

## The Effect of Work Discipline, Work Environment, and Compensation on the Performance of Non-Civil Servant Staff in the East Kalimantan Provincial Education and Culture Office

I Putu Gede Wiradharma<sup>1\*</sup>, Sukisno Selamat Riadi<sup>2</sup>, Ariesta Heksarini<sup>3</sup>  
Fakultas Ekonomi dan Bisnis, Universitas Mulawarman, Indonesia

**Corresponding Author:** I Putu Gede Wiradharma [ipgwiradharma@gmail.com](mailto:ipgwiradharma@gmail.com)

---

### ARTICLE INFO

*Keywords:* Work Discipline, Work Environment, Compensation, Employee Performance, Non-Civil Servant Employees

*Received :* 20, April

*Revised :* 15, May

*Accepted:* 09, June

©2026 Wiradharma, Riadi, Heksarini:  
This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study aims to analyze the effect of work discipline, work environment, and compensation on the performance of non-civil servant employees at the Department of Education and Culture of East Kalimantan Province. The research used a quantitative approach with an explanatory research design. The population consisted of non-civil servant employees, with a sample of 96 respondents selected for the study. Data were collected through questionnaires and analyzed using the Structural Equation Modeling (SEM) method based on SmartPLS. The results showed that work discipline has a positive and significant effect on employee performance through employee compliance, responsibility, and punctuality at work. The work environment also positively influences employee performance by creating a comfortable and supportive atmosphere that enhances motivation and productivity. In addition, compensation significantly affects employee performance, indicating that fair and appropriate rewards can improve employee motivation and work outcomes. Simultaneously, work discipline, work environment, and compensation have a significant effect on the performance of non-civil servant employees. Therefore, effective human resource management is essential to improve employee performance and organizational productivity within the Department of Education and Culture of East Kalimantan Province.

---

## **INTRODUCTION**

In an organization, whether in the public or private sector, employee performance is a key indicator of the organization's success in achieving its stated goals. Employee performance demonstrates the extent to which an individual is able to carry out their duties and responsibilities according to established standards. Robbins & Judge (2017:37) define performance as the work results achieved by an individual in carrying out their assigned tasks. In the context of government organizations, employee performance is not only oriented towards quantitative work results, but also on the quality of public services, timeliness, and the ability to adapt to changing policies and community needs.

Work discipline is a key foundation in human resource management, serving to create order, discipline, and compliance in carrying out tasks. Robbins & Judge (2019:247-249) explain that discipline is an organizational mechanism to ensure that employee behavior is in accordance with organizational standards, values, and policies. Hasibuan (2019) adds that work discipline reflects an individual's level of responsibility, loyalty, and awareness of their obligations as part of the organization. In the context of public organizations, work discipline has a broader meaning because it is directly related to the effectiveness of public service. Disciplined employees will be able to complete work on time, comply with procedures, and maintain attendance and punctuality. Conversely, low levels of work discipline can reduce productivity, slow down public service, and hinder the achievement of agency performance targets.

The Ministry of Administrative and Bureaucratic Reform (Kemenpan-RB, 2023) noted that disciplinary violations, late attendance, and unauthorized absences remain a dominant problem within regional agencies. This is particularly true for non-civil servant staff, who are not yet fully bound by civil service regulations, unlike civil servants. Therefore, establishing a strong culture of work discipline is a crucial step in improving the effectiveness and efficiency of public organizations.

In local government agencies, work environment challenges often relate to limited facilities, unrepresentative workspaces, and weak cross-departmental communication. A 2022 National Civil Service Agency (BKN) survey showed that most non-civil servant employees believe that social relationships in the workplace are still lacking transparency, and rigid organizational hierarchies hinder the development of work initiatives. Consequently, employee potential cannot be optimally utilized. An unsupportive work environment can also trigger work stress and lower morale. Conversely, a conducive work environment fosters a sense of belonging, strengthens teamwork, and increases commitment to the organization. Within a performance management framework, a positive work environment is an external factor that drives employee motivation and discipline to achieve organizational targets.

Another factor that is no less important in influencing employee performance is compensation. Compensation serves as a form of appreciation given by an organization for employee contributions and performance. Dessler (2017:218-220) explains that compensation can be in the

form of financial rewards, such as salary, benefits, and incentives, or non-financial rewards such as recognition, promotions, and job security.

The government, through Ministerial Regulation No. 35 of 2022 concerning Functional Positions, has emphasized the importance of providing performance-based allowances and incentives. However, implementation in the field is often hampered by bureaucratic procedures and differences in fiscal capacity between regions. This creates a gap between workload and rewards. The Central Statistics Agency (BPS) (2024) reported that the average compensation for non-civil servants is only 60–70% of that for civil servants with comparable work responsibilities. This situation highlights the need for fairer and more transparent compensation policies to maintain morale and performance of non-civil servants.

Based on initial observations at the Department of Education and Culture of East Kalimantan Province, various challenges were still found in employee performance, including:

1. Low work discipline, such as being late in attending, inconsistent in adhering to working hours, and not being punctual in completing tasks that are his/her responsibility.
2. A less conducive work environment, where some employees feel a lack of social support and communication between colleagues, as well as a lack of clarity in the division of tasks and responsibilities.
3. Dissatisfaction with the compensation system, even though it is in accordance with regulations, some employees feel there is injustice in the distribution of incentives and differences between work units.

This issue highlights the need for a more adaptive human resource management approach focused on increasing work motivation, improving reward systems, and creating a supportive work environment. By strengthening three key aspects: discipline, work environment, and compensation, organizations can significantly improve employee performance.

Several previous studies have shown different or inconsistent results regarding the influence of work discipline, work environment, and compensation on employee performance. Research by Indrastuti (2016:1-7) indicates that work discipline has a positive influence on the performance of government sector employees. However, a different result was found in a study by Irawan (2021:176-185), who concluded that work discipline does not have a significant influence on employee performance. Meanwhile, research by Siwi Ari Susanti (2014:422-431) shows that compensation affects the performance of honorary employees in government agencies, in contrast to the results of a study by Gozali (2024:727-735) which stated that compensation does not significantly influence employee performance.

These differing findings indicate an empirical gap, particularly in the context of non-civil servant employees in the local government sector. Therefore, it is important to further examine how work discipline, work environment, and compensation influence employee performance, and how work motivation mediates this relationship, especially in the East Kalimantan

Provincial Education and Culture Office, in order to obtain a more specific and contextual picture.

Practically, this research is expected to provide recommendations to the management of relevant agencies in formulating more effective HR management policies. A work motivation-based approach is expected to bridge the gap between organizational structural policies and increased individual productivity. Furthermore, this research is expected to contribute to the academic literature on factors influencing employee performance in the public sector, particularly in the context of non-civil servant employees who play a crucial role in supporting operations, strengthening apparatus performance, and supporting the realization of professional, transparent, and competitive regional governance.

Thus, this study focuses on the analysis of "The Influence of Work Discipline, Work Environment, and Compensation on the Performance of Non-PNS Personnel in the Education and Culture Office of East Kalimantan Province".

## **LITERATURE REVIEW**

### ***Employee Performance***

Robbins, SP, & Judge, TA (2017:36-38) *Organizational Behavior* (17th ed.), states that employee performance encompasses an individual's effectiveness and efficiency in carrying out core tasks and responsibilities according to their formal job descriptions. This performance is an important human contribution to the organization.

Darvishmotevali & Ali (2020) in *\*Factors Affecting Employee Performance: A Systematic Review\** define employee performance as a measure of the extent to which an employee can carry out their duties and responsibilities well and effectively. This performance can be measured based on work results, efficiency, work quality, initiative, and work attitude.

### ***Work Discipline***

According to Dessler, G. (2017:466-468), *Human Resource Management* (15th ed.) defines discipline as a procedure used to correct or punish subordinates when they violate rules. Work discipline refers to the ability of employees to regulate their behavior and actions to achieve certain goals, comply with organizational norms, and follow applicable rules and regulations.

### ***Work Environment***

According to Robbins, SP, & Coulter, M. (2020:280-285). *Management* (14th ed.), the work environment is all the physical and social conditions surrounding employees while they carry out their duties. A good environment will create a comfortable work atmosphere and support employee productivity.

According to Dessler, G. (2017:328-330). *Human Resource Management* (15th ed.), the work environment is everything around employees, including physical facilities, social relationships, and organizational policies that affect their comfort, health, and productivity at work.

### **Compensation**

According to Dessler, G. (2020:320-322). Human Resource Management (16th ed.), Dessler defines compensation as all financial and non-financial rewards received by employees as part of the employment relationship, including base salary, incentives, bonuses, and other benefits aimed at increasing employee loyalty and performance.

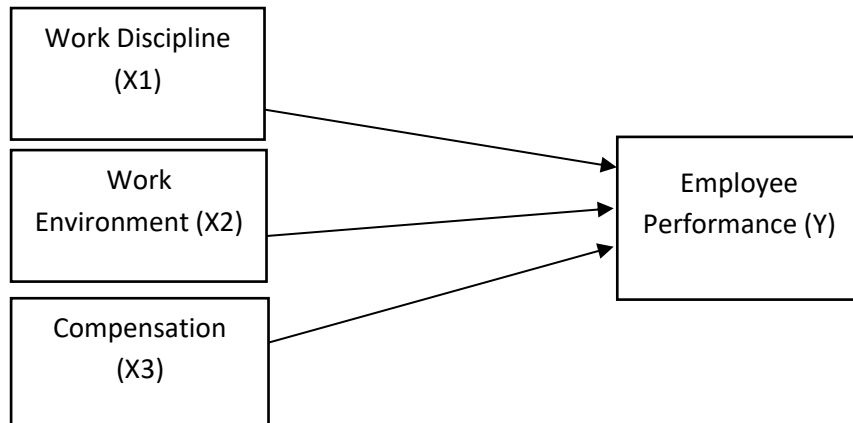


Figure 1. Research Concept Framework  
*Source: adapted from various previous studies (2025)*

1. Hypothesis 1 (H1): There is a significant positive influence between work discipline and the performance of non-civil servant staff at the Education and Culture Office of East Kalimantan Province.
2. Hypothesis 2 (H2): There is a significant positive influence between the work environment and the performance of non-civil servant staff at the Education and Culture Office of East Kalimantan Province.
3. Hypothesis 3 (H3): There is a significant positive influence between compensation and the performance of non-civil servant staff at the Education and Culture Office of East Kalimantan Province.
4. Hypothesis 4 (H4): collectively, there is a significant positive influence between work discipline, work environment, and compensation on the performance of non-civil servant staff at the Education and Culture Office of East Kalimantan Province.

### **METHODOLOGY**

This research methodology uses a quantitative approach with an explanatory research type that aims to analyze the influence of work discipline, work environment, and compensation on the performance of non-civil servant employees at the Education and Culture Office of East Kalimantan Province. The independent variables in this study consist of work discipline (X1), work environment (X2), and compensation (X3), while the dependent variable is employee performance (Y). The research was conducted in the Education and Culture Office of East Kalimantan Province with a population of non-civil servant employees, and the research sample amounted to 96 respondents. The research data were obtained through the distribution of questionnaires using a

specific measurement scale to assess the indicators of each variable. The data analysis technique used the SmartPLS-based Structural Equation Modeling (SEM) method which includes testing the outer model to test the validity and reliability of indicators, as well as the inner model to test the relationship between variables and hypothesis testing through bootstrapping techniques. With this method, this study aims to obtain an empirical picture of the influence of work discipline, work environment, and compensation on the performance of non-civil servant employees partially and simultaneously.

**RESEARCH RESULT**  
**SEM Analysis with SmartPLS**

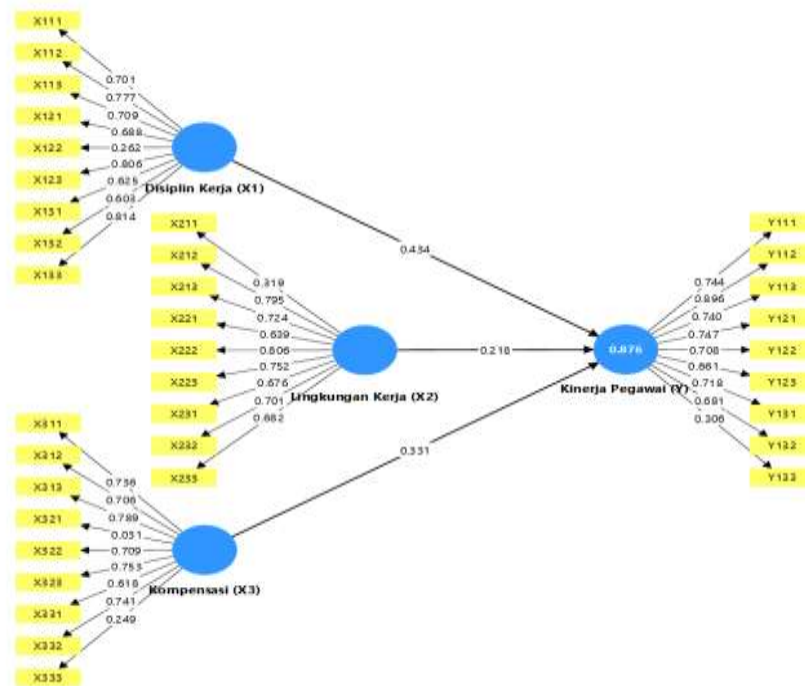


Figure 2. Results of the first stage of the PLS Indicator Test Output

**Test Outer Model (Measurement Model)**

**a. Convergent Validity**

Table 1. Outer Loading (Convergent Validity)

Variables	Indicator	Work Discipline (X1)	Work Environment (X2)	Compensation (X3)	Employee Performance (Y)	Status
X11	Time Discipline	0.702				VALID
X12		0.783				VALID
X13		0.720				VALID
X11	Compliance with Regulations	0.687				VALID
X12		0.807				VALID
X13		0.600				VALID
X11	Responsibility	0.615				VALID
X12		0.817				VALID
X21	Job Duties		0.799			VALID
X22			0.728			VALID
X23			0.635			VALID

X21	Interpersonal Interaction		0.806			VALID
X22			0.751			VALID
X23			0.675			VALID
X21	Organizational Leadership		0.702			VALID
X22			0.683			VALID
X31	Basic salary			0.734		VALID
X32				0.718		VALID
X33				0.795		VALID
X31	Incentive			0.711		VALID
X32				0.759		VALID
X31	Allowance			0.621		VALID
X32				0.729		VALID
Y11	Quantity of Work Results				0.743	VALID
Y12					0.903	VALID
Y13					0.738	VALID
Y21	Quality of Work Results				0.759	VALID
Y22					0.698	VALID
Y23					0.664	VALID
Y31	Timeliness of Task Completion				0.718	VALID
Y32					0.681	VALID

Source: SmartPLS Data Processing Results (2025)

An indicator is considered valid if it has a loading value above 0.5. If an indicator has a loading value <0.5, it is considered invalid and will be removed from the model. Based on the outer loading results above, all indicators were found to be valid, allowing them to proceed to the next stage of analysis.

### b. Discriminant Validity

Table 2. Cross Loading (Discriminant Validity)

Variables	Indicator	Work Discipline (X1)	Work Environment (X2)	Compensation	Employee Performance (Y)	Status
X11	Time Discipline	0.702	0.682	0.701	0.699	VALID
X12		0.783	0.646	0.705	0.647	VALID
X13		0.720	0.581	0.635	0.708	VALID
X11	Compliance with Regulations	0.687	0.569	0.412	0.568	VALID
X12		0.807	0.799	0.584	0.682	VALID
X13		0.600	0.555	0.383	0.560	VALID
X11	Responsibility	0.615	0.440	0.559	0.505	VALID
X12		0.817	0.803	0.722	0.757	VALID
X21	Job Duties	0.787	0.799	0.584	0.682	VALID
X22		0.537	0.728	0.567	0.560	VALID
X23		0.371	0.635	0.372	0.423	VALID
X21	Interpersonal Interaction	0.786	0.806	0.637	0.713	VALID
X22		0.529	0.751	0.519	0.569	VALID
X23		0.520	0.675	0.615	0.527	VALID
X21	Organizational Leadership	0.700	0.702	0.582	0.680	VALID
X22		0.678	0.683	0.592	0.499	VALID

X31	Basic salary	0.553	0.599	0.734	0.602	VALID
X32		0.539	0.600	0.718	0.574	VALID
X33		0.620	0.466	0.795	0.599	VALID
X31	Incentive	0.595	0.584	0.711	0.699	VALID
X32		0.725	0.593	0.759	0.595	VALID
X31	Allowance	0.570	0.609	0.621	0.535	VALID
X32		0.629	0.635	0.729	0.663	VALID
Y11	Quantity of Work Results	0.617	0.728	0.677	0.743	VALID
Y12		0.780	0.696	0.767	0.903	VALID
Y13		0.680	0.637	0.573	0.738	VALID
Y21	Quality of Work Results	0.595	0.584	0.711	0.759	VALID
Y22		0.625	0.580	0.538	0.698	VALID
Y23		0.547	0.538	0.454	0.664	VALID
Y31	Timeliness of Task Completion	0.698	0.683	0.666	0.718	VALID
Y32		0.581	0.593	0.644	0.681	VALID

Source: SmartPLS Data Processing Results (2025)

Based on the table 2 above Cross Loading value shows that the cross loading value of the indicator for each latent variable is greater than the cross loading value of the other latent variables, so that the research instrument is said to be discriminant valid.

*c. Average Variance Extracted (AVE)*

Table 3. Average Variance Extracted (AVE) Value

	AVE	STATUS
<b>WORK DISCIPLINE (X1)</b>	0.519	VALID
<b>WORK ENVIRONMENT (X2)</b>	0.525	VALID
<b>COMPENSATION (X3)</b>	0.527	VALID
<b>EMPLOYEE PERFORMANCE (Y)</b>	0.549	VALID

Source: SmartPLS Data Processing Results (2025)

*d. Composite Reliability*

Table 4. Composite Reliability Values

	COMPOSITE RELIABILITY	STATUS
WORK DISCIPLINE (X1)	0.874	RELIABLE
WORK ENVIRONMENT (X2)	0.879	RELIABLE
COMPENSATION (X3)	0.850	RELIABLE
EMPLOYEE PERFORMANCE (Y)	0.889	RELIABLE

Source: SmartPLS Data Processing Results (2025)

**E. Cronbach's Alpha**

Table 5. Cronbach's alpha value

	<b>CRONBACH ALPHA</b>	<b>STATUS</b>
WORK DISCIPLINE (X1)	0.865	RELIABLE
WORK ENVIRONMENT (X2)	0.871	RELIABLE
COMPENSATION (X3)	0.849	RELIABLE
EMPLOYEE PERFORMANCE (Y)	0.881	RELIABLE

Source: SmartPLS Data Processing Results (2025)

**Inner Model (Structural Model)**

Table 6.R Square Value

	<b>R SQUARE</b>
EMPLOYEE PERFORMANCE (Y)	0.877

Source: SmartPLS Data Processing Results (2025)

Model examination can be seen from the R2 (R-square) value of each endogenous variable in the structural equation. The R-square on the employee performance variable with a value of 0.877 which means the model can explain the phenomenon or the employee performance variable can be explained by the variables of work discipline, work environment, and compensation by 87.7% (0.877 x 100) while the rest is explained by variations in other variables outside the research model by 12.3% (100% - 87.7%).

**Hypothesis Testing (Resampling Bootstrapping)**

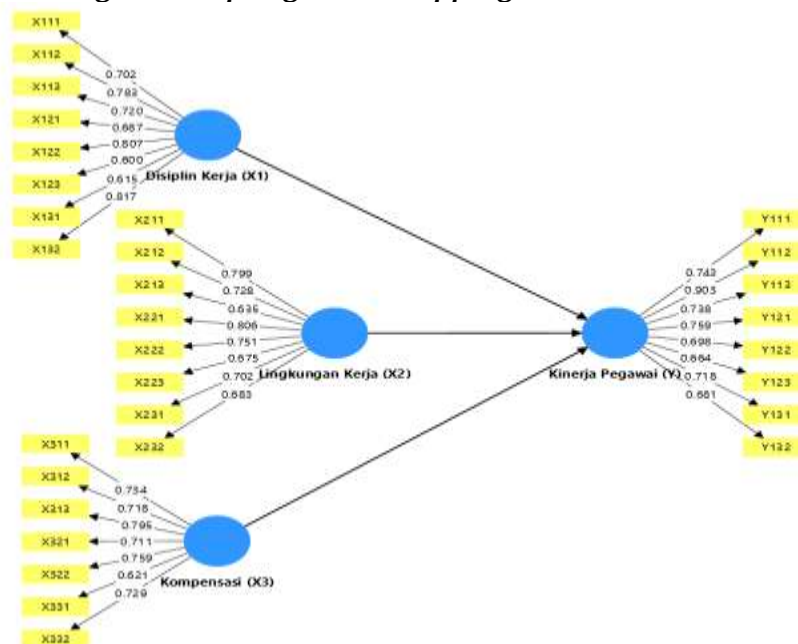


Figure 3. Results of the SmartPLS Hypothesis Test Output for the second stage

Meanwhile, the output in the form of a report can be presented in the following table:

Table 7. Structural Model Parameter Estimation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P values
Work Discipline (X1) -> Employee Performance (Y)	0.414	0.435	0.175	2,374	0.018
Work Environment (X2) -> Employee Performance (Y)	0.227	0.215	0.115	1,970	0.049
Compensation (X3) -> Employee Performance (Y)	0.342	0.334	0.118	2,896	0.004

Source: SmartPLS Data Processing Results (2025)

As explained in the previous chapter, a comparison of the t-table and t-statistics can be used to measure the significance of a hypothesis. If the t-statistic value is higher than the t-table value, the hypothesis is supported. At a 95 percent confidence level (5 percent alpha), the t-table value for a one-tailed hypothesis is >1.64. Therefore, if the t-statistic value is >1.64, the research hypothesis is proven. The following table shows the results of the hypothesis testing.

1. The first hypothesis (H1) states that higher work discipline (X1) will improve employee performance (Y) of non-civil servant employees in the Department of Education and Culture. The results of the hypothesis test produced a P value of 0.018 and a t-statistic of 2,374 (significant) t-statistic score >1.64 which means accepting the first hypothesis (H1) so it can be concluded that the higher the work discipline (X1) the more significant the performance (Y) of Non-PNS employees in the Education and Culture Office. The results of this hypothesis test state that (H1) is accepted. This finding is in line with the research of Rahmadani et al. (2023) which states that work discipline partially has a significant effect on employee performance. In addition, the research of Vera Riska Harahap et al. (2023) also proves that work discipline has a significant effect on improving employee performance.
2. The second hypothesis (H2) states that the higher the work environment (X2) will improve the performance (Y) of non-civil servant employees in the Department of Education and Culture. The results of the hypothesis testing produced P values of 0.049 and a t-statistic of 1,970 (significant), meaning the second hypothesis (H2) is accepted. It can be concluded that the higher the work environment variable (X2), the more significant the performance improvement (Y) of non-civil servant employees in the Department of Education and Culture. The results of this hypothesis test state that (H2) is accepted. These results support the research of Sabalius Uhai et al. (2024) which found that the work environment has a positive and significant effect

on employee performance. Similar findings were also conveyed by Reynaldi Arsyad & Sri Nawatmi (2022) that a conducive work environment can significantly improve employee performance.

3. The third hypothesis (H3) states that higher compensation (X3) will improve the performance (Y) of non-civil servant employees in the Department of Education and Culture. The results of the hypothesis testing produced P values.0.004 and t-statistic of 2,896 (significant) t-statistic score >1.64 which means accepting the third hypothesis (H3) so it can be concluded that the higher the compensation (X3) the more significant the performance (Y) of Non-PNS employees in the Education and Culture Office. The results of this hypothesis test state that (H3) is accepted. This finding is in line with the research of Tanod Nanda Aromega et al. (2019) which states that compensation has a significant effect on employee performance. In addition, research by Riswanda Imawan Firdaus & Roziana Ainul Hidayati (2022) also shows that compensation has a positive and significant effect on employee performance. However, this result differs from the research of Muhammad Ridho Leowirantho (2024) which found that compensation does not have a significant effect on employee performance directly, but has an effect through work motivation.
4. The fourth hypothesis (H4) states that the X variables as a whole can improve the performance (Y) of non-civil servant employees in the Department of Education and Culture. The results of testing all X variables produce P values.< 0.05 and a t-statistic of >1.64, which means accepting the fourth hypothesis (H4). The results of R<sup>2</sup> also show a strong interpretation of 0.877 or 87.7% (> 0.67 or 67%), so it can be concluded that when all x variables are combined, they will significantly improve performance (Y) and contribute 87.7% to Non-PNS employees in the Education and Culture Office. The results of this hypothesis test state that (H4) is accepted. This is in line with research by Reynaldi Arsyad & Sri Nawatmi (2022) and Sabalius Uhai et al. (2024) which states that these three variables simultaneously have a significant effect on employee performance. Thus, this study strengthens previous theories and research that improving employee performance can be achieved through good work discipline, a conducive work environment, and fair and motivating compensation.

## DISCUSSION

### *The Influence of Work Discipline on Employee Performance*

This study reveals a significant positive relationship between work discipline and the performance of non-civil servant employees within the Department of Education and Culture. These findings demonstrate that employee discipline significantly contributes to improving their work performance. In the context of government organizations, discipline is reflected in consistency in meeting work hours, seriousness in handling tasks, and awareness of compliance with applicable regulations.

Respondents rated the Work Discipline variable as good. Respondents were very compliant with arrival, break, and return-to-work times. This compliance is the foundation of discipline in the agency. The Responsibility

indicator also strongly reinforces personal commitment to tasks. The lowest score was for never violating applicable regulations, indicating a critical area. Despite compliance with timetables, there is a possibility of tolerance for violations of certain non-time-specific rules or procedures. This point requires further examination because relatively low compliance with procedures has the potential to create operational risks.

Time discipline plays a particularly important role in ensuring work is completed within specified deadlines. Employees who are habitually punctual tend to be more able to manage their workload effectively. Furthermore, adherence to various regulations and standard operating procedures helps minimize errors in carrying out tasks. This ultimately impacts the quality of work produced. Hasibuan (2016) emphasized that good work discipline is an important foundation for building a strong work ethic among employees. In the context of non-civil servant employees, instilling these disciplinary values becomes even more crucial given their position, which is often at the forefront of public service.

### *The Influence of the Work Environment on Employee Performance*

The work environment has been shown to significantly influence employee performance. A positive work environment creates a supportive atmosphere for employees to demonstrate optimal performance. In this study, the work environment encompasses various aspects, from individual employees to harmonious interpersonal relationships between fellow employees and management.

The highest indicator is Interpersonal Interaction & Work Tasks. Communication between employees is very smooth and effective, and tasks are perceived as positively challenging. This is supported by the loading of interpersonal interactions, which reflects an interactive and dynamic work climate. Interpersonal Interaction is a low indicator. The instrument discusses the feeling of comfort working with the existing team. This contradiction (smooth communication, but low comfort) needs to be addressed. Communication may be formal for work, but social or emotional relationships within the team may be less harmonious, causing discomfort, even though the task itself is challenging.

Clarity of tasks and a balanced division of labor help employees better understand their expectations and responsibilities. When each individual clearly understands what is expected of them, the work process becomes more focused and effective. Furthermore, good working relationships between employees and superiors create a conducive environment for collaboration and mutual support in completing various organizational tasks.

Sedarmayanti's (2017) research shows that an ergonomic and comfortable work environment contributes to increased productivity. Meanwhile, Gibson et al.'s (2018) study revealed that supportive leadership and open communication within an organization can create a positive work climate. These findings further reinforce the importance of creating a supportive work environment as a strategy to improve employee performance, particularly non-civil servants within the East Kalimantan Provincial Education and Culture Office.

### ***The Effect of Compensation on Employee Performance***

Compensation emerged as the variable with the strongest influence on employee performance. This demonstrates that the implemented remuneration system plays a central role in motivating employees to achieve peak performance. Compensation, in this context, extends beyond base salary to encompass various benefits and incentives.

Compensation was rated well in the incentive system, but there was significant dissatisfaction with base salary and benefits. The indicator with a high mean in the compensation variable was Incentives & Timely Salary Payment. Respondents highly appreciated that incentives were objective and salaries were paid on time. This demonstrates the transparency and reliability of the compensation administration system. Base salary and benefits were the lowest-performing indicators. The main issues were that base salary was perceived as not commensurate with job responsibilities and dissatisfaction with the salary amount. Although the base salary indicator is valid, the low mean value indicates that the intrinsic monetary value received is perceived as inadequate compared to work contributions. This poses a significant risk of turnover if not addressed.

Competitive salaries commensurate with workload should enhance employees' sense of fairness and job satisfaction. Meanwhile, an incentive system tied to performance achievement provides additional motivation for employees to continuously improve their productivity. Various welfare benefits also play a role in reducing employees' financial burden, allowing them to focus more on their duties. Research by Armstrong and Taylor (2020) supports these findings by demonstrating that a well-designed compensation system can be an effective motivational tool. In the context of non-civil servant employees, this aspect of compensation becomes even more crucial given their often financially vulnerable position.

### ***The Influence of Work Discipline, Work Environment, and Compensation on Employee Performance***

The results of testing the fourth hypothesis ( $H_4$ ) proves that together, work discipline ( $X_1$ ), work environment ( $X_2$ ), and compensation ( $X_3$ ) has a very significant influence on the performance of non-civil servant employees in the Department of Education and Culture. This is indicated by the coefficient of determination ( $R^2$ ) value, where the three variables are able to explain variations in employee performance. This  $R^2$  value, which is included in the very strong category, is reinforced by the results of significant statistical tests. Although all three variables contribute simultaneously, the previous analysis shows that compensation has the most dominant influence with the highest t-statistic, followed by work discipline and work environment.

Employee performance variables show very strong quality and quantity of work output, but there are weaknesses in time management. The highest indicator of this variable is Quality & Quantity of Work Output. This result is supported by loading indicating that employees focus on the final work result (output) and its quality, which is the core of performance. The quality of work always meets standards. The lowest indicator is the timeliness of task completion. The largest gap lies in the indicator of managing work time

effectively, which is the lowest value across all employee performance variables. This indicates that despite high-quality work output, the task completion process tends to be inefficient and untimely, potentially increasing work stress or hindering the workflow of other departments.

This finding is in line with Porter and Lawler's (1968) motivation theory which states that performance is the result of the interaction between extrinsic factors such as compensation and intrinsic factors such as discipline and the work environment.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research results, it can be concluded that work discipline, work environment, and compensation have an influence on the performance of non-civil servant employees at the Education and Culture Office of East Kalimantan Province. Work discipline has a positive effect on improving employee performance, especially through compliance with regulations, responsibility, and punctuality in work. A conducive work environment has also been proven to be able to increase employee comfort, cooperation, and motivation, thus impacting performance improvement. In addition, fair and appropriate compensation provides encouragement for employees to work more optimally. Simultaneously, these three variables have a significant influence on the performance of non-civil servant employees, so that good human resource management is an important factor in supporting work effectiveness within the agency.

## **ADVANCED RESEARCH**

Based on these conclusions, it is recommended that the East Kalimantan Provincial Education and Culture Office continue to improve the implementation of work discipline through more effective supervision and guidance. Furthermore, the agency needs to create a more comfortable, harmonious work environment that supports employee productivity. Regarding compensation, a fairer, more transparent reward and incentive system is needed, commensurate with employee workload, to increase motivation and work enthusiasm. Further research is also recommended to include other variables that can influence employee performance to provide more comprehensive results.

## **REFERENCES**

- Abdillah, W., & Jogiyanto. (2009). *Partial Least Square (PLS) Alternatif SEM dalam Penelitian Bisnis*. Yogyakarta: Andi Offset.
- Anggita Daryanti, Niken Widyastuti (2023). *Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Pos Indonesia Cabang Blora Jawa Tengah*.
- Arifin, R., & Pratama, H. (2020). *Pengaruh Kompensasi dan Motivasi terhadap Kinerja Pegawai Honorar*. *Jurnal Ilmu Manajemen*.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice (15th ed.)*. Kogan Page.

- Badan Kepegawaian Negara Republik Indonesia. (2023). Laporan Statistik Kepegawaian Nasional Tahun 2023. Jakarta: BKN.
- Badan Pusat Statistik Republik Indonesia. (2024). Statistik Ketenagakerjaan Indonesia Tahun 2024. Jakarta: BPS.
- Bhattacharya, S., & Roy, R. (2022). Compensation fairness and employee engagement: A moderated mediation analysis. *Journal of Business Research*, 143, 168-177.
- Centers for Medicare & Medicaid Services. (2025). Validity. The Measures Management System. Retrieved from <https://mmshub.cms.gov/measure-lifecycle/measure-testing/evaluation-criteria/scientific-acceptability/validity>.
- Darvishmotevali, M., & Ali, A. (2020). Factors Affecting Employee Performance: A Systematic Review. *Journal of Management and Finance*, 8(1), 151-165. <https://doi.org/10.33096/jmf.v8i1.102>
- Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson Education Limited. (2017). *Management: Tasks, Responsibilities, Practices*. Routledge. (2017). *Managing in the Next Society*. Routledge. (2020). Peter Drucker's Vision of Management as a Liberal Arts Education. Retrieved from <https://mlari.ciam.edu/peter-drucker-s-vision-of-management-as-a-liberal-arts-education>
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia. (2022). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 35 Tahun 2022 tentang Jabatan Fungsional. Jakarta: Kementerian PANRB
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia. (2023). Laporan Evaluasi Kinerja Aparatur dan Reformasi Birokrasi Tahun 2023. Jakarta: Kemenpan-RB.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2018). *Organizations: Behavior, structure, processes* (15th ed.). McGraw-Hill Education.
- Gozali, M. R., Karnawati, T. A., & Handoko, Y. (2024). Pengaruh Motivasi, Disiplin Kerja, Kompensasi dan Kemampuan Kerja Terhadap Kinerja Aparatur Sipil Negara Pada Sekretariat Daerah Kabupaten Kota Waringin Barat. *Jurnal Ilmiah Riset Aplikasi Manajemen*. Vol 2, No 1, 727-735
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). Sage Publications.
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia (Revisi)*. Bumi Aksara.

- Imam Ghozali (2013:25). Aplikasi Analisis Multivariate Dengan Program IBM SPSS 21Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro.
- Indrastuti, S., Suryani, D., & Radiyah, N. (2016). Pengaruh disiplin kerja terhadap kinerja aparatur sipil di Dinas Pendidikan dan Kebudayaan Kabupaten Kampar. *Jurnal Ekonomi KIAT*. Vol. 27, No 1, 1-7.
- Irawan, D., Kusjono, G., & Suprianto. (2021). Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Kecamatan Serpon. *Jurnal Ilmiah Mahasiswa (JIMAWA)*. Vol. 1, No. 3, 176 - 185
- Ivan Rengga Iswara (2017). Pengaruh Disiplin Kerja, Gaya Kepemimpinan dan Kompensasi Non Financial Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening(Studi Pada Badan Kepegawaian Daerah Kota Semarang)
- Judge, T. A., Robins, S. P., & Judge, T. A. (2020). *Organizational Behavior* (15th ed.). Pearson.
- Luthans, F. (2016). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). McGraw-Hill Education. (2021). *Organizational Behavior: An Evidence-Based Approach* (14th ed.). New York: McGraw-Hill Education.
- Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodriguez, A. R. (2023). Relationship between work-family balance, employee well-being and job performance. *arXiv*. <https://arxiv.org/abs/2401.13683>
- Mohamad Ardiansyah (2021). Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Pegawai melalui Kompensasi sebagai variabel Intervening pada Kantor Urusan Agama (KUA) di Kawadanan Jabung Kabupaten Mojokerto
- Muhammad Ridho Leowirantho (2024). Pengaruh Lingkungan Kerja dan Kompensasi Terhadap Kinerja Pegawai Melalui Motivasi Kerja Pada Rumah Sakit Mujaisyah Kota Palopo.
- Nuangjamnong, K. (2022). Analyzing the Impact of Employee Job Satisfaction on Their Job Performance. *Journal of Business Research*, 15(2), 1198-1213.
- Pemerintah Republik Indonesia. (2014). Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara. Lembaran Negara Republik Indonesia Tahun 2014 Nomor 6. Jakarta: Sekretariat Negara Republik Indonesia.
- Pemerintah Republik Indonesia. (2017). Peraturan Pemerintah Nomor 11 Tahun 2017 tentang Manajemen Pegawai Negeri Sipil. Lembaran Negara Republik Indonesia Tahun 2017 Nomor 63. Jakarta: Sekretariat Negara Republik Indonesia.
- Porter, L. W., & Lawler, E. E. (1968). Managerial attitudes and performance. Richard D. Irwin.

- Putri, N. A. (2021). Peran Kompensasi Non-Finansial terhadap Kinerja Pegawai. *Jurnal Riset SDM*.
- Rahmadani, Ilham Labbase, Munawir Nasir, Masruhi Kamidin (2023). Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kinerja Karyawan
- Reynaldi Arsyad, Sri Nawatmi (2022). Pengaruh Disiplin Kerja Lingkungan Kerja dan Kompensasi terhadap Kinerja Karyawan PT. Antarakata Group Semarang.
- Riswanda Imawan Firdaus, Roziana Ainul Hidayati (2022). Pengaruh Disiplin Kerja, Lingkungan Kerja, dan Kompensasi Terhadap Kinerja Karyawan PT Moya Kasri Wira Jatim
- Robbins, S. P. (2016). *Organizational Behavior* (17th ed.). Pearson Education. (2020). *Management* (14th ed.). Pearson Education. (2017). *Enhancing Employee Performance through Motivation*. *Frontiers in Sociology*. <https://doi.org/10.3389/fsoc.2024.1392229> (2019). *Organizational behavior* (18th ed.). Pearson Education.
- Sabalius Uhai, Eka Siskawati, Andi Makkulawu Panyiw Kessi, Eva Yuniarti Utami, Liswandi (2024). Dampak lingkungan kerja, disiplin kerjadan kompensasi terhadap kinerja karyawan saat bekerja dari rumah
- Sedarmayanti. (2017). *Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil*. Refika Aditama.
- StudySmarter. (2024). Test Validity: Definition & Examples. Retrieved from <https://www.studysmarter.co.uk/explanations/english/tesol-english/test-validity/>
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Kencana.
- Susanti, A. S., Oktafiah, Y., & Erwantiningsih, E. (2014). Pengaruh Motivasi Kerja dan Kompensasi Terhadap Kinerja Pegawai Non-ASN Pada Dinas Sumber Daya Air, Cipta Karya dan Tata Ruang Kabupaten Pasuruan. *Revenue Manuscript*. Vol 2, No 5, 422-431
- Taherdoost, H. (2024). Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research. *ResearchGate*. [https://www.researchgate.net/publication/319998004\\_VValidity\\_and\\_Reliability\\_of\\_the\\_Research\\_Instrument\\_How\\_to\\_Test\\_the\\_Validation\\_of\\_a\\_QuestionnaireSurvey\\_in\\_a\\_Research](https://www.researchgate.net/publication/319998004_VValidity_and_Reliability_of_the_Research_Instrument_How_to_Test_the_Validation_of_a_QuestionnaireSurvey_in_a_Research)
- Tanod Nanda Aromega et al. (2019). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan di Yuta Hotel Manado
- Vera Riska Harahap, Agus salim M, Meri Dwi Anggraeni (2023). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan di PT. Nusa Alam Lestari Padang
- Vroom, V. H. (1964). *Work and Motivation*. Wiley.

- Waffa Karimah, Azzahra, Fanji Wijaya, Dadan Abdul Aziz, Mubarok (2024). Pengaruh Disiplin Kerja, Lingkungan Kerja, dan Kompensasi Terhadap Kepuasan Kerja Pada PT Candratex Sejati Kabupaten Bandung
- Wahyuni, S., & Hidayat, T. (2020). Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Pegawai. *Jurnal Administrasi Publik*.