

The Influence of Work Discipline on Employee Performance at the Samarinda City Manpower Office

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ABSTRACT

The success of public organizations, such as the Samarinda City Manpower Office, is greatly influenced by the performance of its employees. Work discipline is one of the key factors contributing to productivity and operational efficiency. This study aims to analyze the relationship between work discipline and employee performance using a quantitative approach. The population in this study consisted of 70 people, and the sample used was 60 people, selected randomly based on a predetermined sampling formula. Data was collected through the distribution of questionnaires to respondents. Data analysis was performed using simple linear regression. The results of the study showed a strong and significant correlation between the level of work discipline and employee performance. These findings suggest that improving work discipline has a positive impact on productivity. Practically, these results emphasize the importance of implementing consistent discipline policies and work discipline training programs as part of an organizational performance improvement strategy. This study reinforces organizational behavior theory, which states that internal factors such as work discipline contribute significantly to performance. The uniqueness of this study lies in its specific focus on work discipline as a dominant variable in the local context of Samarinda, as well as its use of a quantitative approach that provides an empirical basis for data-driven decision-making in public sector human resource management.

Keywords: Work Discipline; Employee Performance; Labor Office



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INTRODUCTION

Nowadays, human resources (HR) are of paramount importance to any organization or business. As employees, capable, excellent and responsible human resources are invaluable assets for the overall well-being of the company (Hasibuan, 2016). Human resources should always consider all aspects related to personal and business development in order to improve their level. Human resource management is a step that involves handling various obstacles in the workplace and other work-related tasks to ensure that organizational tasks or activities are completed and predetermined goals are met (Sinambela, 2016:8). Human resources who will improve themselves and agencies, must consider several factors, namely factors that are significant to increasing the productivity of HR itself. One of the factors that must be considered to ensure that the work of employees can be done effectively is discipline, if work discipline is good then business goals will be met (Aji & Kristiani, 2023).

Work discipline is one of the things that determine employee performance, which includes something that increases a person's ability to do their job (Ariesni & Asnur, 2021). When an employee can follow the rules, they show work discipline, which is intended to help them stay in compliance with company policies and can have an impact on employee performance (Butar-Butar *et al.*, 2022). Discipline is a framework that encourages or moves employees to behave and complete all tasks in accordance with predetermined guidelines (Setianto & Firdaus, 2024). High employee discipline, be it time discipline, work discipline, or discipline towards the rules set by the organization, will enable optimal work performance (Apriawan *et al.*, 2023). Due to the importance of disciplinary action in meeting institutional standards, all company policies must be followed, regardless of whether the policy is related to disciplinary action or not (Maskur, 2024:4). From the three definitions above, work discipline can be described as the skill and willingness of employees to behave in accordance with company rules and standards. In addition, work discipline can also be defined as working regularly and avoiding actions that are against the rules. Thus, work discipline can be considered good if most employees follow company rules and standards.

Performance is a type of optimal work guidance for an organization carried out by employees to ensure a certain level of work quality, in general, performance is also very closely related to the performance problem itself (Gowasa *et al.*, 2022). Employee performance is essential to complete any task and possibly meet the company's goals. An organization will experience difficulties if a large number of employees fail to perform tasks correctly and on time, making it more difficult to achieve organizational goals. A person's performance is based on the results of his work in accordance with the obligations and responsibilities of each employee, with the best interests and vision to be achieved without going against the norms, and in line with moral, manners, and legal standards (Arisanti *et al.*, 2023).

Meanwhile, according to (Sari *et al.*, 2021), performance includes motivational benefits and the ability to carry out tasks, so that every employee needs to have a certain level of willingness and ability. The purpose of this study is to analyze and determine the effect of work discipline on employee performance at the Samarinda City Manpower Office. This study aims to provide empirical evidence on the extent to which employee discipline contributes to performance improvement, as well as to serve as a basis for consideration in the formulation of human resource management policies in the public sector. A person's willingness and ability will be highly effective if the individual has the willingness and ability, but this is not the case if the individual has a clear concept of what needs to be done and how to perform the work. Based on the researcher's description, it

can be seen that employee performance is an achievement that, in some ways, combines effort and responsibility in accordance with the discipline of science applied.

This study is novel in terms of its object and context, focusing on the Samarinda City Manpower Office, which has not been widely researched previously, particularly in relation to work discipline and employee performance. Unlike most previous studies conducted in the private sector, this study provides a new perspective on the local government bureaucracy. Furthermore, the use of a quantitative approach with primary data and simple linear regression analysis strengthens the empirical findings relevant to the real conditions of public institutions. Thus, this study contributes to enriching the literature on human resource management in the government sector and provides a strong data foundation for strategic decision-making related to improving employee performance through work discipline.

LITERATURE REVIEW

In this study, there are two main variables that are the focus of the study, namely work discipline as an independent variable and employee performance as a dependent variable. To understand the relationship between these two variables, a deep theoretical understanding of each concept and relevant previous research results is required. The concepts of work discipline and employee performance are explained as follows:

Work Discipline

Work discipline is one of the fundamental factors that influences the effectiveness and productivity of human resources in an organization. (Ali et al., 2023) states that human resource management must be able to manage various challenges in the workplace, one of which is ensuring discipline among employees. Work discipline is defined as the willingness and ability employees to be ethical in accordance with the norms and standards set by the organization (Butar-Butar et al., 2022) emphasizes that compliance with company policies, both directly and indirectly related to discipline, is very important to achieve organizational goals.

Work discipline includes not only obedience to regulations, but also regularity at work and avoiding behavior that is contrary to organizational norms. Due to the importance of disciplinary action in meeting institutional standards, all company policies must be followed, regardless of whether the policy is related to disciplinary action or not (Maskur, 2024:4) Employees who have high work discipline have the potential to be more consistent in carrying out their duties, on time, and able to maintain the quality of their work.

Employee Performance

Employee performance is the work achieved in accordance with the tasks and responsibilities assigned, and serves as a measure of organizational success (Gowasa et al., 2022) The progress of an organization or company is highly dependent on employee performance. A manager can assess the success of employee performance based on the results or completion rate of tasks assigned to employees. Setting standard work targets helps employees complete their work with maximum results (Efawati, 2020). Performance is influenced by motivation, ability, and work discipline. (Sari et al., 2021) emphasize that performance is the result of employee motivation and ability, so each individual must have sufficient willingness and ability to perform tasks effectively.

Performance is a function of motivation and ability. To complete tasks or work, individuals must have a certain level of willingness and ability. An individual's willingness and skills are insufficient for effective work without a clear understanding of what needs to be done and how to do it (Tesmanto & Rina, 2022). Optimal employee performance is crucial for ensuring the achievement of organizational goals. Employees who cannot perform tasks effectively will hinder the achievement of organizational targets.

Several studies have shown that when employees are well-disciplined at work, they perform better. (Pebrina, 2023) demonstrates that enforcing rules at work significantly affects the improvement of workers' performance. Research conducted by (Wau et al., 2021) further demonstrates that workplace discipline significantly affects workers' output quality. (David & Husniati, 2024) and (Pratiwi & Roni, 2023) highlights the correlation between a high degree of job discipline and improved performance. (Mandasari et al., 2022) and (Aslam et al., 2023) further by saying that when workers have high work discipline, they are able to complete their tasks effectively and according to the rules. (Suryana & Arief, 2025) also stated that discipline in terms of attendance, punctuality, attention, and positive attitude towards work can increase the quantity and quality of employee work results.

Framework

This study has an independent variable (X) namely Work Discipline and a dependent variable (Y) namely Employee Performance. This dependent variable affects the research subjects, namely employees of the Samarinda City Manpower Office.

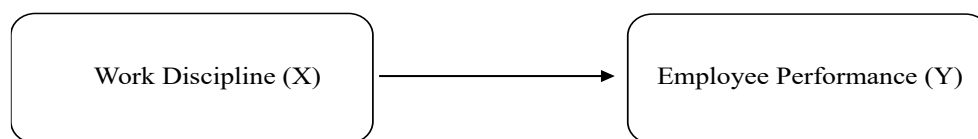


Figure 1. Framework
Source: Own compilation (2025)

Based on the framework of thinking in the study, the research hypothesis is as follows:
H1: Work discipline has a significant effect on employee performance at the Samarinda City Manpower Office

RESEARCH METHOD

The Samarinda City Manpower Office was the location of the study, located at Jalan Basuki Rahmat No. 78, Samarinda City, East Kalimantan. This study applied quantitative research techniques through analysis and calculation of research questionnaire data using statistical analysis. A total of 70 workers were selected as the sample population using the Slovin formula, and a sample of 60 respondents was obtained to represent the population in the study. Data for this study were obtained from a survey distributed to staff at the Samarinda City Labor Office, selected using random sampling techniques.

Data were analyzed using SPSS software version 25, where some of the analyses began with validity tests, and reliability tests were applied for questionnaire validation purposes (Chaniago et al., 2023). The regression model was verified using classical assumption tests, specifically normality and heteroscedasticity tests. The impact of work discipline on employee performance was evaluated using a simple linear regression test.

The significance of the partial effect of work discipline on performance was tested using a t-test at the Samarinda City Labor Office.

Table 1. Operational definitions and measurement of variables

| Variable | Operational Definitions | Indicator | Scale |
|--------------------------|--|---|--------|
| Work Discipline (X) | One important factor in the success of employees in carrying out their duties and responsibilities is discipline. On the other hand, the implementation of discipline is also beneficial for the organization. Without discipline, the effectiveness of the organization will be very limited. | 1. Awareness 2. Punctuality 3. Responsibility 4. Compliance with rules 5. Assertiveness. (Ichsan et al., 2020) | Likert |
| Employee Performance (Y) | Performance (Y) Refers to the level of success of individuals in achieving targets and parameters set by the organization. | 1. Work Quality 2. Work Quantity 3. Timeliness 4. Effectiveness 5. Independence(Robbins, 2017:500) | Likert |

Source: Own compilation (2025)

RESEARCH RESULTS

Respondent Profile

Based on the analysis of data from the distributed questionnaires, information on the demographics of respondents is presented in the following table:

Table 2. Respondent gender

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 38 | 63% |
| Female | 22 | 37% |

Source: Own compilation (2025)

From the data in Table 2, The respondents in this study consisted of active employees at the Department of Manpower of Samarinda City, totaling 60 individuals. Based on gender classification, the majority of respondents were male. Of the total respondents, 38 individuals (63%) were male, while 22 individuals (37%) were female. This composition indicates that the workforce structure at the Department of Manpower of Samarinda City is predominantly male. Such gender distribution may influence work dynamics, communication styles, and the overall organizational culture. In this context, gender proportion becomes an important factor to consider when analyzing variables that affect employee performance, including work discipline. Therefore, demographic characteristics such as gender are relevant to understanding the human resource context within public sector organizations.

Table 3. Characteristics of respondent ages

| Age (Years) | Frequency | Percentage |
|-------------|-----------|------------|
| 30 - 45 | 36 | 60% |
| 46 - 55 | 19 | 32% |
| > 55 | 5 | 8% |

Source: Own compilation (2025)

According to the information in Table 3, In addition to gender, the age of respondents was also considered in this study to provide a more comprehensive demographic profile. Age can influence work behavior, adaptability, job experience, and overall employee performance within an organization. The distribution of respondents by age was categorized into three groups: 30-45 years, 46-55 years, and over 55 years.

The results of the study show that the majority of respondents fell within the 30-45 years age group, totaling 36 individuals (60%), followed by 19 individuals (32%) in the 46-55 years group. Meanwhile, respondents aged over 55 years amounted to 5 individuals (8%). This distribution indicates that most employees at the Department of Manpower of Samarinda City are in their productive and professionally mature age. Employees within this age range generally possess a balance between physical capability and substantial work experience, which can significantly influence both work discipline and performance. Therefore, age serves as an important demographic variable to consider in analyzing human resource behavior within public institutions.

Table 4. Characteristics of respondent divisions

| Division | Frequency | Percentage |
|---|-----------|------------|
| Secretariat | 21 | 35% |
| Workforce Training and Productivity | 13 | 22% |
| Workforce Placement, Job Expansion and Transmigration | 18 | 30% |
| Industrial Relations and Job Requirements | 8 | 13% |

Source: Own compilation (2025)

Based on Table 4, In this study, the respondents consisted of active employees from four main divisions within the Department of Manpower of Samarinda City. The distribution of respondents based on their respective work units is as follows: the Division of Industrial Relations and Employment Requirements with 8 respondents (13%), the Division of Training and Labor Productivity with 13 respondents (22%), the Division of Labor Placement, Job Expansion, and Transmigration with 18 respondents (30%), and the Secretariat with 21 respondents (35%). This distribution indicates that the study involved respondents from all major structural divisions of the Department of Manpower of Samarinda City in a proportional manner. Such coverage provides representative data for analyzing the influence of work discipline on employee performance across each functional area. With an even distribution of respondents, the research findings are more relevant and objective in reflecting the actual organizational conditions.

Validity Test Results

Measurement of data quality is carried out through a validity test. The purpose of validity testing is to determine how well a questionnaire measures its target variables. Using the *r* table value of 0.254 and the projected *r* value variation, the test was conducted using the IBM SPSS version 25 application.

Table 5. Validity test results

| Variable | Items | Pearson Correlation (<i>r</i> hitung) | <i>r</i> table | Information |
|-----------------|-------|---|----------------|-------------|
| Work Discipline | X1 | 0,534 | 0,254 | Valid |
| | X2 | 0,708 | 0,254 | Valid |
| | X3 | 0,811 | 0,254 | Valid |
| | X4 | 0,779 | 0,254 | Valid |

| | | | | |
|----------------------|----|-------|-------|-------|
| | X5 | 0,575 | 0,254 | Valid |
| Employee Performance | Y1 | 0,653 | 0,254 | Valid |
| | Y2 | 0,780 | 0,254 | Valid |
| | Y3 | 0,653 | 0,254 | Valid |
| | Y4 | 0,669 | 0,254 | Valid |
| | Y5 | 0,653 | 0,254 | Valid |

Source: Own compilation (2025)

Based on the results of the test shown in Table 5, all statement items for both variables demonstrated calculated r-values greater than the critical r-value (r table) of 0.254, at a 5% significance level with a total of 60 respondents. This indicates that all questionnaire items in the instrument are valid and appropriate for use in the subsequent data collection process. Thus, the research instrument meets the validity criteria, meaning that the questionnaire items are capable of accurately representing the theoretical constructs of each variable.

Reliability Test Results

Table 6. Reliability test results

| Variable | Cronbach's Alpha | Threshold Value | Description |
|----------------------|------------------|-----------------|-------------|
| Work Discipline | 0,713 | 0.60 | Reliable |
| Employee Performance | 0,709 | 0,60 | Reliable |

Source: Own compilation (2025)

The reliability test was conducted to determine the consistency and stability of the research instrument in measuring the intended variables. In this study, reliability testing was applied to all items of the questionnaire that measured the two main variables: work discipline and employee performance. The statistical method used to assess reliability was Cronbach's Alpha. Cronbach's Alpha is a widely used indicator of internal consistency, where a value above 0.60.

Based on the test results presented in Table 6, the Cronbach's Alpha value for the work discipline variable was 0.713, while the value for the employee performance variable was 0.709. Both values exceed the minimum threshold of 0.60, indicating that the items used to measure each variable demonstrate a satisfactory level of internal consistency. These results suggest that the instruments used in this study are statistically reliable and can be trusted to yield consistent responses across different items within each construct. Reliable instruments are essential in empirical research because they ensure that the data collected is stable and reproducible, minimizing random error. This, in turn, strengthens the overall validity of the research findings and enhances the credibility of conclusions drawn regarding the influence of work discipline on employee performance within the Department of Manpower of Samarinda City.

Normality Test Result

The normality test was applied by assessing the data provided for further analysis to determine whether it was normally distributed or not. To test the data in this study, a normal probability plot was applied by comparing the cumulative distribution of the normal distribution. The results of the normality test were as follows:

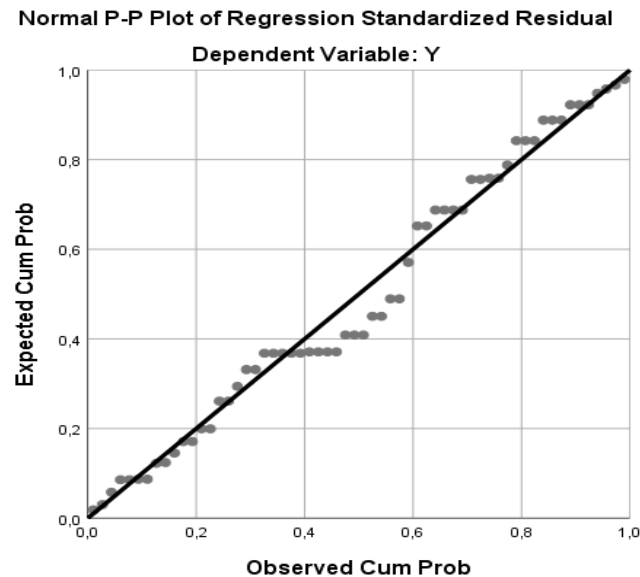


Figure 2. Normality Test Result
 Source: Own compilation (2025)

Figure 2 above shows that the residuals from the regression model generally approach a normal distribution, although there are some deviations around the line. These deviations indicate that there may be some outliers or abnormalities in the residual distribution. Overall, the normality assumption can be considered sufficiently met for further analysis, but caution should be exercised regarding small deviations that may affect the results of the model analysis.

Heteroscedasticity Test Results

The heteroscedasticity test results were examined using a scatterplot that shows the relationship between the standard regression estimate values and the standard regression residuals on the dependent variable. In the scatterplot below, the data points are scattered throughout the graph without showing any clear or systematic pattern.

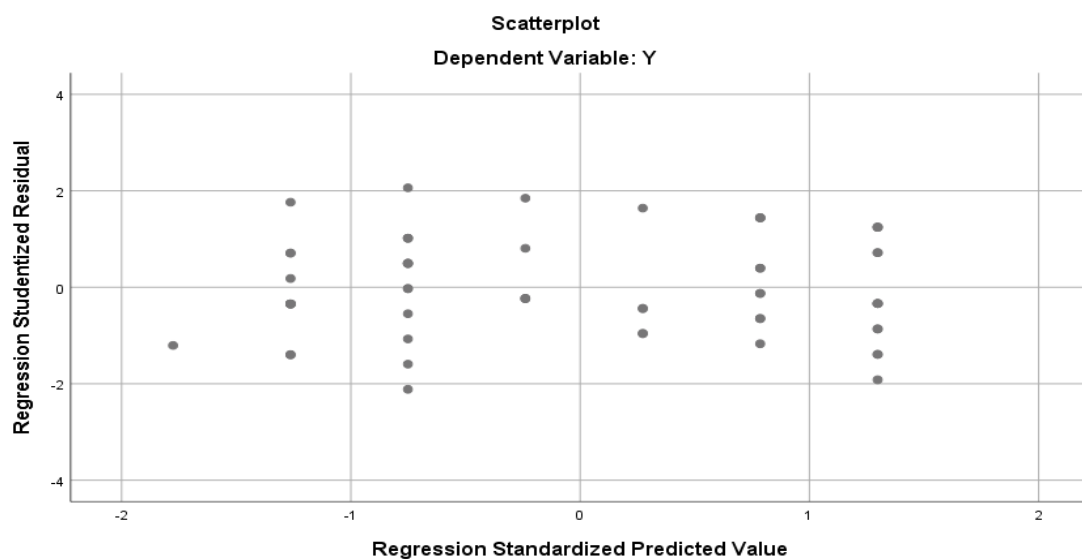


Figure 3. Heteroscedasticity Test Result
 Source: Own compilation (2025)

The results of the heteroscedasticity test presented in Figure 3 show a random scatter of data points around the horizontal axis without forming any specific or discernible pattern. The residual points are evenly distributed both above and below the zero line and do not exhibit patterns such as an open or closed funnel shape. This indicates that there is no evidence of heteroscedasticity in the regression model used. Therefore, it can be concluded that the variance of the residuals is constant (homoscedasticity), and the regression model satisfies one of the key classical assumptions necessary for the validity of the analysis results.

Simple Linear Regression Analysis Results

This research aims to understand whether or not there is an impact of variable X on variable Y. The results of data processing can be observed in the following table:

Table 7. Simple linear regression analysis results

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|-------|------------|-----------------------------|------------|---------------------------|
| | | B | Std. Error | Beta |
| 1 | (Constant) | 9,702 | 2,274 | |
| | X | 0,397 | 0,129 | 0,374 |

Source: Own compilation (2025)

From Table 4, the linear equation in the calculation that has been done based on the table above is: $Y = 9.702 + 0.397X$

The preceding equation is defined as follows:

1. The Ho value = 9.702 states that in the event that the Work Discipline variable (X) is either zero or constant. Consequently, 9.702 is the Employee Performance value.
2. The HI value = With a value of 0.397, we may deduce that there will be a 0.397-unit rise in employee performance for every one-unit increase in the Work Discipline variable.

Hypothesis Test Result

In this study, hypothesis testing was applied using the t-test (partial) method.

Table 8. Results of the t-test (partial)

| Model | t | Sig. | Description |
|---------------------|-------|-------|---------------------------|
| Work Discipline (X) | 3,067 | 0,003 | Significantly Influential |

Source: Own compilation (2025)

The hypothesis testing in this study was conducted to determine whether the variable work discipline has a significant effect on employee performance. The analysis used was simple linear regression, and the results showed that the calculated t-value was 3.067 with a significance level (Sig.) of 0.003. Since the significance value is smaller than the predetermined alpha level of 0.05, it can be statistically concluded that there is a significant influence of work discipline on employee performance. Therefore, the research hypothesis stating that "*Work discipline affects employee performance*" is accepted. The positive and significant t-value indicates that the relationship between the

two variables is positive, meaning that the higher the level of work discipline possessed by employees, the higher the level of performance they are likely to achieve.

DISCUSSION

The results of this study indicate that work discipline has a significant influence on the performance of employees at the Samarinda City Manpower Office. Work discipline is the primary foundation that significantly shapes employee performance within an organization, including within the Samarinda City Labor Department. This discipline reflects each individual's adherence to all established rules, norms, ethics, and procedures, demonstrating their commitment to their duties and responsibilities to ensure that work is always carried out in accordance with expected standards. Work discipline directly enhances operational efficiency and effectiveness. Disciplined employees tend to be more focused, minimize delays, and reduce errors, thereby optimizing resource utilization and achieving work targets more effectively. Work discipline also creates a conducive work environment, while simultaneously fostering professional development and accountability. This motivates employees to continuously learn, develop themselves, and take full responsibility for their actions and decisions, cultivating a transparent and integrity-driven work culture.

Work discipline can help reduce the additional workload that often arises due to indiscipline. When all employees fulfill their responsibilities properly, the workload is distributed fairly, preventing burnout and maintaining high team motivation. Conversely, low discipline such as frequent tardiness or procedure violations can disrupt service schedules, erode public trust, and lead to costly errors. Thus, this indicates that work discipline has a very strong influence on employee performance at the Samarinda City Labor Department. The higher the level of discipline, the more optimal the individual and organizational performance in achieving their vision and mission. To continue improving discipline and performance, the Department can strengthen clear rules and SOPs, ensure leadership that sets an example, implement a fair reward and punishment system, and regularly conduct training and monitoring of discipline levels.

Overall, these findings support the previous theory by (Ali *et al.*, 2023:21) Discipline is a situation or condition created from a series of behaviors and processes or characteristics of a person to demonstrate values such as order, loyalty, regularity, and cleanliness. Previous research by (Mandasari *et al.*, 2022) also supports these findings, where work discipline was found to significantly influence employee performance. Employee performance develops in proportion to the level of work discipline. Conversely, poor work discipline can lead to lower employee performance. Similar findings were also produced by research (Talakua *et al.*, 2020). Employee performance was proven to be influenced by work discipline. Work discipline was proven to have a positive coefficient value, meaning that as work discipline increases, employee performance also improves. This was followed by the results of research by (Suryana & Arief, 2025). Discipline in the workplace has a significant impact on employee performance. Discipline in the office, such as employees arriving on time, working during set working hours, being attentive, and having a positive attitude toward work, will increase the quantity of work and, indirectly, improve the quality of work performed by employees.

CONCLUSIONS

This study aimed to examine the influence of work discipline on employee performance at the Samarinda City Manpower Office using a quantitative research approach. The findings reveal a strong and statistically significant positive correlation between work discipline and employee performance, indicating that discipline is a crucial factor in determining the productivity and effectiveness of civil servants within local government institutions.

The research supports the assertion that disciplined employees are more likely to comply with organizational rules, complete tasks on time, and demonstrate responsibility in their professional roles. These behaviors collectively contribute to higher performance outcomes, both at the individual and organizational levels. The use of simple linear regression analysis confirmed that work discipline not only correlates with but also directly influences employee performance, reinforcing the theoretical understanding that discipline serves as a foundational element in public service excellence.

Moreover, the study highlights the necessity of strengthening institutional policies related to discipline. This includes not only the enforcement of rules and sanctions but also the integration of discipline-focused training into the human resource development strategy. Management should consider designing comprehensive programs that address punctuality, accountability, rule compliance, and commitment to public service ethics as part of ongoing performance improvement efforts.

The practical implication of this research lies in its contribution to evidence-based management in the public sector. Rather than relying on generalized or ad-hoc performance improvement strategies, public institutions particularly at the regional level can utilize empirical data, such as those presented in this study, to develop targeted interventions aimed at improving employee behavior and work outcomes.

In addition to its practical relevance, this study contributes a novel perspective by focusing on a regional government agency in East Kalimantan, Indonesia, an area that is underrepresented in the academic literature. By centering on a local manpower office, the study offers new insights into how behavioral factors such as discipline can significantly impact performance in decentralized public service environments.

Overall, the study reinforces the critical role of work discipline in enhancing the quality and efficiency of government services. It suggests that organizational success, particularly in the public sector, can be achieved not only through structural or policy reform but also through the cultivation of disciplined human capital. Implications The results of this study provide significant practical implications for public sector organizations, particularly for the Samarinda City Manpower Office, in managing and enhancing employee performance. The research findings demonstrate a strong and positive correlation between work discipline and employee performance, suggesting that employee discipline is not merely an administrative concern but a strategic determinant of organizational productivity.

First and foremost, the study underscores the necessity for the consistent implementation of internal disciplinary policies. Management should ensure that rules and regulations are clearly communicated, uniformly applied, and supported by transparent consequences for non-compliance. A well-enforced disciplinary framework fosters a work environment where expectations are understood and respected, thereby encouraging employees to perform optimally.

Secondly, the study highlights the importance of integrating discipline-oriented training into the institution's human resource development agenda. Training programs focused on punctuality, responsibility, compliance with organizational procedures, and commitment to assigned tasks can significantly shape employees' work attitudes and

behavioral patterns. Such initiatives not only reinforce discipline but also cultivate a culture of accountability across the organization.

Furthermore, the research suggests that employee evaluation systems should include discipline-related indicators such as attendance records, task completion timeliness, and adherence to work standards. These indicators can be used to objectively assess performance, identify gaps, and reward exemplary conduct. By aligning performance assessments with behavioral standards, institutions can motivate employees to adopt disciplined work habits.

In addition, this study contributes to the application of evidence-based policymaking in the field of human resource management in the public sector. Rather than relying on assumptions or generalized performance strategies, management can utilize quantitative data—such as that presented in this research to develop targeted interventions aimed at improving discipline and, consequently, performance outcomes.

Finally, from a broader perspective, the novelty of this study lies in its localized focus within the Indonesian public administration context, specifically in the East Kalimantan region. Many studies on public employee performance are conducted in national ministries or urban centers; thus, this research enriches the literature by providing empirical insights from a regional manpower office. It reinforces the idea that even in local government agencies, discipline remains a key driver of effectiveness and service delivery.

Implication

This study offers significant implications both in practical and theoretical contexts, particularly in the field of human resource management within the public sector. The finding that work discipline has a significant influence on employee performance underscores the importance of implementing disciplinary principles as a core strategy in improving organizational effectiveness. In the context of government institutions such as the Samarinda City Manpower Office, this result highlights that discipline is not merely a tool for behavioral control, but also an indicator of professionalism, work ethic, and the overall quality of public service delivery.

From a practical standpoint, the primary implication of this research is the need for organizational management to prioritize the development of work discipline as a central component of employee management strategies. This can be achieved by strengthening supervision systems, enforcing rules consistently, applying fair sanctions and rewards, and promoting leadership that exemplifies discipline in practice. Additionally, organizations must cultivate a work culture that sustains discipline through effective internal communication, a supportive work environment, and active employee involvement in rule-making processes.

Theoretically, this study contributes to the growing body of literature that identifies work discipline as a key predictor of employee performance. These findings are aligned with organizational behavior and performance management theories that regard discipline as fundamental to achieving organizational goals. Moreover, the results provide a basis for future studies to develop more comprehensive models by incorporating mediating or moderating variables such as work motivation, organizational commitment, job satisfaction, and leadership style, in order to better understand the mechanisms through which discipline affects performance.

In terms of policy, this research can serve as a reference for decision-makers in the public sector to design discipline-strengthening programs that are data-driven and responsive to actual organizational needs. Such efforts are expected to enhance not only individual employee performance but also the overall quality of organizational

governance. Thus, this study not only offers academic contributions but also provides tangible implications for shaping a more professional, accountable, and results-oriented public administration.

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