

## Exploring employee performance determinants at Pulang Pisau District Education Office: Work environment, discipline, and experience

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### **ABSTRACT**

**Purpose**– The primary objective of this research is to investigate and elucidate the combined influence of work climate, work discipline, and work experience on employee performance, as well as the individual impacts of work climate, work discipline, and work experience on employee performance.

**Method**– This study employed a quantitative research approach, specifically utilizing a multiple linear regression model. The research population consisted of 57 employees from the Pulang Pisau District Education Office, and the sampling method employed was total sampling. Data collection was conducted through the distribution of questionnaires, and the validity and reliability of the questionnaire measurements were assessed. Hypothesis testing was performed using multiple regression analysis techniques.

**Findings**– The findings of the research demonstrate that work climate, work discipline, and work experience collectively and individually exert a positive and significant influence on employee performance at the Pulang Pisau District Education Office. Specifically, the analysis revealed: (1) a significant positive relationship between work climate, work discipline, and work experience collectively and employee performance, (2) a significant positive association between work climate and employee performance, (3) a notable positive influence of work discipline on employee performance, and (4) a significant positive impact of work experience on employee performance at the Pulang Pisau District Education Office

**Keywords:** employee performance, work climate, work discipline and work experience.

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## INTRODUCTION

The influence of employee performance is very determining in realizing organizational goals. For this reason, organizations need to apply employee competencies with work patterns that are consistent with the situations they face. Efforts to improve organizational performance still experience various obstacles (Utami, 2020). To achieve organizational goals, of course all human resources must work together to provide their best performance. The higher the success of human resources, such as employees in the Department of Education, in carrying out their functions and providing the best performance, the easier it will be for an organization to achieve its goals. Thus, it becomes clearer that good

performance, especially in carrying out work, is very important to realize. With good performance from employees, all organizational activities will run smoothly, so that in the end they can support the achievement of organizational goals. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him ([Mangkunegara, 2011](#)). There are many factors that influence employee performance, there are internal and external factors, including work experience, discipline, work climate, education, work environment, economic conditions. age, household circumstances. In the field, several problems were found, such as poor organizational structure, lack of appreciation given for employee achievements, low employee discipline and insufficient work experience. However, the researcher's focus in conducting this research was analyzing employee performance in terms of three factors, namely work climate, work discipline and work experience ([Arda, 2017](#)).

First, employee performance is influenced by the work climate. The work environment can be viewed as a social system, in its course it is always influenced by the environment, both internal and external. The internal work environment in an organization, including educational organizations, is also known as the work climate. Work climate or organizational climate is the internal environment of an organization, which includes various environmental attributes that are related to aspects and effectiveness, especially attributes that are measured at the individual level. In his research Suarni with the title "The Influence of Leadership and Work Climate on the Performance of Civil Servants (PNS) at the Regional Research and Development Planning Agency (Bappeda) Morowali Regency", 2017. Based on the results of the regression test analysis, the work climate has a significant effect on employee performance in the Morowali Regency Bappeda. These results mean that the better the employee work climate at the Morowali Regency Bappeda will encourage increased employee performance. Based on the results of research conducted at the Morowali Regency Bappeda, the work climate variable showed a good response. This means that employees recognize that they need a comfortable and safe working climate, without being disturbed while working. When employees feel the work climate is uncomfortable, feel disturbed when working, then this will also interfere with the quality of performance produced, because employees do not concentrate at work. This is proof that the better the employee's work climate, the more their performance will improve ([Usman, 2011](#)).

Second, employee performance is influenced by work discipline. Work discipline is an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and being able to carry them out ([Sastrohadiwiryono, 2013](#)). Research conducted by [Safputri, Y. E. et.al., \(2023\)](#), with the title "The Influence of Work Discipline and Public Service Systems on Community Satisfaction in One-Stop Services in Sawahlunto City" which analyzes the influence of work discipline on employee work effectiveness. The results of the research show that the magnitude of the influence of Work Discipline shows a significant value on optimal Employee Performance, namely 74.61%, meaning that the influence of Work Discipline on Employee Performance shows a positive influence. This value shows that Work Discipline has been carried out by the leadership towards subordinates to improve employee performance. In this case, the leadership has

implemented Work Discipline rules consistently and programmed in such a way, so that employee performance can be known from routine evaluations. Seeing the reality in the field, the implementation of Work Discipline has been carried out with full seriousness with the aim of improving employee performance as a whole. On this basis, it can be stated that the Work Discipline variable is quite significant for improving employee performance in Pataruman District, Banjar City. The meaning of the value above, it can be assumed that the more effective the implementation of Work Discipline, the greater the employee performance will contribute to the overall success of the organization.

Third, employee performance is influenced by work experience. Work experience is one element of the process of forming knowledge at work. Work experience is one element of the process of forming knowledge about the methods of a job (Boreham, 2013). In research conducted by Wanceslaus Bili on his research entitled "The Influence of Work Experience on Employee Performance in the Laham District Office, Mahakam Ulu Regency", 2017. And to find out whether the regression coefficient is significant or not, then comparing the t-test with t-table, it is known that it is 1.296 and the t-test for the work experience variable is 0.607. This shows that the t-test value is greater than t-table. So, it is significant, so the influence of work experience on employee performance at the Laham District Office, Mahakam Ulu Regency is significant. The influence of the Work Experience variable on the Employee Performance variable is 4.9%. This also explains that the remaining influence of 95.1% is the influence of other variables outside the work experience variable which has an influence of 95.1% on employee performance at the Laham District Office, Mahakam Ulu Regency.

Work experience has a positive relationship (correlation) with employee performance at the Laham District Office, Mahakam Ulu Regency. This shows that the better the work experience, the better the employee performance at the Laham District Office, Mahakam Ulu Regency. From the results of observations and information from several respondents, there are several problems related to the employee work climate, including low organizational structure, lack of appreciation given for the achievements that employees have obtained. The presence of employees, where employee delays can affect the carrying out of their duties and obligations, employees who still have not mastered their field due to lack of training and coaching as well as lack of experience at work which affects the employee's performance.

The problems raised in this research are the influence of work climate, work discipline and work experience together on employee performance, the influence of work climate on employee performance, the influence of work discipline on employee performance, and the influence of work experience on employee performance which was carried out at the Pulang Pisau District Education Office, with the aim of this research is know the influence the influence of work climate, work discipline and work experience together on employee performance, the influence of work climate on employee performance, the influence of work discipline on employee performance, and the influence of work experience on employee performance carried out at the Pulang Pisau District Education Office.

In the literature review conducted, several journal articles relevant to this paper were found. One of the articles, written by P. Pardomuan Siregar, examines the impact of discipline and work climate on employee work performance. The research was carried out at CU. Harapan Kita, located on Medan Street, from May 2016 to August 2016, with a sample size of 30 people. The independent variables in the study are work discipline (X1) and work climate (X2), while the dependent variable is work performance. The results indicate that both work discipline and work climate factors have a positive and significant effect on employee work performance. Furthermore, work discipline has a greater influence on employee work performance than work climate (Siregar, 2017).

In an article by Reza Maulana Harahap, the impact of human resource development, work discipline, and work climate on employee performance at the Rantau prapat Public Housing and Settlement Office is examined. The research uses quantitative methods and IBM SPSS Statistic 22 tools. The results show that all three factors have a positive and significant effect on employee performance. This indicates that they have a collective influence on employee performance at the office. (Harahap et al., 2022).

In her article, Martina Harahap examines the factors influencing employee performance at the Teladan Health Center in Medan City. The study is a correlation analytic research with independent variables such as organizational climate, work discipline, reward system, and employee competence. The dependent variable is the performance of Puskesmas employees. The study's population includes all 52 employees of UPT Puskesmas Teladan Medan City, and the sample was chosen using total sampling technique. The data was analyzed using binary logistic regression with a significance level of 5% ( $\alpha = 0.05$ ). The results show that organizational climate (OR 15.09), work discipline (OR 49.15), and competence (OR 18.53) significantly affect employee performance at Puskesmas. However, the study found no significant effect of the reward system on employee performance. Work discipline is identified as the most influential factor on employee performance at Puskesmas (Harahap et al., 2023)

Based on the review above, no similar research has been found to this paper. The purpose of conducting this research is that the results of this research can be used as information for educational practitioners and policy makers, especially policies relating to efforts to improve employee performance, especially in the Education Department through identification of the factors that influence it, namely work climate, work discipline, and work experience.

## METHOD

This research is a type of quantitative research by collecting data through questionnaire techniques (Creswell, 2014). Quantitative research methods can be interpreted as research methods that are based on data analysis techniques by testing hypotheses and providing a quantitative explanation of the relationship between variables, namely the influence between variables, (X1, X2, X3), simultaneously or partially and the relationship between dependent variables. with the independent variable Y. The location for

carrying out this research is at the Pulang Pisau Regency Education Office, Central Kalimantan Province, precisely at the Pulang Pisau Regency Regional Government Office Complex, Rey IV, Jalan Trans Kalimantan (Jalan WAD Duha), No. 5, Mentaren Village 1 which was held from February to March 2019. The research subjects in this study were all 57 employees at the Pulang Pisau District Education Office.

This research is descriptive type research to research variables related to the problem to be researched using a quantitative approach and a questionnaire distribution method in the form of a questionnaire with a correlation research design. The type of data in this research is primary data with data obtained using a research instrument in the form of a work climate behavior questionnaire, work discipline, work experience and employee performance which contains statement items. With the measurement used for each questionnaire using a Likert scale. The work climate instrument consists of 30 statements based on six indicators, namely: 1) structure, 2) standards, 3) responsibility, 4) appreciation, 5) support, 6) commitment. The work discipline instrument consists of 30 statement items based on three indicators, namely: 1) respecting time and being punctual, 2) obedient and obedient to the organization, 3) having knowledge and understanding of applicable regulations. The work experience instrument is prepared with 10 statement items based on two indicators, namely: 1) education and training, 2) length of service/length of work, and the employee performance instrument is prepared with 30 statement items based on five indicators, namely: 1) quality of work, 2) quantity of work, 3) work initiative, 4) work ability, 5) communication.

Before carrying out data analysis, the instrument is first tested for validity and reliability. The instrument in this research is a ready-to-use instrument so that validity and reliability tests are carried out using data obtained in the field from 57 subjects, and then validity and reliability tests are carried out with the provision that A statement item is said to be valid if the test result ( $r_{xy}$ ) is smaller than 0.05.

Reliability refers to the consistency of data recording (measurement) results. The formula used is Cronbach's Alpha coefficient. The reliability test in this research was carried out by looking at the results of calculating the Cronbach's alpha ( $\alpha$ ) value. A variable is said to be reliable if a measuring instrument shows a Cronbach's alpha ( $\alpha$ ) value of  $>0.05$ . The higher the reliability coefficient or closer to 1.00, the higher the reliability and vice versa. If the coefficient ( $r_{xy}$ )  $\geq r_{table}$  (Robert L. Ebel table). The results of the validity and reliability test of the instrument can be seen in [table 1](#).

**Table 1. Summary of Instrument Vaidity and Reliability Tests**

Instrument	Number of Valid Items	Dropped Item Number	Reliability Value (Crombach alpha)	Reliability Description
Work Climate	30	-	0.908	Very high
Work Discipline	30	22,23,26	0.904	Very high
Work experience	10	-	0.629	Very high
Employee Performance	30	25,26,30	0.903	Enough

The data analysis technique in this research uses statistics. The statistics used are descriptive statistics and inferential statistics as follows:

This analysis is used to describe each variable to describe each variable with the help of SPSS 21. The data in this research will be analyzed descriptively analytically with an explanatory nature, namely by presenting frequency and percentage tables. In the criteria based on the normal curve, classification is used based on the ideal average ( $M_i$ ) and ideal standard deviation ( $S_i$ ) adopted from [Sugiyono \(2013\)](#).

To find out whether the existing data is normally distributed or not, use the Kosmogorov – Smirnov test. If the results of the calculation show greater than or equal to 0.05 then the research data is said to be normal. Testing the linearity of the regression line in this research uses the SPSS 21 for Windows statistical program. The criteria used are  $H_0$  (linear regression model) which is accepted if the significance value of Deviation from Linearity is greater than  $= 0.05.\alpha$

To prove or test the assumption whether there is a linear relationship between the independent variables. The test method is to look at the coefficient inflation factor (VIF) value in the regression model. Multicollinearity testing in this study used the SPSS 21 for Windows statistical program. If the VIF value is more than 10, then we will conclude that the data we are testing has multicollinearity, and vice versa.

Formula:

$$VIF = \frac{1}{1 - R^2}$$

This research uses a multiple linear regression model, the dependent variable is teacher performance, while the independent variables include: principal behavior, discipline and work environment. So the multiple linear regression equation model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where: Y: Employee Performance, a: Constant,  $b_1$ ,  $b_2$ , and  $b_3$ : Variable coefficient,  $X_1$ : Work Climate,  $X_2$ : Work Discipline,  $X_3$ : Work Experience, e: Error term.

The multiple regression test is intended to find out whether the independent variables are simultaneously able to explain the dependent variable. The testing criteria are: If the sig.  $> 0.05$ , then there is no simultaneous influence of the independent variable on the dependent variable, whereas if the value is sig.  $< 0.05$ , then the independent variable simultaneously influences the dependent variable.

The coefficient of determination essentially measures how far the regression model is able to explain variations in the dependent variable. In reality, the value of Adjusted  $R^2$  is negative, then the value of adjusted  $R^2 = R^2 = 1$ , whereas if  $R^2 = 0$ , then adjusted  $R^2 = (1 - k)/(nk)$ . If  $k > 1$ , then adjusted  $R^2$  will be negative.

Partial correlation test (T test) or known as partial test, is a statistical method that aims to test or analyze the influence of each independent variable on the dependent variable. [Sugiyono \(2013\)](#), To test the influence of each independent variable individually on the dependent variable, a partial correlation coefficient  $r$  test. Conclusions are made by



comparing the value of t-count with ttable: 0.05, with the condition:  $H_0$  is accepted if  $t\text{-count} < t\text{-table}$ , and  $H_0$  is rejected if  $t\text{-count} > t\text{-table}$ . effective contribution to find out how much contribution each predicator makes to criterion Y with the formula:

Effective Contribution

$$SE(X_i)\% = \beta X_i \times r_{xy_i} \times 100\%$$

$$\text{Total} = SE(X_1)\% + \dots + SE(X_n)\%$$

Relative Contribution

$$SR(X_i)\% = \frac{SE(X_i)\%}{R^2} \times 100$$

$$\text{Total} = SR(X_1)\% + \dots + SR(X_n)\%$$

## RESULTS AND DISCUSSION

### Descriptive analysis results

#### Work Climate Variables

Statistical calculations of the principal's behavioral data obtained a mean of 92.30, the highest score was 117 and the lowest score was 67. The mode value was 78, the median was 92 with a standard deviation of 16.143.

**Table 2. Categorization of Scores on Work Climate Variables**

Category	Intervals	Frequency	Percentage
Good	>90	31	74.4
Enough	60 – 90	26	45.6
Not enough	<60	-	-
Total		57	100

The [table 2](#) shows that the work climate at the Pulang Pisau District Education Office is categorized as good and adequate and more than half of the respondents are of the view that the behavior of school principals tends to be good.

#### Work Discipline Variables

Statistical calculations of work discipline data obtained a mean of 84.09, the highest score was 109 and the lowest score was 52. The mode value was 83, the median was 83 with a standard deviation of 16.191.

**Table 3. Categorization of Scores on the Work Discipline Variable**

Category	Intervals	Frequency	Percentage
Good	>81	33	57.9
Enough	54 – 81	23	40.4
Not enough	<54	1	1.8
Total		57	100

The [table 3](#) shows that work discipline at the Pulang Pisau District Education Office is categorized as good and sufficient and more than half of the respondents have good work discipline.

#### Work Experience Variable

Statistical calculations of work environment data obtained a mean of 31.51, the highest score was 38 and the lowest score was 23. The mode value was 34, the median was 32, with a standard deviation of 3.776.

**Table 4. Categorization of Scores on the Work Experience Variable**

Category	Intervals	Frequency	Percentage
Good	>30	36	63.2
Enough	20 – 30	21	36.8
Not enough	<20	-	-
Total		57	100

The [table 4](#) shows that work experience at the Pulang Pisau District Education Office is categorized as good. Seen from the diagram above, it shows that work experience has a fairly high percentage, namely 63%, more than half of the respondents have good work experience, this means that the average employee at the Department Education in Pulang Pisau Regency has work experience that tends to be good.

### Employee Performance Variables

Statistical calculations of employee performance data obtained a mean of 91.14, the highest score was 116 and the lowest score was 56. The mode value was 86, the median was 93 with a standard deviation of 14.277.

**Table 5. Categorization of Scores on Employee Performance Variables**

Category	Intervals	Frequency	Percentage
Good	>81	44	77.2
Enough	54 – 81	13	22.8
Not enough	<54	-	-
Total		57	100

[Table 5](#) show that the performance of employees at the Pulang Pisau District Education Office is categorized as good and more than half of the employees have good performance. Analysis Prerequisite Test

### Normality test

The normality test results of the data in this study are as follows:

**Table 6. Summary of Normality Test Results**

Variable	KSZ	Asymp Sig.	Information
Work Climate	0.921	0.365	Normal
Work Discipline	0.646	0.789	Normal
Work experience	0.730	0.660	Normal
Employee Performance	0.723	0.673	Normal

The [table 6](#) shows that all Asymp values. Sig. (2-tailed) for the variables work climate (X1), work discipline (X2), work experience (X3) and employee performance (Y) is greater than 0.05. Because the value of Asymp. Sig. (2-tailed) >0.05, which means that the data in the regression model is normally distributed.

### Linearity Test

The results of the linearity test of the regression model can be seen in the [table 7](#).



**Table 7. Summary of Linearity Test Results**

No	Connection	Fcount	Sig.
1	X1 – Y	0.739	0.789
2	X2 – Y	0.931	0.588
3	X3 – Y	1,355	0.222

*Note: If  $p > 0.05$  means the relationship is linear.*

Based on the table 7, it shows that the Sig.  $> 0.05$  which means the relationship between work climate (X1) and employee performance (Y), work discipline (X2) with employee performance (Y) and work experience (X3) with employee performance (Y) is linear.

### Multicollinearity Test

The results of the multicollinearity test are shown in the following table:

**Table 8. Summary of Multicollinearity Test Results**

No	Independent Variable	Collinearity Statistics		Information
		Tolerance	VIF	
1	Principal Behavior	0.978	1,023	Not Multicollinear
2	Discipline	0.984	1,027	Not Multicollinear
3	Work environment	0.993	1,007	Not Multicollinear

Based on [table 8](#), it shows that the VIF value is smaller than 10, work climate ( $1.023 < 10$ ), work discipline ( $1.026 < 10$ ) and work experience ( $1.3007 < 10$ ), which means there is no multicollinear relationship.

### Hypothesis testing

#### Multiple Regression Analysis

The multiple regression equation is expressed in the form:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

**Table 9. Recap of Multiple Linear Regression Results**

Variable	Unstandardized Coefficients(B)
Constant	9,411
Work Climate	0.578
Work Discipline	0.249
Work experience	0.235

\* Significant value  $< 5\%$ , dependent variable: Employee Performance

The regression equation formed is:  $Y = 9.411 + 0.578X_1 + 0.249X_2 + 0.235X_3$

The meaning of the regression model is:

- 1)  $a = 9.411$  means that if the work climate, work discipline and work experience are equal to 0, then the employee's performance is 9.411.

- 2)  $b_1=0.578$  means that if the work climate variable increases by 1 unit and the work discipline and work experience variables equal 0, employee performance will increase by 0.578.
- 3)  $b_2=0.249$  means that if the work discipline variable increases by 1 unit and the work climate and work experience variables equal 0, then employee performance will increase by 0.249.
- 4)  $b_3=0.235$ , meaning that if the work experience variable increases by 1 unit and the work climate and cooperative discipline variables increase by 0, employee performance will increase by 0.235.

### Multiple Regression Test (F Test)

The results of calculating the multiple correlation coefficient and F test on the regression model are as follows:

**Table 10. Recap of F Test Calculation Results**

df	Ftable	Fcount	Sig.	R	R square
3					
53	2.77	15,091	0,000	679	0.461

Predictor: (constant), work climate, work discipline, work experience

Dependent variable: Employee Performance, \*Significance value <5%

The results of regression testing using the SPSS 21 computer program on the simultaneous influence of work climate behavior variables (X1), work discipline (X2) and work experience (X3) on employee performance variables (Y) obtained an F count of 15.091 (sig. =  $0.000 < 0.05$ ), meaning that there is a significant positive influence between work climate, work discipline, work experience together on employee performance at the Pulang Pisau District Education Office.

### Coefficient of Determination

Based on Table 10, it is known that the coefficient of determination is 0.461, meaning that the influence of work climate, work discipline and work experience variables on employee performance variability is 46.1% and the remaining 53.9% is influenced by other variables outside the regression model.

### Partial Correlation Test (T Test)

The t test results can be presented in the [table 11](#).

- 1) The results of testing the partial influence of work climate on employee performance obtained Beta = 0.656 from the standard calculation of the beta coefficient, indicating that the strength of the relationship between the two variables is high, while for significance, the value obtained is  $t = 6.430$ , and the significance value (Sig.) is  $0.000 < 0.05$ , meaning there is significant positive influence between work climate on employee performance at the Pulang Pisau District Education Office.
- 2) The results of testing the partial influence of work discipline on employee performance obtained Beta = 0.284 from the standard calculation of the beta

coefficient, indicating that the strength of the relationship between the two variables is low, while for significance, the value obtained is  $t = 2.776$ , and the significance value (Sig.) is  $0.008 < 0.05$ , meaning there is significant positive influence between work discipline on employee performance at the Pulang Pisau District Education Office.

- 3) The results of testing the partial influence of work experience on employee performance obtained  $\text{Beta} = 0.249$  from the standard calculation of the beta coefficient, indicating that the strength of the relationship between the two variables is low, while for significance, the value obtained is  $t = 2.114$ , and the significance value (Sig.) is  $0.039 < 0.05$ , meaning there is significant positive influence between work experience on employee performance at the Pulang Pisau District Education Office.

**Table 11. Recap of T Test Calculation Results**

Variable	Beta	tcount	Sig.	Information
Principal Behavior	0.656	6,430	0,000	Significant
Discipline	0.284	2,776	0.008	Significant
Work environment	0.249	2,114	0.039	Significant
Dependent variable: Teacher Performance				
*Significance <5%				

### Effective Contribution and Relative Contribution

The effective contribution test results obtained were 40.4342 from the work climate variable, 5.1972% from the work discipline variable, 7.1712% from the work experience variable for a total of 52.843%. Meanwhile, the relative contribution obtained was 76.58% from the work climate variable, 9.84% from the work discipline variable, 13.58% from the work experience variable for a total of 100%. Based on these calculations, the discipline variable has the largest contribution with an effective contribution (SE) of 40.4342% and a relative contribution (SR) of 76.58%.

### Discussion

Simultaneously, work climate, work discipline and work experience have a positive and significant effect on employee performance at the Pulang Pisau District Education Office with a significant value of 0.000, less than 0.05 with a simultaneous influence percentage of 52.843%, and based on effective contribution calculations, climate work has the greatest contribution to employee performance, namely 40.4342%. Employee work discipline is related to the effectiveness and efficiency of an employee in fulfilling his responsibilities.

Work climate or organizational climate is the internal environment of an organization, which includes various environmental attributes that are related to aspects and effectiveness, especially attributes that are measured at the individual level (Mehralian, G., et.al, 2020). This shows that to determine employee performance, it can be seen based on the work climate which is a description of the quality, atmosphere and character that is

visible in norms and values, interpersonal relationships, work atmosphere, organizational structure, positive ties with the institution and the physical environment found in the institution where it is located. employee on duty.

The results of the partial correlation analysis (T test) show that work climate has a significant positive effect on employee performance at the Pulang Pisau District Education Office with the influence of work climate (X1) on employee performance (Y) obtained by a t-count of 6.430 from the standard beta coefficient calculation of 0.656 which shows that the strength of the relationship between the two variables is high, while for significance the significance value (Sig.) of 0.000 is smaller than 0.05. The social dynamics within a workplace significantly influence employee performance. A friendly workplace atmosphere fosters mutual support and teamwork, which are crucial for enhancing job satisfaction and performance (Kawakami et al., 2006). Conversely, negative social interactions, such as workplace ostracism or bullying, can lead to feelings of isolation and disengagement, ultimately harming employee performance (Howard et al., 2020). Research indicates that employees who experience a supportive social climate are more likely to engage positively with their work and colleagues, leading to improved productivity (Kawakami et al., 2006; Chao, 2018).

Moreover, the physical and psychological aspects of the work environment play a critical role in shaping employee performance. A conducive work environment, which includes adequate safety measures, cleanliness, and supportive amenities, has been shown to correlate positively with employee productivity (Purwati, 2023; Putra & Mujiati, 2022). For instance, studies have demonstrated that a positive physical work environment can motivate employees to perform better, thereby increasing overall productivity (Putra & Mujiati, 2022). Additionally, workplace spirituality, which emphasizes respect for employees' inner lives and a sense of community, has been linked to higher levels of job satisfaction and productivity (Biswakarma, 2018; Salcedo & Lazatin, 2021). This suggests that when employees feel connected and valued within their work environment, their performance is likely to improve.

The results of the partial correlation analysis (T test) show that work discipline has a significant positive effect on employee performance at the Pulang Pisau District Education Office with the influence of work discipline (X2) on employee performance (Y) obtained by a tcount of 2.776 from the standard beta coefficient calculation of 0.284 which shows the strength of the relationship between the two variables is low, while for the significance value obtained a significance value (Sig.) of 0.008 is smaller than 0.05. According to Hasibuan (2003), work discipline must be enforced in an organization, because without the support of employee discipline well then it is difficult for the organization to realize its goals.

Research highlights that work discipline is a crucial determinant of employee performance, suggesting that without a solid foundation of discipline, organizations struggle to achieve optimal performance levels (Burhanudin, 2024). This assertion is supported by , who found that discipline has a statistically significant positive effect on employee performance, reinforcing the notion that disciplined employees are more likely to fulfill their job responsibilities effectively (Pawirosumarto et al., 2017). Furthermore, 's study

corroborates these findings by demonstrating that work discipline, along with workplace environment and financial compensation, significantly influences employee performance, accounting for a substantial portion of the variance in performance metrics (Wirastini, 2024).

The interplay between work discipline and employee performance is further elucidated by the findings of, who emphasizes that discipline shapes employees' habits and behaviors in the workplace, ultimately enhancing their performance (Puspitawati, 2023). This perspective is echoed by

, who asserts that instilling a culture of discipline within an organization is essential for boosting productivity and overall performance (Wisesa et al., 2022). Moreover, argue that adherence to organizational rules fosters a conducive work environment, which is instrumental in achieving higher performance levels (Semarang et al., 2022).

The results of the partial correlation analysis (T test) show that work experience has a significant positive effect on employee performance at the Pulang Pisau District Education Office with the influence of work experience (X3) on employee performance (Y) obtained by a t-count of 2.114 from the standard beta coefficient calculation of 0.249 which is shows that the strength of the relationship between the two variables is low, while for significance the significance value (Sig.) is 0.039, which is smaller than 0.05.

Research indicates that work experience positively influences job satisfaction, which in turn affects employee performance. For instance, highlight that auditors with substantial work experience exhibit higher job satisfaction, which correlates with improved performance outcomes in auditing processes (Badaruddin et al., 2022). Similarly, the findings by suggest that work experience contributes significantly to job performance, as experienced employees tend to have better skills and competencies, leading to higher productivity levels (Kartika & Widhiandono, 2022). This aligns with the assertion that job satisfaction acts as a mediating factor in the relationship between work experience and employee performance, as noted by (Efendi & Winenriandhika, 2021).

Moreover, the nature of the work environment plays a crucial role in determining how work experience translates into performance. A toxic workplace environment can undermine the benefits of work experience, as highlighted by, who argue that a supportive and secure work environment is essential for maximizing employee performance (Haeruddin et al., 2022). In contrast, a negative work environment can lead to increased work stress, which adversely affects performance, as demonstrated by 's study (Kurniawan, 2023). Thus, while work experience is a valuable asset, its impact on performance is contingent upon the surrounding work conditions.

Employee engagement is another critical factor that interacts with work experience to influence performance. 's research emphasizes that higher levels of employee engagement, which can be fostered through positive work experiences, lead to better performance outcomes. Engaged employees are more likely to be committed to their roles and the organization, thereby enhancing their performance. This is supported by findings from, which indicate that job satisfaction—often a product of positive work experiences—significantly impacts employee performance (Rodrigo et al., 2022).

## CONCLUSION

After analyzing the research findings and engaging in discussions with the researchers, it is evident that several essential conclusions can be drawn. Firstly, there exists a notable positive correlation between work climate, work discipline, and work experience, collectively impacting employee performance at the Pulang Pisau District Education Office. Therefore, enhancing the work climate, work discipline, and work experience of employees at the Pulang Pisau District Education Office is likely to result in improved employee performance. Secondly, a significant positive correlation was observed between work climate and employee performance at the Pulang Pisau District Education Office. This indicates that a positive work climate is associated with higher employee performance at the office. Thirdly, a significant positive correlation was also observed between work discipline and employee performance at the Pulang Pisau District Education Office, suggesting that employees with high work discipline tend to deliver better performance. Finally, there is a significant positive correlation between work experience and employee performance at the Pulang Pisau District Education Office. This implies that an employee's work experience, measured by their length of service and training received, plays a crucial role in influencing their performance at the Pulang Pisau District Education Office.

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