

The Interplay of Work Facilities and Discipline in Enhancing Employee Performance: A Case Study in a Public Sector Environmental Agency

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Abstract: This study aims to analyze the partial and simultaneous influence of work facilities and work discipline on employee performance within a public environmental agency in a developing region. This research employed a quantitative approach with an explanatory research design. The population consisted of 171 employees at the Environmental Agency of Belu Regency, with a sample of 100 respondents selected through probability sampling using Slovin's formula. Data were collected via a validated and reliable questionnaire and analyzed using simple and multiple linear regression. The results demonstrate that: (1) Work facilities have a significant positive effect on employee performance ($t=6.385$, $p<.001$). (2) Work discipline has a significant positive effect on employee performance ($t=7.532$, $p<.001$). (3) Simultaneously, work facilities and work discipline significantly influence employee performance ($F=36.820$, $p<.001$), accounting for 42% of the variance in employee performance (Adjusted $R^2 = 0.420$). This study provides empirical evidence on the synergistic effect of structural support (facilities) and behavioral factors (discipline) on performance in the under-researched context of a local public environmental agency. The findings offer valuable insights for public sector managers on optimizing resource allocation and fostering a disciplined work culture to improve service delivery.

Keywords: Employee Performance, Work Facilities, Work Discipline, Public Sector, Environmental Agency.

1. Introduction

The performance of human resources (HR) is a fundamental pillar of organizational success, in both the private and public sectors. In the public sector, employee performance directly impacts the quality of public services and the achievement of development goals (Rainey, 2009). Therefore, identifying the determining factors of employee performance is a crucial agenda in HR management studies (Aguinis, 2019). Two factors consistently identified as important antecedents of performance are the physical work environment, represented by work facilities, and individual behavioral factors, such as work discipline (Spector, 2017).

The Environmental Agency (DLH) of Belu Regency plays a strategic role in preserving the ecosystem and the quality of life for the community in its region. The effectiveness of this institution, particularly in Division 2 which handles waste and hazardous material management, is highly dependent on the optimal performance of its employees. However, preliminary observations indicate challenges in achieving performance targets. Key programs such as waste management (90% realization), waste utilization and the 3R program (75%), and guidance for business actors (85%) have not reached maximum results. This phenomenon is strongly suspected to be related to two main issues: the limitation of adequate work facilities and a suboptimal level of work discipline.

Specifically, an imbalance was found between the number of work equipment (such as gloves, masks, and uniforms) and the number of employees in the field. Furthermore, a lack of supporting equipment for operational vehicles often hinders the completion of tasks. On the other hand, work discipline issues manifest in the form of tardiness, absenteeism, and leaving work before closing time, indicating a lack of adherence to work norms and ethics.

Although many studies have confirmed the separate influences of work facilities (Riyanto, 2021) and work discipline (Ghozali, 2018) on performance, studies examining the simultaneous influence of these two variables in the unique context of a regional environmental agency are still limited. This study aims to fill this gap by answering the following research questions.

- Does work facility have a significant effect on the performance of employees at the DLH Division 2 of Belu Regency?
- Does work discipline have a significant effect on the performance of employees at the DLH Division 2 of Belu Regency?
- Do work facilities and work discipline simultaneously have a significant effect on the performance of employees at the DLH Division 2 of Belu Regency?

Thus, this study is expected to provide robust empirical evidence on the importance of integrating investment in facilities with the cultivation of a disciplined culture to drive performance in the public sector.

2. Literature Review and Hypothesis Development

2.1. Work Facilities and Employee Performance

Work facilities encompass all physical and non-physical resources provided by an organization to support the execution of employee tasks. According to the Job Demands-Resources (JD-R) model, work facilities can be categorized as job resources, which are aspects of the job that are functional in achieving work goals, reducing job demands, and stimulating personal growth (Bakker & Demerouti, 2017). The availability of adequate resources, such as proper equipment and a safe work environment, can reduce stress and increase work engagement, which in turn positively impacts performance (Schaufeli, 2017). Employee performance itself is defined as the work results achieved by an individual in accordance with their roles and responsibilities within the organization (Cascio, 2018).

The relationship between facilities and performance has been empirically proven. Research by Veldhoven (2005) shows that a supportive work environment significantly correlates with satisfaction and performance. Good facilities not only increase productivity but also send a signal to employees that the organization cares about their well-being, which can enhance intrinsic motivation (Herzberg, Mausner, & Snyderman, 1959). Based on this theoretical foundation and empirical findings, the first hypothesis is formulated:

- H₁: Work facilities have a positive and significant effect on employee performance.

2.2. Work Discipline and Employee Performance

Work discipline is an individual's attitude of compliance and adherence to the prevailing regulations, procedures, and ethical norms within an organization. It is a form of self-control and commitment by employees to act in accordance with organizational goals (Redman & Wilkinson, 2009). According to the Social Exchange Theory, when employees feel they are treated fairly by the organization, they tend to reciprocate with positive behaviors, including high discipline (Blau, 1964). High discipline ensures that tasks are completed on time, to the expected quality standards, and with efficient use of resources, which are core components of employee performance (Campbell, 1990).

Discipline helps employees to stay focused, be responsible, and work effectively, which directly contributes to the achievement of individual and organizational targets. Previous research has consistently shown a strong positive relationship between work discipline and various performance measures (Atmojo, 2015; Hidayat & Kholil, 2017). Therefore, the second hypothesis is proposed:

- H₂: Work discipline has a positive and significant effect on employee performance.

2.3. The Simultaneous Effect of Work Facilities and Work Discipline on Employee Performance

Work facilities and work discipline are two complementary pillars in driving performance. Adequate work facilities provide the ability (enabler) for employees to work optimally, while work discipline provides the willingness (driver) to use that ability consistently and responsibly. Without good facilities, even disciplined employees will be hampered. Conversely, advanced facilities are of no use if operated by undisciplined employees (Robbins & Judge, 2021).

The combination of adequate resources (facilities) and orderly work behavior (discipline) creates a work environment conducive to high productivity. Investment in facilities will yield maximum returns if accompanied by a disciplined work culture, creating a positive cycle where good performance is rewarded and supported by better resources. Thus, the third hypothesis is formulated:

- H₃: Work facilities and work discipline simultaneously have a positive and significant effect on employee performance.

4.1.1. Sub-sub-Section Literature Review

3. Research Methods

3.1. Research Design

This study uses a quantitative approach with a correlational-explanatory design to test hypotheses of causal relationships between variables.

3.2. Population and Sample

The population was all employees of the DLH Division 2 of Belu Regency, totaling 171 people. The sampling technique used was probability sampling with Slovin's formula at a 10% margin of error, resulting in a sample of 100 employees.

3.3. Variables and Measurement

The independent variables are Work Facilities (X1) and Work Discipline (X2). The dependent variable is Employee Performance (Y). All variables were measured using a questionnaire with a 5-point Likert scale (1=Strongly Disagree to 5=Strongly Agree).

3.4. Data Collection Technique

Primary data were collected through the direct distribution of questionnaires to respondents.

3.5. Instrument Testing

The validity of the instrument was tested using Pearson Product Moment correlation, and reliability was tested with Cronbach's Alpha.

3.6. Data Analysis Technique

Data were analyzed using descriptive and inferential statistics. Inferential analysis included classical assumption tests (normality, multicollinearity, autocorrelation, heteroscedasticity, and linearity), as well as simple and multiple linear regression for hypothesis testing.

4. Result and Discussion

4.1. Result

4.1.1. Instrument Quality Test

The validity test showed that all 23 questionnaire items were valid, with item-total correlation values exceeding 0.50. The reliability test showed that all variables had high internal consistency, with Cronbach's Alpha values for Work Facilities (0.848), Work Discipline (0.767), and Employee Performance (0.859), all of which exceeded the 0.60 threshold.

4.1.2. Classical Assumption Test

The results of the classical assumption tests indicate that the regression model meets all required criteria:

- Normality: Residuals are normally distributed (Asymp. Sig. Kolmogorov-Smirnov = 0.110 > 0.05).
- Multicollinearity: No multicollinearity occurred (Tolerance = 0.707 > 0.1; VIF = 1.414 < 10).
- Autocorrelation: No autocorrelation was present (Durbin-Watson = 2.068).
- Heteroscedasticity: There was no heteroscedasticity pattern in the scatterplot.
- Linearity: A linear relationship exists between the independent and dependent variables (Sig. Deviation from Linearity > 0.05).

4.1.3. Regression Analysis and Hypothesis Testing

The results of the simple and multiple linear regression analyses are presented in Table 1.

Table 1: Summary of Regression Analysis Results

<i>Regression Model</i>	<i>Variable</i>	<i>B</i>	<i>SE</i>	<i>β</i>	<i>t</i>	<i>p</i>
Model 1	(Constant)	14,087	1,338		10,531	<.001
	Work Facilities (X1)	0,73	0,114	0,542	6,385	<.001
Model 1 Statistics				R= .542, R ² = .294, F (1,98) = 40.767, p <.001		
Model 2	(Constant)	7,501	1,991		3,769	<.001
	Work Discipline (X2)	0,821	0,109	0,605	7,532	<.001
Model 2 Statistics				R=.605, R ² =.367, F (1,98) = 56.726, p <.001		
Model 3	(Constant)	6,953	1,903		3,655	<.001
	Work Facilities (X1)	0,408	0,123	0,303	3,329	0,001
	Work Discipline (X2)	0,599	0,124	0,441	4,849	<.001
Model 3 Statistics				R= .657, R ² = .432, Adj. R ² = .420, F (2,97) = 36.820, p <.001		

Source: Primary Data Analysis (2025)

- H₁ Testing: The results of the simple regression (Model 1) indicate that work facilities have a positive and significant effect on employee performance ($\beta=.542$; $t=6.385$; $p<.001$). Thus, H₁ is accepted.
- H₂ Testing: The results of the simple regression (Model 2) indicate that work discipline has a positive and significant effect on employee performance ($\beta=.605$; $t=7.532$; $p<.001$). Thus, H₂ is accepted.
- H₃ Testing: The multiple regression results (Model 3) show that work facilities and work discipline simultaneously have a significant effect on employee performance ($F(2,97)=36.820$; $p<.001$). The Adjusted R² value of 0.420 indicates that these two variables can explain 42% of the variance in employee performance. Thus, H₃ is accepted.

4.2. Discussion

4.2.1. Interpretation of Findings

The findings of this study confirm the crucial role of work facilities and work discipline as significant predictors of employee performance at the DLH of Belu Regency. The significant influence of work facilities (H₁) is in line with the JD-R theory (Bakker & Demerouti, 2017), which states that the availability of job resources can motivate and facilitate task achievement. In the context of the DLH, adequate and safe work equipment is not just a tool but a signal of organizational support that makes employees feel valued and capable of working optimally.

The support for H₂ affirms that work discipline is the foundation of productive behavior. Adherence to time and work rules ensures that workflows run smoothly and targets can be achieved efficiently. This finding is consistent with many previous studies (Atmojo, 2015) and underscores that in the public sector, where accountability is a focus, discipline is not only an obligation but also an essential driver of performance.

The most compelling finding is the strong support for H₃, where facilities and discipline simultaneously explain 42% of the variance in performance. This indicates a synergistic effect. Good facilities become ineffective without the discipline to utilize them correctly, and conversely, high discipline is constrained by a lack of facilities.

This implies that interventions to improve performance must be holistic, combining infrastructure improvements (structural aspects) with the strengthening of work culture (behavioral aspects).

4.2.2. *Theoretical and Managerial Implications*

Theoretically, this study contributes by testing a performance model that integrates resource predictors (facilities) and individual behavior predictors (discipline) in the context of the public sector in a developing country, an area that still requires much exploration.

Managerially, these findings provide practical recommendations for the leadership of the DLH of Belu Regency and similar agencies:

- **Audit and Investment in Facilities:** Conduct regular audits of work facility needs in the field and strategically allocate budgets to ensure the availability of adequate, safe, and standard-compliant equipment.
- **Strengthening Discipline Management Systems:** Implement transparent attendance and work monitoring systems, accompanied by a reward mechanism for highly disciplined employees and consistent consequence management for violations.
- **Integrated Approach:** Policies for improving facilities must be accompanied by training and socialization programs on the importance of work discipline to maximize the ROI (Return on Investment) from facility procurement.

4.2.3. *Limitations and Future Research Directions*

This study has several limitations. First, the cross-sectional design does not allow for definitive conclusions of causality. Second, the use of questionnaire data could potentially lead to common method bias. Third, the study was conducted in a single institution, so the generalization of results should be done with caution.

Future research is advised to use a longitudinal design to observe performance changes over time. Additionally, the use of objective data (attendance records or program realization targets) to complement perceptual data could strengthen the findings. Exploring other moderating variables, such as leadership style, or mediating variables like work motivation, could also provide a more comprehensive understanding.

5. **Conclusion**

This study concludes that work facilities and work discipline, both partially and simultaneously, have a positive and significant influence on the performance of employees at the Environmental Agency Division 2 of Belu Regency. Improving performance in the public sector cannot be achieved by focusing on just one aspect. An integrated approach is needed that balances the provision of adequate physical resources with the formation of a disciplined and responsible work culture to achieve organizational effectiveness and superior public service quality.

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Informed Consent

The authors declare that informed consent was not required as there were no human participants involved.

Conflict of Interest

The authors declare that there is no conflict of interest.

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