

The Role of Work Environment, Work Stress, Organizational Culture and Work Discipline on the Performance of Class II Non-TPI Palopo Immigration Office Employees

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Abstract

Human resources are vital assets that determine the sustainability and effectiveness of public institutions. Employee job satisfaction is influenced not only by organizational policies and administrative systems but also by the work environment, work stress, and the organizational culture within the institution. These factors collectively shape a conducive work climate that enhances employee motivation, productivity, and service quality. This study aims to examine the influence of the work environment, work stress, organizational culture, and work discipline on employee performance at the Class II Non-TPI Palopo Immigration Office, both partially and simultaneously. Using a quantitative, explanatory research approach, the study involved all employees of the office as respondents through total sampling. Data were collected via questionnaires and analyzed using multiple regression techniques to test partial and simultaneous effects. The findings reveal that the work environment, work stress, organizational culture, and work discipline each have a positive and significant impact on employee performance. Simultaneously, these variables also exert a significant combined influence ($p\text{-value} < 0.05$). Hence, fostering a supportive work environment, managing stress effectively, reinforcing organizational culture, and strengthening work discipline are essential strategies to improve employee performance and public service quality.

Keywords: Organizational_Culture; Discipline; Performance; Work_Environment; Stress

1. Introduction

In the current era of bureaucratic reform 4.0 and the acceleration of public administration digitalization, the governance of the State Civil Apparatus (ASN) is required to be increasingly adaptive, transparent, and performance-based. Law Number 20 of 2023 concerning ASN emphasizes the urgency of digitalizing ASN management, strengthening the merit system, and transforming outcome-based performance management. This policy is reinforced by Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022, which introduces a performance management cycle based on performance dialogue and measurable digital SKP (outcome plans, indicators, and expectations). Furthermore, BKN Regulation Number 3 of 2023 also links performance predicates to ASN career development, including the acquisition of functional position credit points. In this context, the public service unit, the Class II Non-TPI Palopo Immigration Office, which is undergoing transformation through service digitalization and improved customer experience, is relevant as a research location to empirically examine the determinants of employee performance.

Both theoretically and empirically, a healthy work environment—both physical and psychosocial—has been shown to contribute significantly to improved employee performance.

Cross-national research shows that ergonomic, inclusive, and achievement-supportive work environments foster work engagement, which in turn increases productivity, service quality, and innovation.[1] However, post-pandemic dynamics present new challenges in the form of increased digital workload and the risk of technostress. A study in India found that digital overload can reduce performance if not balanced with adequate organizational support.[2] This indicates the need for leadership-based interventions, such as leader-targeted stress management intervention (SMI), which has been shown to be effective in reducing workplace stress while increasing organizational resilience.

Organizational culture also remains the “invisible engine” that aligns values, norms, and work behaviors. Recent research shows that adaptive organizational cultures—particularly those that are knowledge-friendly and service-oriented—can strengthen the performance of public organizations in the face of crises and digital disruption.[3] In the context of immigration services that demand precision, accuracy, and intensive public interaction, organizational culture serves as an important variable, especially in reducing the negative impacts of work stress and a less conducive work environment.

Furthermore, work discipline is both a classic and a current determinant of civil servant performance. A recent study of the Indonesian bureaucracy confirms that discipline—which includes adherence to standard operating procedures (SOPs), punctuality, and output reliability—is directly correlated with the achievement of government work units (SKP) and the quality of public services.[4] In the credit score scheme and performance-based career system, a culture of discipline is the primary driver of bureaucratic accountability.

While numerous studies have examined the influence of the work environment, job stress, organizational culture, and work discipline in the local government, education, and health sectors, an integrated study examining all four variables simultaneously in the context of immigration services is lacking. This research contributes to the development of an integrated model that examines the direct and indirect effects of the work environment, job stress, organizational culture, and work discipline on employee performance, while linking the empirical findings to current ASN policies such as Law No. 20/2023, Regulation of the Minister of Administrative and Bureaucratic Reform No. 6/2022, and Regulation of the National Civil Service Agency No. 3/2023.[5][6][7]. Empirical phenomena that reinforce the urgency of this research include increased employee commitment to supporting the digital transformation of immigration services, the creation of a collaborative work culture that encourages public service innovation, and the implementation of consistent work discipline that increases compliance with operational procedures and strengthens bureaucratic accountability. These factors indicate that the Palopo Class II Non-TPI Immigration Office has great potential to become an example of good practice in strengthening ASN performance in the era of bureaucracy 4.0.

Therefore, based on this description, this research is relevant and strategic in answering empirical and policy needs in order to improve the quality of ASN performance and public services, especially in the current digital era.

2. Methodology

This study uses a quantitative approach with an explanatory research design that aims to explain the causal relationship between independent variables, namely work environment, work stress, organizational culture, and work discipline, with the dependent variable, namely employee performance in August 2025. The population and sample of the study were all employees of the Class II Non TPI Palopo Immigration Office, totaling 70 people because the population is relatively small (total sampling) with a margin of error of 10%. Primary data were obtained through a structured questionnaire compiled based on indicators of each variable using a five-point Likert scale, ranging from strongly disagree to strongly agree. The research instruments included aspects of the work environment (physical and psychosocial conditions), work stress (workload, time pressure and roles), organizational culture (values, norms, work behavior), work discipline (compliance with time and rules and consistency), and employee performance (quality, quantity, effectiveness of work results). The data analysis technique used Structural Equation Modeling-Partial Least Square (SEM-PLS). The analysis stages include classical assumption tests, namely multicollinearity with VIF criteria <10 and heteroscedasticity with p-value criteria >0.05 . Furthermore, a partial test or t-test is performed with p-value criteria <0.05 and a simultaneous test or F-test with p-value criteria <0.05 . The determinant coefficient test (R² Test) is also performed to analyze the overall strength of the model. Based on the conceptual framework built, the hypotheses of this study are as follows: Work environment has a positive and significant effect on employee performance; Work stress has a positive and significant effect on employee performance; Organizational culture has a positive and significant effect on employee performance; Work discipline has a positive and significant effect on employee performance; and Work environment, work stress, organizational culture, and work discipline simultaneously have a positive and significant effect on employee performance at the Class II Non TPI Palopo Immigration Office.

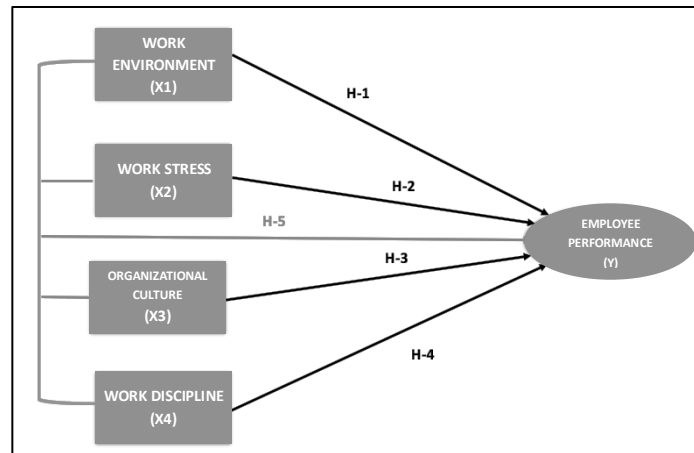


Figure 1. Research Concept Framework

3. Results and Discussion

3.1 Results

Based on the data collected from all respondents, the following description of the respondent characteristics was obtained;

Table 1. Respondent Description

Characteristics	Frequency	Percentage
Gender		
Man	53	75.71%
Woman	17	24.29%
Age		
>20 years	2	2.86%
20-30 years	29	41.43%
31-40 years	33	47.14%
41-50 years	6	8.57%
Education		
High School/Vocational School	25	35.72%
Diploma	1	1.43%
S1	40	57.14%
S2	4	5.71%
Employee Status		
ASN	36	51.43%
CPNS	22	31.43%
PPNPN	12	17.14%

Based on the table above, the number of male respondents (75.71%) is greater than the number of female respondents (24.29%). The age group is dominated by those aged 31-40 years (47.14%). In terms of education, the majority are bachelor's graduates (57.14%). Employment status is dominated by civil servants (ASN) at 51.43%.

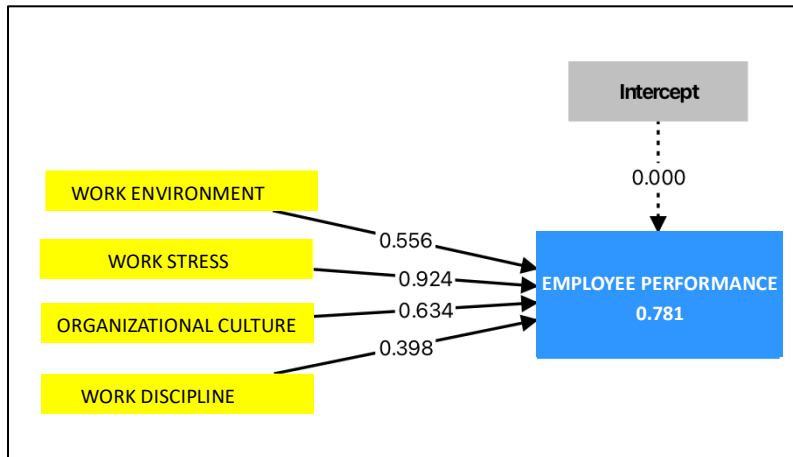


Figure 2. SEM Model

Classical Assumption Test (Multicollinearity and Heteroscedasticity)

Table 2. Classical Assumption Test

Variables	Standardized Coefficients	Multicollinearity (VIF <10)	Heteroscedasticity (p value > 0.05)	Information
Work environment	0.556	1,145		Valid
Work Stress	0.924	2,044		Valid
Organizational culture	0.634	3,553	0.123	Valid
Work Discipline	0.398	2,836		Valid

Table 2 shows the results of the classical assumption test for multicollinearity (VIF <10) and heteroscedasticity (p-value >0.05) across all variables, which are deemed valid. Therefore, it can be stated that the data used in this study are proven to be free from multicollinearity (high correlation) and heteroscedasticity (error variance), thus meeting the validity requirements for further regression analysis.

Partial Test or T-Test

Based on the t-test results in the table below, all variables showed p-values <0.05. This indicates that each independent variable—work environment, job stress, organizational culture, and work discipline—has a positive and significant effect on employee performance.

Table 3. Partial Test Results (T-Test)

Hypothesis	Variables	T-value	Sig. (P-value = < 0.05)	Results
H1	Work Environment -> Employee Performance	8,954	0.000	Accepted
H2	Work Stress -> Employee Performance	2,252	0.018	Accepted
H3	Organizational Culture -> Employee Performance	5,789	0.000	Accepted
H4	Work Discipline -> Employee Performance	4,064	0.002	Accepted

Simultaneous Test or F Test

Based on the simultaneous test results in the table above, the F-value is 57.877 with a p-value of 0.000 (<0.05). This indicates that the variables of work environment, job stress, organizational culture, and work discipline simultaneously have a positive and significant effect on employee performance.

Table 4. Simultaneous Test Results (F Test)

Model	F-count	Sig (p-value = < 0.05)	Information
Multiple Regression	57,877	0.000	Significant

Determinant Coefficient Test (R²)

Based on the R² test in the table below, the 0.781 value indicates that 78.1% of employee performance variation can be explained by the work environment, job stress, organizational culture, and work discipline. The remaining 21.9% is explained by factors outside this research model.

Table 5. Determinant Coefficient Test (R2)

Model	R-square	Adjusted R Square	Information
Multiple Regression	0.781	0.767	Strong

3.2 Discussion

3.2.1 The Influence of the Work Environment on Employee Performance

The work environment encompasses the social, psychological, and physical aspects of an organization that directly influence how employees perform their duties. The relationship between individuals and their environment is very close, as environmental conditions can influence work enthusiasm and effectiveness. The work environment is one of the important factors influencing employee performance, consisting of the physical work environment (such as lighting, temperature, and noise) and non-physical (such as relationships between employees and organizational culture). A good work environment can foster work enthusiasm, increase productivity, and encourage the achievement of optimal work results. Working among motivated individuals also helps complete tasks efficiently, according to standards, and on time.[8]Based on research in Kediri, it was found that the work environment has a positive and significant impact on employee performance, contributing 90%. Contributing factors include the physical and non-physical work environment.[9]This is in line with research in the Sangihe Islands which states that the work environment has a positive influence on employee performance.[8]

The work environment encompasses not only physical aspects but also psychosocial dimensions, which play a crucial role in shaping employee performance. An inclusive and diversity-respecting environment has been shown to increase employee engagement, leading to increased productivity and service quality.[10]Teams with high levels of engagement tend to demonstrate stable and high-quality performance. Based on this research, the Palopo Class II Non-TPI Immigration Office has successfully maintained positive work interactions and built a work climate that supports collaboration.

3.2.2 InfluenceJob Stress on Employee Performance

Work stress has often been associated with decreased performance, but recent research shows that, at certain levels, stress can have a positive impact on employee performance. This type of stress is known as eustress, which is stress that motivates and stimulates productivity. Work stress, along with motivation and the work environment, has a positive and significant impact on employee performance in the snack food industry.[11]. Similar results were also found in the context of manufacturing companies, which showed that work stress made a significant contribution to improving employee performance.[12]This explanation is supported by the

psychological principle of Yerkes-Dodson Law, which states that optimal performance is achieved at a moderate level of stress—too low makes individuals less motivated, and too high actually damages performance.[13].

However, well-managed stress can actually be a trigger for increased motivation and the achievement of work goals. The results of this study indicate that work stress has a positive effect on employee performance, with varying but relatively low levels of stress. This indicates that stress at the Palopo Immigration Office remains within reasonable limits and can be well managed to support productivity. Furthermore, the dynamics of work stress can act as a catalyst for improving the quality of public services.

3.2.3 The Influence of Organizational Culture on Employee Performance

The results of this study indicate that organizational culture has a positive effect on employee performance. The study in Riau also revealed that organizational culture contributed 26.6% to improved employee performance in government institutions.[14]. In addition, research at Yaspenlub Demak also shows that organizational culture has a significant influence on the performance of employees/teaching staff.[15]. The combination of organizational culture and work motivation has been proven to improve employee performance.[16]. Similar findings were also obtained from the assertion that organizational culture involvement and adaptability strengthen the quality of employee work.[17]A positive organizational culture is considered relevant for creating a responsive, efficient, and highly integrated work system. Employees who understand the organization's values will work with a strong sense of public service, oriented toward public satisfaction, and uphold the principles of justice and transparency.[18].

In the context of public services, such as at the Class II Non-TPI Immigration Office in Palopo, employees' understanding and internalization of organizational values will shape proactive, responsible, and customer-focused work behavior. Employees have been integrated into a strong work culture and demonstrate high levels of loyalty, innovation, and a readiness to adapt to regulatory and technological changes, as evidenced by the findings of this study. All of these indicators are crucial in addressing the challenges of modern bureaucratic reform.

3.2.4 The Influence of Work Discipline on Employee Performance

Work discipline is a crucial factor in determining employee performance in various types of organizations. Good discipline reflects responsibility, punctuality, compliance with regulations, and dedication to work. Employees with a high level of discipline tend to demonstrate stronger work responsibilities, complete tasks on time, and demonstrate compliance with applicable rules and procedures. This has a direct impact on achieving work targets and increasing the efficiency of public services within the office environment. Research results at the Class II Non-TPI Palopo Immigration Office indicate that work discipline has a positive effect on employee performance. Other scientific studies also show that work discipline has a positive and significant influence on employee performance in various organizational sectors. A study at BMKG Region II found that

work discipline directly improves employee performance in BMKG Region II, with strong and significant statistical analysis results.[19] Similar results were also shown at PT Inti Nomika Indonesia, which showed that work discipline followed by supervision showed a high positive correlation with employee performance.[20]. In addition, work discipline contributed 48.2% to the variation in the performance of sub-district office employees in Kampar, while the rest was influenced by other factors.[21] Other research also adds that work discipline plays a role as a mediator in the relationship between job satisfaction and employee performance.[22] The results of several studies strengthen the argument that discipline is a crucial foundation for increasing work productivity. Therefore, discipline not only contributes directly to work results but also strengthens the impact of other factors, such as motivation and job satisfaction, in driving optimal employee performance.

3.2.5 Influence Work Environment, Job Stress, Organizational Culture, and Work Discipline Simultaneously on Employee Performance

The results of the study indicate that the variables of work environment, work stress, organizational culture, and work discipline simultaneously have a significant influence on employee performance. A conducive work environment encompasses both physical and non-physical factors, such as office facilities, comfortable workspaces, and social relationships between employees, which have been shown to increase motivation and productivity. Employees who feel comfortable with their work environment tend to demonstrate high work commitment, thus enabling them to achieve the performance targets set by the organization.[23]. Furthermore, work stress also plays a significant role in influencing employee performance. In this study, the level of work stress experienced by employees was relatively low, so it did not become a major obstacle in carrying out their work. A certain level of stress can even serve as a motivator for more focused and effective work.[24].

A strong organizational culture significantly contributes to improving performance. Furthermore, an organizational culture that supports open communication, values individual contributions, and fosters professional development within the organization can foster a sense of belonging and encourage employees to work in accordance with the agency's vision and mission. A strong work culture fosters discipline, effective communication, and solid teamwork, ultimately strengthening performance.[25] Furthermore, work discipline has been proven to be a reinforcing factor in maintaining consistent employee performance. Discipline in attendance, adherence to regulations, and responsibility in completing tasks reflect employee integrity in carrying out their roles. High discipline enables employees to better manage their time, avoid tardiness, and work towards set targets.[26].

Simultaneously, these four variables complement each other in shaping optimal employee performance, particularly at the Class II Non-TPI Palopo Immigration Office. The work environment provides comfort, work stress tests mental resilience, organizational culture builds collective values, and discipline maintains consistency. These findings indicate that agencies

should view performance as the result of a complex interaction of various internal factors. By simultaneously addressing aspects of the work environment, stress management, strengthening organizational culture, and employee discipline, more sustainable increases in productivity and work effectiveness can be achieved.

4. Conclusion

This study shows that the work environment, work stress, organizational culture, and work discipline have a positive effect on employee performance, both partially and simultaneously. A conducive work environment, well-managed work stress, a strong organizational culture, and high employee discipline have been proven to complement each other in increasing work productivity and effectiveness at the Class II Non-TPI Palopo Immigration Office. The results of this study also imply that public agencies need to create a comfortable work environment, manage employee stress proportionally, strengthen an adaptive and collaborative organizational culture, and enforce work discipline consistently. Through these strategies, employee performance can continue to improve, thereby supporting quality, responsive, and sustainable public services.

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