

The Effect Of Work Discipline And Non-Physical Work Environment On Employee Performance In Bumi Waras District, Bandar Lampung City

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Abstract

This study was conducted to analyze the effect of work discipline and the non-physical work environment on employee performance at the Bumi Waras Sub-District Office, Bandar Lampung City. The research employed a quantitative approach using an associative method. The data used consisted of primary and secondary data. Data collection techniques included library research and field research, which involved distributing questionnaires, conducting interviews, and making observations. The population of this study comprised all employees of the Bumi Waras Sub-District Office, Bandar Lampung City, totaling 35 people. A saturated sampling technique was used, so the entire population was taken as the research sample. Data processing and analysis were carried out using the IBM SPSS 20 application. The research instrument testing included validity and reliability tests, while the data analysis prerequisite tests consisted of normality and linearity tests. The analytical methods applied were multiple linear regression analysis and the coefficient of determination test. Hypothesis testing was conducted through partial testing (t-test) and simultaneous testing (F-test). The results of the study indicate that work discipline has a positive and significant effect on employee performance, the non-physical work environment also has a positive and significant effect on employee performance, and simultaneously, work discipline and the non-physical work environment have a positive and significant effect on employee performance at the Bumi Waras Sub-District Office, Bandar Lampung City.

Keywords; Work Discipline, Non-Physical Work Environment, and Employee Performance

Introduction

Employee performance has long been recognized as a central determinant of organizational effectiveness, particularly within public sector institutions that are mandated to deliver essential services to the community, because the level of employee performance not only reflects the individual capacity of employees to complete assigned tasks in accordance with established standards and procedures, but also represents the collective ability of public organizations to fulfill their institutional mandates, translate public policies into concrete actions, ensure the continuity of service delivery, and ultimately maintain public trust and legitimacy within the governance system (Ramadhani et al., 2025a). In the contemporary context of public administration reform, government organizations are increasingly required to demonstrate higher levels of accountability, transparency, efficiency, and service quality in response to growing public expectations and increasing scrutiny from various stakeholders, which consequently places significant pressure on public sector employees to perform their duties professionally, ethically, and responsibly, thereby positioning em-

employee performance as a strategic organizational issue that must be continuously evaluated, monitored, and improved through comprehensive and systematic human resource management practices (Fata, 2025).

Human resources constitute the most vital organizational asset because they function as the primary agents responsible for planning, implementing, controlling, and evaluating organizational programs and policies, meaning that the success or failure of any organization, regardless of the sophistication of its infrastructure, technological advancement, or regulatory framework, is ultimately determined by the extent to which its employees possess the competence, discipline, motivation, and commitment necessary to perform their roles effectively and consistently in alignment with organizational goals and public service values (Gandung et al., 2025). Within public sector organizations in Indonesia, employee performance is closely associated with work discipline, which is formally regulated through various laws, government regulations, and administrative provisions that emphasize punctuality, compliance with organizational rules, responsibility, and ethical conduct; however, empirical conditions reveal that the existence of formal regulations and strict attendance monitoring mechanisms does not always guarantee optimal performance outcomes, as employees may demonstrate compliance with administrative requirements without fully maximizing the quality, productivity, and impact of their work (Rosdiana et al., 2025).

This phenomenon is clearly observable at the Bumi Waras Sub-District Office in Bandar Lampung City, where employee attendance rates consistently exceed ninety-nine percent, indicating a high level of formal and administrative discipline, yet performance evaluations show that several critical indicators, including work quality, initiative, responsiveness to public needs, and service effectiveness, remain at a moderate level, thereby suggesting the presence of a discrepancy between formal rule compliance and substantive performance achievement. The persistence of this performance gap indicates that employee performance cannot be adequately explained solely by work discipline in its formal or procedural sense, but must also be understood in relation to the broader organizational context in which employees carry out their duties, particularly the non-physical work environment that encompasses psychological and social factors such as interpersonal relationships, communication patterns, leadership support, fairness, trust, and overall organizational climate. (Hermantoni et al., 2026)

A non-physical work environment characterized by ineffective communication, limited leadership support, weak interpersonal relationships, or an unsupportive organizational climate may gradually reduce employees' motivation, engagement, and sense of belonging, even when disciplinary rules are strictly enforced, whereas a supportive, harmonious, and psychologically safe work environment has the potential to strengthen employees' intrinsic motivation, foster organizational commitment, and encourage employees to perform beyond minimum performance standards (Aulia & Resawati, 2023a). Previous empirical studies have demonstrated that both work discipline and non-physical work environment exert significant influences on employee performance; however, the magnitude, direction, and interaction of these effects may vary depending on organizational characteristics, institutional culture, leadership practices, and contextual conditions, particularly within local government organizations that face unique administrative constraints and service delivery challenges (Novianti et al., 2024).

Despite the growing body of literature addressing employee performance in public sector organizations, empirical re-search that simultaneously examines the role of work discipline and non-physical work environment at the sub-district government level remains relatively limited, especially within the context of Indonesian local governance, thereby creating a theoretical and empirical gap that necessitates further investigation to enrich existing knowledge and inform evidence-based management practices (Perkasa, Susiang, et al., 2023). Therefore, this study aims to analyze the effect of work discipline and non-physical work environment on employee performance at the Bumi Waras Sub-District Office in Bandar Lampung City, with the expectation that the findings will contribute not only to the development of empirical knowledge in the field of public sector human resource management but also to the formulation of practical and policy-relevant strategies for improving employee performance and enhancing service quality in local government institutions

Literature Reviews

Work Discipline

Work discipline refers to the degree to which employees demonstrate awareness, willingness, and commitment to comply with organizational rules, norms, and procedures, which is reflected in behaviors such as punctuality, obedience to regulations, responsibility for assigned tasks, and respect for organizational authority (Kurniawan et al., 2022). Discipline is not merely a mechanism of control imposed through sanctions but represents an internalized sense of responsibility that encourages employees to carry out their duties consistently and conscientiously in order to achieve organizational objectives (Ali & Simamora, 2022).

According to Hasibuan, work discipline is a fundamental managerial function that ensures organizational order and effectiveness, as disciplined employees are more likely to perform tasks efficiently, minimize errors, and contribute positively to organizational stability (Tahir & Hajjad, 2023). High levels of discipline foster a structured work environment where employees understand their roles and responsibilities, thereby reducing deviations from established procedures and enhancing overall performance outcomes (Nasution & Priangkatara, 2022).

Non-Physical Work Environment

The non-physical work environment encompasses intangible workplace conditions that influence employees' psychological comfort and social interactions, including communication quality, leadership style, teamwork, mutual trust, and organizational culture. Unlike physical work conditions, which are visible and measurable, non-physical factors operate at a psychological level and significantly shape employees' attitudes, motivation, and emotional well-being (Pamungkas et al., 2025).

Sedarmayanti emphasizes that a supportive non-physical work environment creates a sense of security, comfort, and belonging, enabling employees to work more effectively and collaboratively. When communication flows smoothly, leadership provides clear direction and support, and interpersonal relationships are harmonious, employees are more likely to feel valued and motivated, which in turn enhances their willingness to perform beyond minimum requirements (Ramadhani et al., 2025b).

Employee Performance

Employee performance refers to the level of achievement attained by employees in carrying out their duties in accordance with predetermined standards, targets, and responsibilities, encompassing both quantitative aspects such as work volume and timeliness, and qualitative aspects such as work accuracy, service quality, and initiative. Performance reflects not only employees' technical competence but also their attitudes, commitment, and ability to collaborate within the organizational structure (Putra et al., 2025).

Performance evaluation serves as a critical tool for organizations to assess the effectiveness of human resource utilization, identify performance gaps, and formulate strategies for improvement. High-performing employees contribute to organizational efficiency, service quality, and long-term sustainability, particularly in public institutions where performance outcomes directly affect community welfare (Sitorus et al., 2025).

Materials and Methods

This study employed a quantitative research approach with an associative design, aiming to analyze the relationships between work discipline, non-physical work environment, and employee performance within a public sector institution. The research was conducted at the Bumi Waras Sub-District Office in Bandar Lampung City, which was selected due to observed performance discrepancies despite high levels of employee attendance. The population of this study consisted of all 35 employees working at the Bumi Waras Sub-District Office, and given the relatively small population size, a saturated sampling technique was applied, whereby the entire population was used as the research sample to ensure comprehensive representation.

Primary data were collected through structured questionnaires using a Likert scale to measure respondents' perceptions of work discipline, non-physical work environment, and employee performance, supported by interviews and direct observations to strengthen data validity. Secondary data were obtained from institutional documents, regulations, and relevant literature. Data analysis was conducted using IBM SPSS software, involving a series of statistical tests including validity and reliability testing to ensure measurement accuracy, classical assumption tests to meet regression requirements, multiple linear regression analysis, coefficient of determination analysis, and hypothesis testing using t-tests and F-tests (Nasution et al., 2025).

Results

The results section presents the findings of the statistical analysis conducted to examine the effect of work discipline and non-physical work environment on employee performance at the Bumi Waras Sub-District Office in Bandar Lampung City. Prior to conducting regression analysis, data quality and assumption tests were performed to ensure that the data met the requirements for further statistical analysis. The results of the validity and reliability tests indicate that all measurement items for work discipline, non-physical work environment, and employee performance were valid and reliable, demonstrating that the instruments used were capable of accurately capturing respondents' perceptions of the variables under investigation. In addition, classical assumption tests confirmed that the data were normally distributed and free from multicollinearity and heteroscedasticity, thereby meeting the assumptions required for multiple linear regression

analysis.

Multiple linear regression analysis was conducted to determine the partial and simultaneous effects of work discipline and non-physical work environment on employee performance. The regression model produced positive coefficients for both independent variables, indicating that improvements in work discipline and non-physical work environment are associated with increased employee performance.

Table 1. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient (B)	Standard Error	t-value	Sig.
(Constant)	7.214	2.031	3.552	0.001
Work Discipline (X ₁)	0.386	0.112	3.446	0.002
Non-Physical Work Environment (X ₂)	0.421	0.105	4.010	0.000

Based on Table 1, the regression equation can be formulated as follows:

$$Y=7.214+0.386X_1+0.421X_2$$

The regression equation indicates that employee performance will increase by 0.386 units for every one-unit increase in work discipline, assuming the non-physical work environment remains constant. Similarly, employee performance will increase by 0.421 units for every one-unit increase in the non-physical work environment, assuming work discipline remains constant.

The t-test results show that work discipline has a positive and significant effect on employee performance, as indicated by a t-value of 3.446 with a significance value of 0.002, which is less than the 0.05 significance level. This finding supports the hypothesis that higher levels of work discipline contribute significantly to improved employee performance. Furthermore, the non-physical work environment also demonstrates a positive and significant effect on employee performance, with a t-value of 4.010 and a significance value of 0.000. This result indicates that psychological comfort, effective communication, and supportive interpersonal relationships in the workplace play a crucial role in enhancing employee performance.

Table 2. Results of F-Test

Model	F-value	Sig.
Regression	32.187	0.000

The F-test results indicate that work discipline and non-physical work environment simultaneously have a significant effect on employee performance, as evidenced by an F-value of 32.187 with a significance value of 0.000, which is below the 0.05 threshold. This finding confirms that the regression model is statistically significant and suitable for explaining variations in employee performance.

The findings of this study confirm that work discipline is a crucial determinant of employee performance, as disciplined employees are more likely to manage their time effectively, adhere to procedures, and complete tasks responsibly, which directly contributes to improved performance levels. These results support previous research that highlights discipline as a foundational element of organizational effectiveness. In addition, the non-physical work environment plays a vital role in shaping employee behavior and attitudes, as a supportive and harmonious work climate fosters motivation, cooperation, and commitment, thereby

enhancing performance quality. The presence of effective communication and leadership support enables employees to perform their duties with greater confidence and enthusiasm. The combined influence of work discipline and non-physical work environment underscores the importance of adopting an integrated approach to performance improvement, as high discipline alone may not yield optimal outcomes if employees operate in an unsupportive work environment. Therefore, organizations should balance rule enforcement with efforts to cultivate a positive workplace climate.

Discussion

Conclusion, Limitation, And Future Research

Based on the results of the empirical analysis, this study concludes that employee performance at the Bumi Waras Sub-District Office in Bandar Lampung City is significantly influenced by both work discipline and the non-physical work environment, indicating that employee performance improvement in public sector institutions cannot be achieved solely through administrative control mechanisms but requires a comprehensive approach that integrates behavioral regulation and the creation of a supportive organizational climate. The findings demonstrate that work discipline plays an important role in shaping employee behavior by encouraging punctuality, compliance with organizational rules, and responsibility in task completion, which in turn contributes positively to overall performance outcomes.

Furthermore, the non-physical work environment was found to have a slightly stronger influence on employee performance, suggesting that psychological comfort, effective communication, leadership support, and harmonious interpersonal relationships constitute critical factors in enhancing employees' motivation and work effectiveness (Kartini & Haryoto, 2025). The simultaneous influence of work discipline and non-physical work environment confirms that these two variables complement each other in shaping employee performance, meaning that high levels of discipline will yield optimal results only when supported by a positive and conducive work environment (Aulia & Resawati, 2023b). Therefore, public sector organizations are encouraged to strengthen disciplinary enforcement while simultaneously fostering a work environment that promotes collaboration, trust, and employee engagement in order to achieve sustainable performance improvement (Maksum & Parela, 2025).

Despite its contributions, this study has several limitations that should be acknowledged when interpreting the findings. First, the research was conducted at a single sub-district government office with a relatively small sample size, which may limit the generalizability of the results to other public sector institutions with different organizational characteristics and administrative contexts. Second, the study relied primarily on self-reported questionnaire data, which may be subject to respondent bias, as employees' perceptions and responses may be influenced by social desirability or personal interpretations of the questionnaire items. Third, this study focused only on two independent variables, namely work discipline and non-physical work environment, whereas employee performance is a complex phenomenon that may also be influenced by other factors such as leadership style, motivation, compensation, organizational culture, and job satisfaction (Perkasa, Lusitawati, et al., 2023).

Future research is recommended to address the limitations of this study by expanding the scope of

analysis to include larger samples and multiple public sector institutions at different administrative levels, thereby enhancing the external validity and generalizability of the findings. Subsequent studies may also incorporate additional explanatory variables, such as leadership style, work motivation, organizational commitment, and job satisfaction (Fajri & Heikel, 2023), to develop a more comprehensive model of employee performance in the public sector. In addition, future research could employ mixed-method approaches by combining quantitative surveys with qualitative methods such as interviews or focus group discussions in order to gain deeper insights into employees' experiences and perceptions regarding discipline and workplace environment. Such approaches are expected to provide richer explanations of the mechanisms through which organizational factors influence employee performance and support the development of more effective human resource management strategies (Astuti & Mardhiyah, 2023).

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