis, were used to determine the mean scores for each item. Inferential analysis applied multiple linear regression to examine the effects of the independent variables on the dependent variable. The results indicated a positive association between work culture and employee performance; however, the effect of work culture was not statistically significant, with a *t*-value of 0.246 exceeding the 0.05 significance threshold. In contrast, both the work environment and work discipline had statistically significant and positive effects on employee performance when examined independently. Furthermore, a combined analysis of work culture, work environment, and work discipline revealed a significant joint influence on employee performance, as reflected by an *F*-value of 30.078 and a *p*-value below 0.05. In conclusion, while work culture alone may not significantly enhance performance, the collective influence of work culture, work environment, and work

discipline is critical in improving employee outcomes. These findings suggest that organizations should prioritize these factors to optimize employee performance and achieve broader organizational objectives.

Keywords: *Employee Performance; Work Culture; Work Discipline; Work Environment*

1. Introduction

One form of essential public service provided by local governments is civil registration and population administration services, which fall under the Department of Population and Civil Registration (Disdukcapil) management. As a primary service, the government acts as the sole provider, making it mandatory for the public to access it (Taufiqurokhman & Satispi, 2018). The high public dependence on this service contributes to the increasing number of requests that Disdukcapil must process. Disdukcapil must improve service quality by optimizing employee performance to meet public demand and ensure service satisfaction. This effort aims to deliver services following statutory regulations, characterized by quality, accessibility, affordability, responsiveness, and measurability (Hariyanto et al., 2021; Hayat, 2017).

Key Performance Indicators (KPIs) are used to assess Disdukcapil's performance. There are seven indicators to be fulfilled, including the level of service provision for identity cards (KTP), birth and marriage certificates, database availability, implementation of the National ID system based on the unique identification number (NIK), and issuance of identity cards and birth certificates. KPI data from the Disdukcapil Office of North Central Timor Regency in 2022 and 2023 show that five of the seven targets were met or exceeded. However, two indicators—namely, the availability of the population database at the provincial level and the issuance of birth certificates—were not achieved. This indicates that the Disdukcapil Office of North Central Timor Regency has not fully met the performance targets. The performance of an organization largely depends on its human resources, as organizational performance is a cumulative result of individual employee achievements. Therefore, the quality of an organization's performance, whether good or poor, is heavily determined by the performance of its employees.

Employee performance refers to individual achievements evaluated based on organizational standards and criteria. According to Mangkunegara (2010), performance results from work, encompassing both quality and quantity, that employees achieve in carrying out their responsibilities (Mangkunegara, 2010). Various factors, both organizational and personal, influence employee performance. Work culture, work environment, and work discipline are particularly influential.

Organizational culture is often referred to as work culture. Robbins (2012) defines organizational culture as a shared understanding believed by members of an organization (Rafiie et al., 2018). Work culture functions as a set of rules that 1) establish boundaries, 2) create a distinct organizational identity, 3) increase employee commitment beyond personal interest, and 4) maintain social system stability. Work culture is a social glue that provides behavioral standards and guides employee attitudes and behaviors toward achieving organizational goals (Robbins & Judge, 2017). It plays a crucial role in enhancing employee performance by fostering a sense of belonging, creating a sense of identity, strengthening commitment, minimizing personal interests, and aligning employee behavior with organizational objectives. The

relationship between work culture and employee performance has been confirmed in several studies, indicating a strong influence of organizational culture on performance outcomes (Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018).

The work environment is another critical factor affecting employee performance, as it relates to various organizational dimensions. The work environment supports employees in fulfilling their tasks and responsibilities. It is typically categorized into physical and psychological aspects (Mauli & Wijayanto, 2021; Sunatar, 2023). Physical aspects include room temperature, air quality, lighting, and noise, all of which significantly influence performance. Poor air quality and uncomfortable temperatures can reduce concentration, while noise from conversations or traffic can also be disruptive (Sugiuchi et al., 2025). Therefore, organizations must consider the work environment as a key determinant of performance. Previous research supports the positive correlation between a conducive work environment and improved employee performance (Mauli & Wijayanto, 2021; Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018). However, other studies report contrasting findings, showing that the work environment does not significantly affect employee performance (Sunatar, 2023).

Work discipline is an individual's awareness and willingness to comply with all organizational rules and applicable social norms (Sabirin & Ilham, 2020). Discipline is fundamental to organizational functioning, as it ensures that employees behave following established rules. This alignment drives and motivates employees to achieve organizational goals. Employees who demonstrate high levels of discipline tend to show optimal performance. While previous studies have indicated a positive influence of work discipline on employee performance (Mauli & Wijayanto, 2021; Sabirin & Ilham, 2020), other findings suggest otherwise, such as the study by Sunatar (2023), which found that discipline does not significantly impact performance. Previous studies identified work culture and work environment as key performance drivers (Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018), while other studies emphasized work discipline as an additional determinant (Mauli & Wijayanto, 2021; Sabirin & Ilham, 2020). Thus, this study aims to analyze and identify the effects of work culture, work environment, and work discipline as critical factors in enhancing employee performance.

2. Literature Review

2.1. Work Culture

Ndraha defines work culture as a set of fundamental beliefs that encourage work efficiency and cooperation among employees (Ndraha, 2010). Supriyadi describe work culture as a philosophy rooted in fundamental beliefs and understandings, which become ingrained as characteristics, habits, and driving factors within a society or organization (Supriyadi, 2013). Work culture reflects attitudes, behaviors, beliefs, ideals, perspectives, and individual actions. From these perspectives, work culture can be understood as a collective perception constructed by the organization, whereby each individual internalizes values, beliefs, and behavior patterns aligned with the organization's objectives. According to Denison, as cited in Mulyadi and Sembiring, work culture can be measured using four core dimensions: involvement, consistency, adaptability, and mission (Mulyadi & Sembiring, 2016).

2.2. Work Environment

According to Nitisemito, the work environment encompasses all elements surrounding employees that have the potential to affect the execution of their tasks and responsibilities (Nitisemito, 2010). These elements include tools or machinery and the physical conditions of the

workplace. Previous study further explains that the scope of the work environment consists of three primary aspects: (1) physical conditions, (2) work system design, and (3) office layout. Additionally, they identify several factors that influence the work environment, including: (1) lighting, (2) temperature, (3) noise levels, (4) air circulation, and (5) color schemes used in the workspace (Sedarmayanti & Rahadian, 2018).

2.3. Work Discipline

According to Sedarmayanti and Rahadian, work discipline refers to individual awareness and willingness to comply with all organizational rules and prevailing social norms (Sedarmayanti & Rahadian, 2018). Work discipline is associated with negative aspects such as absenteeism, tardiness, low productivity, and insubordination. Perceptions of discipline tend to differ between superiors and employees. From the employee's perspective, discipline is often perceived as an unjust constraint that may affect their work or career advancement. Conversely, organizations view discipline as a mechanism to correct inappropriate or inconsistent behaviors with organizational norms.

2.4. Employee Performance

According to Prawirosentono, performance is the output produced by an individual or group within an organization, aligned with their respective responsibilities and authorities, to achieve goals legally, ethically, and following moral values (Prawirosentono, 2004). Armstrong and Baron define performance as a demonstration of work that reflects a strong link between organizational strategy, economic contribution, and customer satisfaction. Based on these definitions, employee performance can be interpreted as the work results achieved over a specific period, which are assessed by comparing them to predetermined work plans to support organizational objectives (Baron & Armstrong, 2008). Furthermore, Flippo identifies four key dimensions of performance: (1) quality of work, including precision, accuracy, and neatness in task completion; (2) quantity of work, referring to the amount of work completed and timeliness; (3) dependability, covering initiative, discipline, and cooperation; and (4) attitude, which includes interpersonal relationships and employee personality (Flippo, 2004).

2.5. Relationships Among Variables

Work culture is vital in improving employee performance by fostering a sense of belonging, creating organizational identity, enhancing employee commitment, minimizing personal interests, and shaping employee attitudes and behaviors to align with organizational goals (Robbins & Judge, 2017). The stronger the work culture within an organization, the more motivated employees are to grow. Previous studies examined work culture and work environment as determinants of performance (Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018). Similarly, this study also focuses on a public sector context, but differs by incorporating work discipline as an additional factor. This study measures work culture using four dimensions: involvement, consistency, adaptability, and mission. However, the study adopts indicators developed by Mauli & Wijayanto to assess employee performance (Mauli & Wijayanto, 2021). Previous findings have shown that work culture significantly influences employee performance.

H1: Work culture has a significant and positive effect on employee performance.

The work environment is another key factor affecting employees' ability to perform their duties and responsibilities optimally. It can be assessed from two main dimensions: physical

and psychological (Mauli & Wijayanto, 2021; Sunatar, 2023). The physical work environment includes the layout of facilities, room temperature, and lighting. Meanwhile, the psychological environment involves supervisory styles and interpersonal dynamics with superiors and colleagues. Organizations should treat the work environment as a critical factor in shaping performance (Sugiuchi et al., 2025). Similar to this study, other studies focused on work culture and the work environment as performance drivers, but did not examine work discipline (Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018). Mauli & Wijayanto shared a similar public sector context but did not emphasize work culture (Mauli & Wijayanto, 2021). The indicators used to assess this study's work environment and employee performance are adopted from Mauli & Wijayanto. Their findings, as well as previous studies, support the idea that a conducive work environment significantly contributes to enhanced performance. However, this contrasts with Sunatar, who found that the work environment did not significantly affect performance (Sunatar, 2023).

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

Discipline is a fundamental element within organizations, as it ensures that employees act in accordance with established rules. It serves both to motivate and to guide employees toward the achievement of organizational goals. Work discipline refers to an individual's awareness of and willingness to comply with all organizational rules and prevailing social norms (Sabirin & Ilham, 2020). Employees who demonstrate consistent discipline and adhere to policies are more likely to achieve optimal performance. Studies have identified work discipline as a key factor influencing performance in the public sector (Sabirin & Ilham, 2020), although some did not account for other relevant variables such as work culture or work environment. The present study uses discipline measurement instruments developed in earlier research (Mauli & Wijayanto, 2021). However, other findings have contradicted this relationship by reporting no statistically significant effect of discipline on performance (Sunatar, 2023). Despite this, several studies support the view that work discipline positively affects employee performance (Mauli & Wijayanto, 2021; Sabirin & Ilham, 2020). Furthermore, a broader body of literature confirms that work culture, work environment, and work discipline collectively contribute significantly to employee performance outcomes (Mauli & Wijayanto, 2021; Rafiie et al., 2018; Rizqina et al., 2017; Sedarmayanti & Rahadian, 2018).

H3: Work discipline has a significant and positive effect on employee performance.

H4: Work culture, work environment, and work discipline collectively significantly and positively affect employee performance.

3. Research Methodology

This study employed a quantitative approach with a causal-comparative research design to examine cause-and-effect relationships among variables and explain the consequences arising from those relationships. The population in this study consisted of 43 employees. A probability sampling technique was applied, ensuring that every member of the population had an equal chance of being selected. The sampling method used was simple random sampling, wherein each individual in the population was assigned a number and randomly chosen as part of the sample. The Slovin formula was used to determine the sample size with a 5% margin of error, resulting in 38 respondents.

Data were collected through questionnaires. Instrument testing was conducted using validity and reliability tests. The validity test measured the instrument's accuracy using a correlation test, while the reliability test assessed the instrument's consistency using Cronbach's alpha method. Data analysis was carried out through both descriptive and inferential statistical methods. Descriptive analysis was used to examine frequency distributions and calculate the mean scores of each questionnaire item. Inferential analysis was performed using multiple linear regression to determine the independent variables' partial and simultaneous effects on the dependent variable. The data were processed using IBM SPSS Statistics version 25.

Table 1. Variables and Measurement Items

No.	Variable	Measurement Items	Source
1	Work Culture (X1)	4 dimensions (12 statement items)	Denison in Mulyadi & Sembiring (2016)
2	Work Environment (X2)	5 statement items	Mauli & Wijayanto (2021)
3	Work Discipline (X3)	5 statement items	Mauli & Wijayanto (2021)
4	Employee Performance (Y)	5 statement items	Mauli & Wijayanto (2021)

4. Results

A frequency analysis was conducted to examine the mean scores of each statement item in the questionnaire. This approach aimed to provide a descriptive overview of respondents' responses to the observed variables. The results show that the perceived work culture among employees falls within the "very good" category. Items seven, eight, and ten under the work culture variable recorded the highest mean scores, each at 4.68. For the work environment variable (X₂), the mean score was 4.34, indicating a high-quality work environment that supports employee satisfaction. Meanwhile, the work discipline variable (X₃) achieved a mean score of 4.45, reflecting a high level of employee discipline. The fifth item in this variable recorded the highest mean score of 4.63, suggesting a very strong sense of responsibility among employees in performing their tasks. The mean score for employee performance (Y) was 4.25, indicating a high level of performance. The fifth item also had the highest mean score of 4.63, showing that employees consistently and voluntarily comply with organizational rules in their work.

Table 2. Validity Test

Work Culture (X1)		Work Environment (X2)		Work Discipline (X3)		Employee Performance (Y)	
Item	Correlation Value	Item	Correlation Value	Item	Correlation Value	Item	Correlation Value
X1.1	0.804	X2.1	0.781	X3.1	0.854	Y.1	0.875
X1.2	0.773	X2.2	0.845	X3.2	0.769	Y.2	0.765
X1.3	0.811	X2.3	0.830	X3.3	0.710	Y.3	0.757
X1.4	0.842	X2.4	0.744	X3.4	0.737	Y.4	0.763
X1.5	0.910	X2.5	0.664	X3.5	0.806	Y.5	0.582
X1.6	0.848	-	-	-	-	-	-
X1.7	0.841	-	-	-	-	-	-

Work Culture (X1)		Work Environment (X2)		Work Discipline (X3)		Employee Performance (Y)	
Item	Correlation Value	Item	Correlation Value	Item	Correlation Value	Item	Correlation Value
X1.8	0.923	-	-	-	-	-	-
X1.9	0.946	-	-	-	-	-	-
X1.10	0.900	-	-	-	-	-	-
X1.11	0.742	-	-	-	-	-	-
X1.12	0.789	-	-	-	-	-	-

The results presented in [Table 2](#) indicate that all statement items across the four observed variables have correlation values greater than 0.3. Therefore, all items are considered valid. Reliability testing was also performed to evaluate the instrument's consistency across repeated measures. As shown in [Table 3](#), each variable yielded a Cronbach's alpha value above 0.70, indicating a high level of instrument reliability.

Table 3. Reliability Test

Variable	Cronbach’s Alpha
Work Culture (X1)	0.963
Work Environment (X2)	0.826
Work Discipline (X3)	0.830
Employee Performance (Y)	0.787

A prerequisite for regression analysis is the fulfillment of classical assumptions. In multiple linear regression, three assumption tests are typically conducted: normality, multicollinearity, and heteroscedasticity.

- Normality Test**
 This test evaluates whether the regression model's residuals are normally distributed. Data are considered normally distributed if the points on the graph lie along the diagonal line and follow its pattern. [Figure 1](#) confirms this condition, indicating that the data are normally distributed.
- Multicollinearity Test**
 This test identifies whether there is a high correlation between the independent variables. A model is free from multicollinearity if the Variance Inflation Factor (VIF) is less than 10. Based on [Table 4](#), the VIF values for all independent variables are below this threshold, suggesting no multicollinearity.

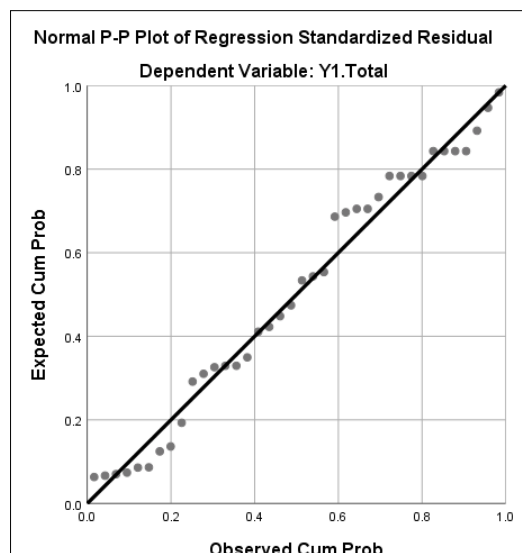


Figure 1. Normality Test

Table 4. Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1							
	(Constant)	.108	2.322		.047		
	X1Total	.055	.047	.145	1.180	.246	1.883
	X2Total	.384	.119	.366	3.217	.003	1.612
	X3Total	.438	.130	.468	3.372	.002	2.391

a. Dependent Variable: Y1.Total

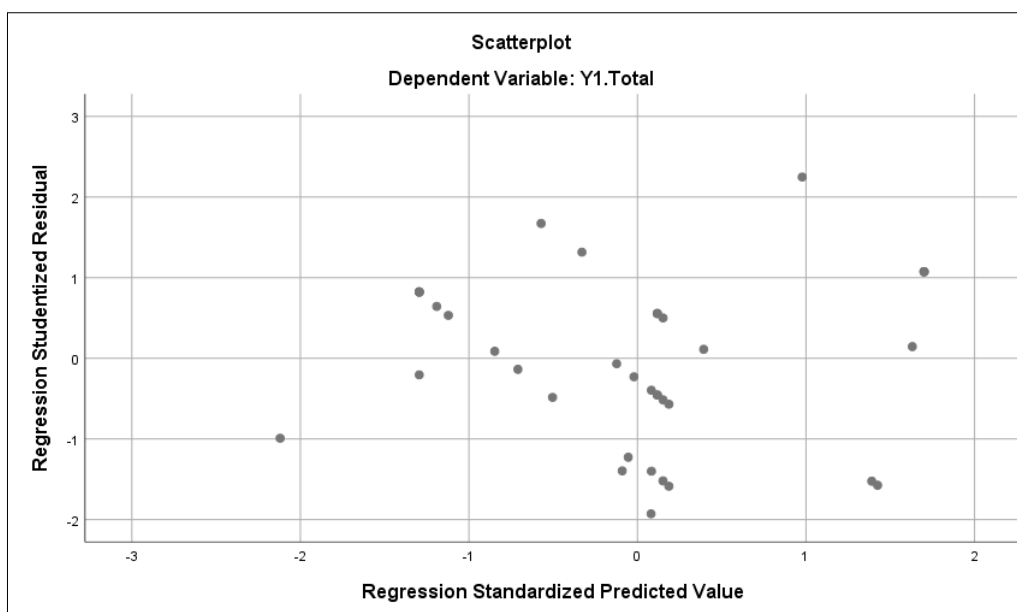


Figure 2. Heteroscedasticity Test

This test ensures that the variance of the residuals remains constant across different levels of the independent variables. A good regression model meets this assumption. Based on **Figure**

2, the data points appear randomly scattered with no discernible pattern, indicating that the model is free from heteroscedasticity. Since all classical assumptions are satisfied, the data meet multiple linear regression analysis requirements.

Based on **Table 4** (Coefficient Table), the regression equation is as follows:

$$Y = 0.108 + 0.055X_1 + 0.384X_2 + 0.438X_3$$

This equation can be interpreted as:

- When work culture (X_1), work environment (X_2), and work discipline (X_3) are held constant, employee performance (Y) is 0.108.
- A one-unit increase in work culture (X_1) leads to a 0.055 increase in employee performance (Y), indicating that stronger work culture slightly enhances performance.
- A one-unit increase in work environment (X_2) results in a 0.384 increase in employee performance (Y), showing a substantial effect.
- A one-unit increase in work discipline (X_3) leads to a 0.438 increase in employee performance (Y), indicating that discipline has the strongest influence.

T-test results (**Table 4**) interpretation:

- Work culture (X_1) has a t-value of 0.246, exceeding the significance threshold of 0.05. Therefore, it does not significantly influence employee performance, and H1 is rejected.
- Work environment (X_2) has a significance value of 0.003, below 0.05, indicating a significant positive effect. H2 is accepted.
- Work discipline (X_3) has a significance value of 0.002, also below 0.05, confirming a significant positive effect. H3 is accepted.

Table 5. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.963	3	31.321	30.078	.000 ^b
	Residual	35.405	34	1.041		
	Total	129.368	37			
a. Dependent Variable: Y1.Total						
b. Predictors: (Constant), X3Total, X2Total, X1Total						

The F-test was used to examine the joint effect of the independent variables on the dependent variable. **Table 5** shows an F-value of 30.078 with a significance level of 0.000 below 0.05. This indicates that H4 is accepted, confirming that work culture, environment, and discipline significantly affect employee performance.

Table 6. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.702	1.020
a. Predictors: (Constant), X3Total, X2Total, X1Total				
b. Dependent Variable: Y1.Total				

Additionally, **Table 6** reports an R-value of 0.852. When squared, this yields a coefficient of determination (R^2) of 0.726. This means the three independent variables collectively explain 72.6% of the variance in employee performance, while other unobserved factors influence the remaining 27.4%.

5. Discussion

According to Robbins (2012), organizational culture can be defined as a shared perception collectively accepted and adopted by all members of an organization (Rafiie et al., 2018). Work culture plays a role in improving employee performance by creating strong motivation to maximize individual potential. Shared values foster comfort in the workplace, strengthen commitment and loyalty, and encourage employees to work harder (Sedarmayanti & Rahadian, 2018). This study indicates a positive correlation between work culture and employee performance. However, when examined independently, work culture did not have a statistically significant effect on improving performance. This finding reflects a real condition in the studied institution, where the organization's vision, mission, and core values have not been continuously socialized to employees as a reference for daily work. It is essential for organizations to consider work culture as a social glue that establishes work standards, shapes employee behavior, and aligns individual efforts with organizational goals (Robbins & Judge, 2017). These results differ from prior studies that have found a significant impact of work culture on performance (Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018). Based on the coefficient of determination, work culture, work environment, and work discipline collectively influence employee performance by 72.6%, suggesting that other unexamined variables account for the remaining 27.4%.

The work environment is a key factor influencing employee performance and is linked to various organizational aspects. It significantly affects employee effectiveness in carrying out tasks. According to Mauli and Wijayanto, the work environment consists of two main aspects: physical and psychological (Mauli & Wijayanto, 2021). The physical environment includes the layout of work facilities, room temperature, and lighting, while the psychological environment involves supervision styles and interpersonal relationships with supervisors and colleagues. This study found that the work environment positively correlates with employee performance and significantly improves it when tested individually. These findings indicate that the organization's physical and non-physical environments have met employee expectations. For example, factors such as superior-subordinate relations, coworker support, office layout, air quality, lighting, and low noise levels have contributed to performance. Organizations must maintain and improve their work environments as critical components that affect employee performance. This finding aligns with previous studies which assert that a supportive work

environment has a direct impact on performance (Mauli & Wijayanto, 2021; Rafiie et al., 2018; Sedarmayanti & Rahadian, 2018), although it contrasts with the results of Sunatar, who found the relationship to be positive but not statistically significant (Sunatar, 2023).

Another crucial factor influencing employee performance is work discipline. Sabirin and Ilham define work discipline as an individual's willingness to comply with all organizational rules and social norms (Sabirin & Ilham, 2020). Discipline is fundamental because it ensures that employees behave according to established guidelines and are motivated toward achieving organizational objectives. Employees with high levels of discipline who consistently follow regulations tend to perform optimally. The findings of this study support the idea that discipline promotes performance improvement, reinforcing the view that organizational rules and norms guide employee behavior toward performance goals. This is evident through high attendance, punctuality, and professional conduct (Sedarmayanti & Rahadian, 2018). The results also indicate that existing rules have effectively guided employees to be disciplined, especially in a context where employees are expected to deliver public services quickly and following minimum service standards. These findings are consistent with previous studies (Mauli & Wijayanto, 2021; Sabirin & Ilham, 2020), although they contrast with the study by Sunatar, which found no significant relationship between discipline and performance (Sunatar, 2023).

This study concludes that work culture, work environment, and work discipline significantly affect employee performance. This supports prior research (Mauli & Wijayanto, 2021; Rafiie et al., 2018; Rizqina et al., 2017; Sedarmayanti & Rahadian, 2018), which highlights these three variables as key determinants of performance. The strength of this finding is also reflected in the coefficient of determination, indicating that the three variables collectively explain 72.6% of the variance in employee performance. The remaining 27.4% is likely explained by other factors not examined in this study.

6. Conclusion

This study found a positive correlation between work culture and employee performance; however, the influence of work culture was not statistically significant in enhancing performance. Nevertheless, organizations should consider work culture as an important element in improving employee performance, as it fosters a sense of belonging, builds identity, enhances commitment, minimizes personal interests, and shapes employee behavior to align with organizational goals. Both work environment and work discipline were positively associated with employee performance and had significant partial effects. The existing work environment should be maintained, as it has demonstrably impacted performance. This includes interpersonal relationships, managerial support, workspace layout, room temperature, air quality, lighting, and minimal noise or pollution.

Work discipline also plays a key role in enhancing performance. Organizations should enforce values and rules that minimize absenteeism, tardiness, and insubordination. However, in implementing these regulations, it is crucial to consider employees' autonomy, so that they do not feel pressured in ways that might lead to burnout or work-related stress.

This study highlights that work culture, environment, and discipline are critical factors in improving employee performance. Organizations must strategically manage these elements to achieve institutional goals through optimal employee contribution. While this research applied well-established dimensions and indicators for measuring the variables, it was limited by the analytical tools used, which did not allow for a deeper identification of the most influential indicators within each variable. Therefore, future studies are encouraged to apply Structural

Equation Modeling (SEM) to yield more complex and comprehensive results. Further research is also recommended to explore additional behavioral predictors affecting employee performance, such as self-efficacy and work-life balance.

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8. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

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