

The Influence of Work Discipline on Employee Performance at the Towuti District Office, East Luwu Regency

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Abstract. *The purpose of this study is to ascertain how work discipline affects employee performance at the East Luwu Regency's Towuti District Office. This study's foundation is founded on preliminary findings that point to issues with employee discipline, including tardiness, unexcused absences, and unacceptable behavior during working hours. This study, which included 39 employees overall, took a quantitative approach using the census method. Techniques for gathering data included recordkeeping, questionnaires, interviews, and observation. According to descriptive results, the work discipline aspect's highest average value is found in the indication of adherence to agency regulations and time restrictions. Regression analysis results, however, show that work discipline has a marginally favorable impact on employee performance. Despite the importance of work discipline, this data suggests that its impact is not statistically significant enough, perhaps as a result of the presence of other elements like leadership, motivation, and the performance evaluation system. Although this insignificance is consistent with a number of other studies, it runs counter to other results that indicate a considerable influence. Other contributing factors include inadequate supervision, lax enforcement of rules, and a less-than-ideal workplace culture. Therefore, in order to improve overall employee performance, work discipline must be improved through increased monitoring and ongoing coaching.*

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INTRODUCTION

Human resources are an essential component in managing and propelling an organization, according to Sinambela et al. (2022). Every employee, managerial and operational, in an organization bears complete responsibility for accomplishing the organization's objectives and fulfilling its members' aspirations (Tannenbaum, 1962; Paarlberg & Perry, 2007). Since they are the ones that plan, carry out, and determine the organization's objectives, humans always play an active and dominant part in all organizational activities.

Burnett & Lisk (2021) Even with the most advanced technologies the firm has at its disposal, goals cannot be accomplished without the active engagement of its employees. It is critical that employees do not actively participate. The ability to be a part of an organization that can produce and increase competitive value is the organizational component that is essential for reaching desired goals (Aziz et al., 2022; Moore, 2000; Singh, 2012; Lei & Slocum, 2005).

Strong performance from competent human resources can help an organization succeed (Sinambela et al., 2022; Lado & Wilson, 1994). On the other hand, a corporation may be at a competitive disadvantage due to ineffective human resources that perform poorly. As a result, people frequently become more productive. Gerber et al. (2014) and Michie (2002) said that, changes in the workplace can lead to an imbalance between each person's mental and physical activities, which, if uncontrolled, might result in new psychological and physical issues. Consequently, personnel operations like hiring, staff selection, training, and utilization are crucial when thinking about an organization's human resources component (Okoye, P. V. C., & Ezejiolor, 2013; Lepak et al. 2006)

Accordingly, higher expectations for each person's performance are one effect that human resources occasionally has to deal with (Norawati et al., 2021). Each regional apparatus must conduct its operations in line with predetermined performance targets in an attempt to raise the standard of public services and governance (Radin, 2000; Akbar et al., 2015; Jackson, 1993. This performance acts as a gauge for how well the planned program is being implemented. Not all performance goals are, however, optimally achieved in practice. Targets and actual performance were found to differ significantly, according to performance statistics for a number of key activities and sub-activities (Lin, 2020; Espino-Rodríguez & Padrón-Robaina, 2005; Münstermann et al., 2010).

Only 20% of the goals were met by a number of crucial tasks, as seen in the accompanying table. This accomplishment highlights the existence of underlying issues that require additional investigation from the perspectives of internal oversight, planning, and execution (Boufounou et al., 2024). An early summary of the necessity of this research is given in the following table, which highlights the significance of assessing the performance of the regional apparatus in carrying out its work program (Diez, 2002; Greiling, 2006; Drucker & Goldstein, 2007).

Performance is a work outcome that contributes and is closely linked to the strategic goals of the firm and customer pleasure. Although work discipline has a positive but negligible effect on employee performance, the study's findings show that work discipline variables can have a significant impact on employee performance (Hijrah et al., 2024; Abd & Alfiannor, 2024; Puspitasari et al., 2022). Performance is positively and significantly impacted by work processes (Presilawati et al., 2024).

(Atrisia & colleagues, 2025) Additionally, infrastructure significantly and favorably affects performance. According to (Oktarina & Hanifah, 2020) (Nugroho & Hartadi, 2022), In Christiannatus et al. (2020), Employee self-control and consistent application of discipline show how committed a worker is to their job inside a firm or organization. Workers will face consequences if they violate rules that are not established by the organization (Shoislomova, 2022). Employee performance is positively and significantly impacted by work discipline, according to research (Harsono, 2023). Furthermore, the ability to follow rules might reveal a person's discipline in Puspitasari et al. (2022).

Work procedures are the steps involved in effectively and appropriately managing a task. If everyone in an organization, both individuals and groups, is committed to following and putting into practice the existing work procedures' tenets, the implementation of work procedures will be more successful. According to research findings, work processes significantly and favorably affect employee performance (Atrisia et al., 2025). Additionally, work practices improve employee performance (Presilawati et al., 2024).

One of the most important metrics used to evaluate employee performance in government organizations is work discipline (Maryani et al., 2021; Angriani & Eliyana, 2020; Soetjipto et al., 2021; Soetjipto et al., 2021; Santoso & Oktafien, 2021). Employee professionalism and responsibility in performing organizational tasks and functions are demonstrated by attendance, punctuality, and adherence to work rules. The degree of employee discipline, which still exhibits a number of issues, especially with regard to tardiness and absenteeism, served as the impetus for this study.

Several employees were reported as tardy, others were performing their jobs outside of the office (outside duty), and some employees were absent without authorization (TK), according to the attendance data gathered. Despite the fact that there were no employees who requested leave, the high rate of tardiness suggests that the variables affecting employee discipline need to be thoroughly examined. An initial summary of employee absenteeism is given in the following table, which will be used as the foundation for examining the connection between work discipline and overall employee performance.

METHODS

This kind of quantitative research aims to test the hypothesis in order to understand the causal relationship (impact). In order to subsequently determine how work discipline affects employee performance at the Towuti sub-district office, East Luwu Regency, this approach is employed since it is pertinent to the thesis writing issue. The Towuti Sub-district Office, located specifically on Jl. Jend. Sudirman, Langkae Araya, Towuti District, East Luwu Regency, South Sulawesi 92982, was the site of this study. Because it demonstrates that staff performance is still below ideal, the Towuti Sub-district Office in East Luwu Regency was selected as the research site. A population, is a category for generalization made up of items or people with specific amounts and attributes chosen by researchers for study and subsequent conclusion-making. However, the sample is a subset of the population's size and attributes. The 39 workers of the Towuti Sub-district Office in East Luwu Regency made up the study's population. This study is known as a census study since a sample of the complete population was used. Quantitative research methodology was employed. When employing a quantitative approach, all data or information is processed through statistical methods and expressed in numerical form. This study's method of gathering data involved employing a variety of tools, such as (1) observation, (2) interviews, (3) questionnaires, and (4) documentation, to get information directly from the subject of the study. This study's data analysis approach consists of multiple crucial steps. Validity and reliability tests are the first components of the variable instrument test. To ascertain whether the measuring device can measure what it is intended to measure, validity tests are employed. If the computed r value is higher than the table r value and is positive, the instrument is deemed legitimate. On the other hand, the instrument is deemed invalid if the computed r value is lower than the table r value. The reliability test then seeks to gauge the questionnaire's degree of stability or consistency across time. Cronbach's Alpha is used to determine reliability; a variable is deemed dependable if its Alpha value is greater than 0.60. A greater degree of dependability is indicated by an alpha value nearer one.

The traditional assumption test, which comprises tests for multicollinearity, heteroscedasticity, and normality, comes next (Ainiyah et al., 2016; Knief & Forstmeier, 2021; Wilcox, 2019). By applying the Kolmogorov-Smirnov approach, which defines normal data as having a probability value greater than 0.05, the normality test seeks to ascertain whether the data distribution in the regression model is normal. To ascertain whether residual variance between data is unequal, the heteroscedasticity test is used; a suitable regression model should not exhibit heteroscedasticity. In the meanwhile, correlations between independent variables are found using the multicollinearity test. If the VIF value is greater than 10 or the tolerance is less than 0.1, multicollinearity symptoms are detected; if the VIF is less than 10 or the tolerance is greater than 0.1, multicollinearity is not present. The value of the dependent variable (Y), which is employee performance, was then predicted using multiple linear regression analysis based on the independent variables, infrastructure (X3), work processes (X2), and work discipline (X1), in order to test the hypothesis. $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ is the regression equation that is employed, in which a is a constant and e is the standard error. The F test and the coefficient of determination (R^2) are used in the last step, hypothesis testing. The model's capacity to explain the data is evaluated using the F test. Decisions on hypothesis testing are based on probability values: H_0 is accepted if $P > 0.05$ and rejected if $P \leq 0.05$. The degree to which the regression model can account for variance in the independent variables is indicated by the coefficient of

determination (R^2). The model may account for the majority of the variance in the dependent variable when the R^2 value is close to 1.

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

Descriptive statistical analysis, interpreting the average value of each indicator in this research variable, is intended to provide an overview of the SPS indicators that form the overall concept of the research model. The basis for interpreting the average values used in this study refers to the score interpretation used by Riduwan et al. (2023), as illustrated in the following table:

Table 1. Basis for Interpreting Item Scores in Research Variables

Average Score	Rating
1,00 - 1,80	Very poor
1,81 - 2,61	Poor
2,62 - 3,42	Fairly good
3,43 - 4,23	Good
4,24 - 5,00	Very good

Source: Riduwan (2023)

Work discipline is measured using four indicators: adherence to time regulations, adherence to agency regulations, adherence to work-related conduct, and adherence to other regulations. Respondents' responses or perceptions regarding work discipline are shown in the following table.

Table 2. Work Discipline

Indicator	Respondent Answer Score										Rata-rata
	TS(1)		KS(2)		CK(3)		S(4)		SS(5)		
	F	%	F	%	F	%	F	%	F	%	
Obey the Time Rules (X1)											
X1.1.1	3	7,7	20	51,3	16	41,0	4,33
X1.1.2	3	7,7	16	41,0	20	51,3	4,44
Average											4,38
Comply with Agency Regulations (X1)											
X1.2.1	4	10,3	18	46,2	17	43,6	4,33
X1.2.2	2	5,1	18	46,2	19	48,7	4,44
Average											4,38
Comply with the Rules of Conduct at Work (X1)											
X1.3.1	.	.	1	2,6	3	7,7	18	46,2	17	43,6	4,31
X1.3.2	.	.	1	2,6	3	7,7	19	48,7	16	41,0	4,28
Average											4,29
Comply with Other Regulations (X1)											
X1.4.1	3	7,7	19	48,7	17	43,6	4,36
X1.4.2	.	.	2	5,1	4	10,3	14	35,9	19	48,7	4,28
Average											4,32
Overall Average of Monkey Discipline Variables (X1)											4,35

According to the data analysis of the four variables that make up the Work Discipline variable (X1), the respondents' degree of work discipline fell into the very high category, with an overall average of 4.35. Following the time rules, following agency regulations, following work

conduct rules, and following other regulations are the four indicators that are measured in this variable. The high average scores for each indication, which ranged from 4.28 to 4.38, showed that respondents generally exhibited very good levels of discipline in all areas. Adherence to Time Rules, which had the same score as the Adherence to Agency Regulations indicator (4.38), had the highest average. Since time discipline is closely linked to productivity, effectiveness, and job efficiency, Adherence to Time Rules is thought to have the biggest impact on performance, even though both indicators have the same value.

Time-disciplined workers typically arrive on time, finish tasks by the deadline, and effectively manage their time while at work. This directly affects work output since efficient time management will boost both the volume and caliber of work produced. Additionally, accountability, professionalism, and teamwork are all strengthened by time management. Although they are more structural in nature and do not directly impact individual performance, other variables like Compliance with Agency Regulations (average 4.38), and Compliance with Other Regulations (average 4.32), play a significant role in defining discipline. Despite being in the high category, the Work Compliance with Rules of Conduct indication has the lowest score, at 4.29. This low score suggests that there is still opportunity for growth in areas of professional conduct, courteous communication, and respect for one another in order to promote overall performance. Therefore, it can be said that the most important component of work discipline that affects employee performance is the Compliance with Time Rules indication. This emphasizes how crucial it is to establish a work culture that supports time management as a basis for raising general output and quality of work.

Research Instrument Validity Test

Validity and reliability tests are the data instrument tests that are being discussed. Validity is a metric that quantifies how accurately or consistently the instrument measures the content of the questions. The purpose of this test is to look for mistakes in the way each statement item measures its variable. The purpose of this validity test is to ascertain whether the questionnaire's questions appropriately gauge the subject of the investigation. Examining the relationship between item scores and each variable's overall score is how validity testing is done. Outer loading is used to test validity at a significance level of 0.05. The correlation coefficient is significant and the instrument is legitimate if the calculated $r > r_{table}$ or if the correlation coefficient is less than 0.05 (calculated $r < 0.05$). However, the instrument is deemed faulty if the estimated $r < 0.05$ or $r < r_{table}$. Finding the entire sample size (n) in this investigation yielded the r_{table} , which is $r_{table} = n^{-2} = 39 = 0.316$. If a person's responses to the questions are constant or stable throughout time, the instrument is deemed dependable. If a variable yields a Cronbach's alpha value more than 0.60, it is deemed dependable (Sanaky, 2021). The outcomes of the validity and reliability calculations between variables are as follows:

Table 3. Validity Test Analysis

Variable	Validity				
	Indicator	R count	R table	Sig	Information
Work discipline (X1)	X1.1	0,550	0,316	0,000	Valid
	X1.2	0,556	0,316	0,000	Valid
	X1.3	0,703	0,316	0,000	Valid
	X1.4	0,596	0,316	0,000	Valid
	X1.5	0,581	0,316	0,000	Valid
	X1.6	0,606	0,316	0,000	Valid
	X1.7	0534	0,316	0,000	Valid
	X1.8	0,784	0,316	0,000	Valid
Work procedures (X2)	X2.1	0,771	0,316	0,000	Valid
	X2.2	0,516	0,316	0,000	Valid
	X2.3	0,850	0,316	0,000	Valid
	X2.4	0,633	0,316	0,000	Valid

	X2.5	0,572	0,316	0,001	Valid
	X3.1	0,511	0,316	0,001	Valid
	X3.2	0,650	0,316	0,000	Valid
Infrastructure (X3)	X3.3	0,655	0,316	0,000	Valid
	X3.4	0,759	0,316	0,000	Valid
	X3.5	0,381	0,316	0,017	Valid
	X3.6	0,717	0,316	0,000	valid
Performance (Y)	Y1	0,591	0,316	0,000	valid
	Y2	0,762	0,316	0,000	valid
	Y3	0,532	0,316	0,000	valid
	Y4	0,774	0,316	0,000	valid
	Y5	0,619	0,316	0,000	valid
	Y6	0,678	0,316	0,000	valid
	Y7	0,437	0,316	0,005	Valid
	Y8	0,745	0,316	0,000	Valid
	Y9	0,772	0,316	0,000	valid

The correlation (r count), which was higher than the necessary r table of 0.316, was determined based on the validity test results above. Work Discipline (X1), Work Procedures (X2), Facilities and Infrastructure (X3), and Performance (Y) all had Correction Item Total Correlation (r count) values between 0.381 and 0.784. All of the items in the Work Discipline, Work Procedures, Facilities and Infrastructure, and Performance questionnaires are valid, or able to express what the questionnaire will measure, and can thus be used for additional analysis, according to these results, which show that the r count value is greater than 0.316 (r table).

Test of Research Instrument Reliability

The process of determining how trustworthy or dependable a measurement device is called reliability. Only when a measuring device continually yields consistent results from unchanged measurement phenomena conducted at various times can it be considered trustworthy or reliable. The Conbach's Alpha approach can be applied to reliability testing. If a research instrument's alpha, or reliability coefficient, is 0.06 or greater, it is deemed dependable. Reliability testing is therefore an essential stage in making sure the research tool is reliable and able to generate accurate data for additional analysis. The following are the findings of the research instrument reliability test based on the data collected for the study:

Table 4. Reliability Test

No	Variable	Crombach's Alpha	Standard Value	Information
1	Work discipline (X1)	0.767	0.60	Reliabel
2	Work procedures (X2)	0.673	0.60	Reliabel
4	Infrastructure (X3)	0.652	0.60	Reliabel
3	Performance (Y)	0.836	0.60	Reliabel

Based on the reliability test results in the table above, the Cronbach's Alpha for the work discipline variable was 0.767, work procedures 0.673, facilities and infrastructure 0.652, and performance 0.836. This indicates that the Cronbach's Alpha values above produce an alpha coefficient (Cronbach's Alpha) > 0.60, thus concluding that the instrument used is reliable.

Multicollinearity Test

Multicollinearity is a condition where there is a very high correlation between independent variables in a regression equation. According to Herawati et al. (2018), multicollinearity means a high (near-perfect) correlation between the independent variables. To detect the presence of multicollinearity, the VIF (Variance Inflating Factor) is examined. If the VIF value is less than 5, then multicollinearity is not present in the model.

Table 5. Multicollinearity Test

Variabel	Toleransi	VIF	Ket.
Disiplin kerja (X1)	0.057	1,045	Tidak Multikolinieritas
Prosedur kerja (X2)	0.004	1,420	Tidak Multikolinieritas
Sarana prasarana (X3)	0.082	1,466	Tidak Multikolinieritas

Based on Table 5, it is known that none of the VIF values exceed 5, thus it can be concluded that multicollinearity does not occur.

Heteroscedasticity Test

In regression analysis, the heteroscedasticity test is a technique used to determine whether or not each observation value contains confounding errors or unequal residual variances. One of the presumptions of the basic linear regression model is that the error's (residual) variance must be constant, or homoscedastic. Heteroscedasticity arises when this presumption is broken and the residuals' variance varies. Because its existence may result in inaccurate analytic results and ineffective regression parameter estimates, the heteroscedasticity test is crucial. The graphic below displays the findings of the heteroscedasticity test:

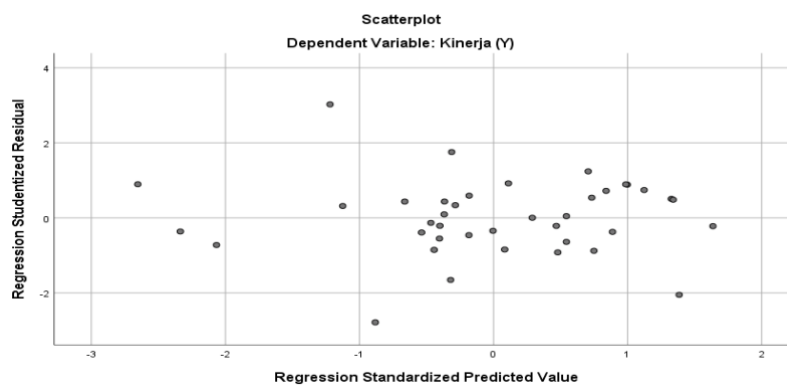


Figure 1. Heteroscedasticity Test
Source: Processed data, 2025

Based on the figure above, the points are spread above and below the number 0 on the Y-axis, so the regression model can be said to be free of heteroscedasticity.

Normality Test

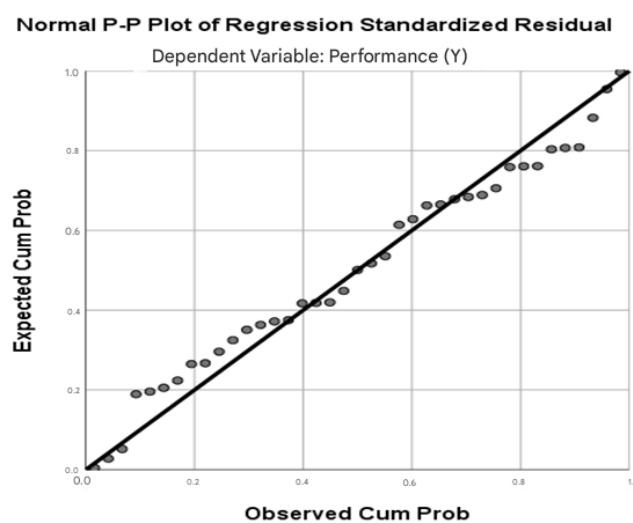


Figure 2. Normal Probability Plot Test

Based on the figure above, the plotted data (dots) follow the diagonal line, so the data can be said to be normally distributed.

Regression Analysis

Regression analysis was conducted to prove the hypothesis proposed in this study, namely to analyze the influence of the independent variables on the dependent variable, to test the previously stated research hypothesis. The basis for hypothesis testing in this study uses probability values for partial tests. In general, the hypotheses proposed in this study are as follows:

Ho: There is no influence between the independent variables on the dependent variable

Ha: There is an influence between the independent variables on the dependent variable

The basis for decision-making is:

$P \leq 0.05$, then Ho is rejected

$P > 0.05$, then Ho is accepted

This hypothesis testing was conducted using multiple linear regression statistical analysis techniques, the following explanation according to the formulated hypotheses.

Hypothesis Testing

Based on the empirical model proposed in this study, the proposed hypothesis can be tested through regression coefficient testing. The test results in Table 5 represent hypothesis testing using the p-value. If the p-value is less than 0.05, the effect between the variables is significant. The test results are presented in the following table.

Table 6. Regression Analysis

HIP	Independent Variables	Dependent Variable	B	Beta	t- count	Sig	Information
	Constant		9,009		1,316	,197	
H1	Discipline	Employee Performance	,037	,028	,251	,803	Not Significant
H2	Procedures	Employee Performance	,433	,265	2,049	,048	Significant
H3	Infrastructure	Employee Performance	,782	,594	4,519	,000	Significant
R = ,766		Y=9,009+0.037_{x1}+ 0,433_{x2} + 0,783_{x3} + 0,642					
R Square =,587		Sig =,000					
F =16,599							

Discipline has a positive but insignificant influence on employee performance with $P = .803 > 0.05$ with a coefficient value of .037 (can be seen in attachment 5). This coefficient shows that work discipline does not encourage increased employee performance at the Towuti District Office, East Luwu Regency.

Work discipline influences employee performance

The regression analysis's findings are shown in the table to address the problem formulation and the first hypothesis. The data indicates that employee performance is positively but marginally impacted by work discipline. According to this research, work discipline at the Towuti Sub-district Office still has an impact on performance improvement, although a minor one. According to the study's findings, employee performance is positively but marginally impacted by work discipline. These findings suggest that while there is a trend for improved performance to follow high work discipline, the relationship is not statistically significant. This can be brought on by a number of additional elements that also affect performance, including leadership, motivation, and the organization's performance review system.

These results are in line with studies by Hijrah et al. (2024); Harsono, (2023) and Abd & Alfiannor, (2024), which discovered that work discipline has a favorable but not statistically significant impact on employee performance. This implies that work discipline interacts with other factors to influence performance in some situations rather than being the only significant

element. These findings, however, contradict studies by Puspitasari et al. (2022), which shown that work discipline significantly and favorably affects employee performance. Disparities in organizational traits, work cultures, supervision systems, and the uniformity of disciplinary regulations in each work unit under study can all account for these discrepancies in outcomes.

According to descriptive statistics, when compared to other work discipline indicators like adherence to work behavior and other regulations, compliance with time and agency requirements has the highest average score. This exhibits a great degree of discipline, especially when it comes to following the agency's formal regulations and deadlines. According to data gathered on the job, while employee attendance is comparatively high, it does not represent the best possible degree of work discipline. There were still a number of infractions discovered, including employees arriving late for work and straying from the designated workspace during working hours.

This instance shows that accountability and dedication to responsibilities do not go hand in hand with physical presence. The efficiency of task execution and the caliber of services rendered are directly impacted by this lack of work discipline. A lack of strict enforcement of rules, inadequate supervision from superiors, and the absence of a discipline-based workplace culture are some of the likely contributing reasons. This issue has the potential to lower overall employee performance if it is not addressed. Therefore, in order to establish a professional, orderly, and productive work environment, efforts must be taken to promote work discipline by fortifying the supervisory structure, enforcing strict but instructive consequences, and offering ongoing coaching.

CONCLUSION

Based on the findings of the quantitative study and discussion, it can be concluded that the work discipline in the Towuti Sub-district Office, East Luwu Regency has positive but statistically insignificant impact on the performance of employees. This observation means that even though the employees exhibit a high level of discipline especially in the compliance with time regulation and agency regulation, the work discipline in itself is not a conclusive determinant of improving employee performance. This triviality of this effect implies that other salient factors, including work procedures and infrastructure, have been established to have a huge influence on employee performance. Moreover, the presence of disciplinary problems like lateness and minimal supervision suggest that the discipline has not been internalised in the best way possible as a culture that drives performance. Therefore, although work discipline is a crucial organisational aspect, its performance enhancing role requires to be supported by good supervision, maintenance of rules and in conjunction with other organisational systems.

SUGGESTION

It is recommended that agencies improve employee discipline through consistent coaching, direction, and enforcement of rules, in order to create a positive work culture

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