

Driving Civil Servants Performance through Work Discipline, Organizational Culture, and Internal Communication

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Abstract

In the era of bureaucratic reform and digital transformation, optimizing civil servant performance is critical for public sector effectiveness. This study examines the influence of work discipline, organizational culture, and internal communication on employee performance at the Regional Manpower and Transmigration Office of Yogyakarta (Disnakertrans DIY), Indonesia. A quantitative approach was employed, with data collected via Likert-scale questionnaires from 77 civil servants. Validity and reliability tests (Pearson Correlation, Cronbach's Alpha > 0.60) ensured instrument robustness. Multiple linear regression analysis (SPSS 26) revealed that all three variables significantly enhance performance, both individually and collectively ($p < 0.05$). Organizational culture exhibited the strongest impact ($\beta = 0.483$), followed by work discipline ($\beta = 0.254$) and internal communication ($\beta = 0.241$). The F-test confirmed their synergistic effect (F-statistic = 110.394, $p = 0.000$). These findings align with global studies on public sector performance but offer novel empirical evidence from a developing bureaucratic context. The study recommends prioritizing cultural reinforcement, disciplinary compliance, and transparent communication channels to elevate performance. It contributes to public management literature by validating a tri-factor performance model and provides actionable insights for policymakers to align HR strategies with Indonesia's *akhlak* values (Civil Servant Core Ethics).

Keywords: Civil servant performance, internal communication, organizational culture, work discipline.



INTRODUCTION

In an increasingly dynamic and competitive work environment, employee performance has become a key element in determining the success of an organization (Agus Triansyah et al., 2023; Ugwu & Ejikeme, 2023). Public institutions, including government agencies, are required to adapt quickly and effectively to the challenges posed by globalization and digital transformation. Optimal performance can guide organizations toward achieving strategic goals, maintaining their existence, and fostering innovation and sustainable growth. Human resources (HR), as the executors of policies and programs, play a pivotal role in achieving these objectives. HR represents the potential of individuals that can be delivered to society in the form of goods or services (Sedarmayanti, 2017). In the context of human resource management, training, assessment, and supervision of employees are essential components for enhancing work effectiveness (Ramayunis et al., 2024). Since the success of an organization heavily relies on employee performance (Elmita et al., 2023), continuous efforts are necessary to identify the key factors that contribute to optimal performance outcomes. (Amelia et al., 2024).

One of the primary factors contributing to improved employee performance is work discipline (Marlapa & Mulyana, 2020; Puspita et al., 2024). Work discipline not only reflects the level of individual responsibility towards assigned tasks but also serves as a critical metric in managerial evaluations. It embodies adherence to organizational rules and norms, thereby enhancing both efficiency and effectiveness in the workplace. In the context of the Regional Manpower and Transmigration Office of the Special Region of Yogyakarta (Disnakertrans DIY), employee attendance and compliance with working hours are significant indicators of performance. This aligns with the provisions outlined in Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, particularly Article 4 point (f) and Article 11 paragraph (2) point (d), which stipulate strict sanctions for violations of work discipline. Compliance with these regulations reflects an employee's commitment to professionalism and accountability as a public servant.

In addition to work discipline, organizational culture plays a central role in shaping employee performance (Ferine et al., 2021). Organizational culture refers to the system of values, norms, and practices that continuously evolve within the work environment and influence the behavior of all organizational members (Iskamto, 2023). A strong culture can enhance team cohesion, employee loyalty, and decision-making efficiency (Ferine et al., 2021; Marlius & Vebrian, 2020). In the government sector, the core values of civil servants, as stipulated in Law No. 20 of 2023 and embodied in the *AKHLAK* principles, provide a foundational framework for developing an adaptive and responsive organizational culture. The failure of organizations to cultivate a healthy workplace culture is often a major barrier to innovation and performance improvement (Opoku et al., 2022; Pham et al., 2024). Therefore, strengthening organizational culture is a strategic necessity in the broader context of bureaucratic reform (Rahmatullah et al., 2022).

Internal communication is another crucial factor that significantly impacts organizational effectiveness (Chmielecki, 2015; Titang, 2013) and employee performance (Kusumah et al., 2025; M. O., 2022). In public institutions such as Disnakertrans Special Region of Yogyakarta (DIY),

internal communication encompasses the exchange of information, work coordination, and decision-making processes among units or individuals within the organization (Dewi & Rozinah, 2022). Effective communication not only accelerates information flow but also enhances employees' understanding of their tasks, roles, and responsibilities (Tkalac Verčič & Pološki Vokić, 2017). A well-established internal communication system fosters a collaborative work climate, minimizes conflict, and strengthens mutual trust among employees and fosters employee collaboration (Kimani, 2024; Santos et al., 2023). Preliminary surveys reveal several issues within Disnakertrans DIY, including lack of discipline, delayed services, and unclear communication among colleagues. These findings indicate significant room for improvement in the organization's internal communication and management systems.

Considering the importance of these three variables, this study aims to empirically examine the influence of work discipline, organizational culture, and internal communication on the performance of civil servants at Disnakertrans DIY, both individually and collectively. Empirically, the synergy between work discipline, organizational culture, and internal communication has not been widely explored within the context of regional bureaucracy in Indonesia, particularly in the Special Region of Yogyakarta. Disnakertrans DIY was chosen as the unit of analysis due to its dual role in overseeing labor affairs and managing transmigration – two domains requiring policy precision and operational responsiveness. The research gap lies in the absence of a comprehensive model that quantitatively measures the simultaneous contribution of these three variables to civil servant performance at the provincial office level.

This research is expected to provide a meaningful contribution to the formulation of more effective and efficient human resource management strategies within the bureaucratic environment. The practical benefit of this study is to serve as a reference for institutional leaders in designing employee performance enhancement policies based on organizational culture, discipline, and internal communication. Additionally, the findings may serve as an academic reference for the development of public management studies and organizational performance within the government sector.

METHOD

This study aims to examine the influence of work discipline, organizational culture, and internal communication in improving the performance of civil servants (ASN) at the Office of Manpower and Transmigration in the Special Region of Yogyakarta (DIY), both partially and collectively. The study employs four variables, consisting of one dependent variable (employee performance) and three independent variables (work discipline, organizational culture, and internal communication). A quantitative approach was adopted, using a questionnaire method to collect data on respondent characteristics (Sugiyono, 2018). The data used include primary data (information directly obtained from employees of the Office of Manpower and Transmigration DIY) and secondary data (literature review sourced from office records, government publications, media, websites, internet, and other relevant documents).

The research population consists of civil servants (ASN), with a total of 77 respondents. Data collection was conducted through interviews, questionnaires, and observation. The measurement scale used was the Likert scale. The research instrument was tested for validity and

reliability (Sugiyono, 2018). In this study, validity testing was performed using Pearson Correlation, with the criterion that an item is considered valid if the correlation coefficient is significant at a probability level (Sig.) < 0.05. If the Cronbach's Alpha value of an instrument is < 0.60, the instrument is deemed reliable. Data analysis was conducted using SPSS 26 software, with multiple linear regression as the analytical method.

RESULTS AND DISCUSSION

Validity and Reliability Test Results

Table 1. Validity Test Results of 77 Respondents

No	Variable	Item	Correlation Coefficient	r-Table	Sig	Remarks
1	Employee Performance	Y1.1.1	0.767	0.231	0.000	Valid
		Y1.1.2	0.789	0.231	0.000	Valid
		Y1.2.1	0.737	0.231	0.000	Valid
		Y1.2.2	0.744	0.231	0.000	Valid
		Y1.2.3	0.674	0.231	0.000	Valid
		Y1.2.4	0.756	0.231	0.000	Valid
		Y1.3.1	0.793	0.231	0.000	Valid
		Y1.3.2	0.758	0.231	0.000	Valid
		Y1.4.1	0.635	0.231	0.000	Valid
		Y1.4.2	0.521	0.231	0.000	Valid
2	Work Discipline	X1.1.1	0.659	0.231	0.000	Valid
		X1.1.2	0.616	0.231	0.000	Valid
		X1.2.1	0.679	0.231	0.000	Valid
		X1.2.2	0.843	0.231	0.000	Valid
		X1.3.1	0.884	0.231	0.000	Valid
		X1.3.2	0.848	0.231	0.000	Valid
		X1.4.1	0.690	0.231	0.000	Valid
		X1.4.2	0.841	0.231	0.000	Valid
3	Organizational Culture	X2.1.1	0.554	0.231	0.000	Valid
		X2.1.2	0.642	0.231	0.000	Valid
		X2.1.3	0.524	0.231	0.000	Valid
		X2.2.1	0.555	0.231	0.000	Valid
		X2.2.2	0.831	0.231	0.000	Valid
		X2.2.3	0.791	0.231	0.000	Valid
		X2.3.1	0.822	0.231	0.000	Valid
		X2.3.2	0.831	0.231	0.000	Valid
		X2.3.3	0.812	0.231	0.000	Valid
		X2.4.1	0.831	0.231	0.000	Valid
		X2.4.2	0.747	0.231	0.000	Valid
		X2.4.3	0.812	0.231	0.000	Valid
		X2.5.1	0.831	0.231	0.000	Valid
		X2.5.2	0.812	0.231	0.000	Valid
		X2.6.1	0.623	0.231	0.000	Valid

		X2.6.2	0.812	0.231	0.000	Valid
		X2.6.3	0.511	0.231	0.000	Valid
		X2.7.1	0.631	0.231	0.000	Valid
		X2.7.2	0.510	0.231	0.000	Valid
		X2.7.3	0.508	0.231	0.000	Valid
4	Internal	X3.1.1	0.867	0.231	0.000	Valid
	Communication	X3.1.2	0.888	0.231	0.000	Valid
		X3.2.1	0.712	0.231	0.000	Valid
		X3.2.2	0.887	0.231	0.000	Valid
		X3.3.1	0.910	0.231	0.000	Valid
		X3.3.2	0.869	0.231	0.000	Valid

The validity test results, as shown in Table 1 above, indicate that all questionnaire items have a significance value below 0.05 at a 5% significance threshold. Therefore, all items under the variables employee performance, work discipline, organizational culture, and internal communication are deemed valid (Ghozali, 2018).

Table 2. Reliability Test Results of 77 Respondents

Variable	Cronbach's Alpha	Critical Value	Remarks
Employee Performance	0.895	> 0.60	Reliable
Work Discipline	0.896	> 0.60	Reliable
Organizational Culture	0.942	> 0.60	Reliable
Internal Communication	0.925	> 0.60	Reliable

Source: Primary data processed using SPSS v26 (2025)

The reliability test results in the Table 2 above show that each research variable has a Cronbach's Alpha value above 0.60 (Ghozali, 2018). Thus, it can be concluded that all questionnaire items for these variables are reliable and suitable for use as research instruments.

Multiple Linear Regression Test Results

Multiple Linear Regression Analysis and T-Test Results

Table 3. Results of Multiple Linear Regression Analysis and t-Test

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
Constant	-10,437	4,201		-2,484	,015
Work Discipline (X ₁)	,254	,073	,266	3,488	,001
Organizational Culture (X ₂)	,483	,040	,983	12,064	,000
Internal Communication (X ₃)	,241	,074	,188	3,277	,002

Dependent Variable: Employee Performance

R Square	,819
Sig F:	,000 ^b
F-statistic	110,394

Source: Primary data processed using SPSS v26 (2025)

Based on the data in Table 3, the multiple linear regression equation for this study is as follows:

$$Y = -10.437 + 0.254X_1 + 0.483X_2 + 0.241X_3$$

Regression Coefficient Interpretation:

1. Constant (a):

The constant value of -10.437 indicates that if work discipline (X_1), organizational culture (X_2), and internal communication (X_3) remain unchanged, employee performance (Y) would theoretically be -10.437.

2. Work Discipline (X_1):

The regression coefficient for work discipline ($\beta = 0.254$) is positive, meaning that a 1-unit increase in work discipline leads to a 0.254-unit increase in employee performance, and vice versa.

3. Organizational Culture (X_2):

The regression coefficient for organizational culture ($\beta = 0.483$) is positive, indicating that a 1-unit increase in organizational culture results in a 0.483-unit increase in employee performance, and vice versa.

4. Internal Communication (X_3):

The regression coefficient for internal communication ($\beta = 0.241$) is positive, meaning that a 1-unit increase in internal communication leads to a 0.241-unit increase in employee performance, and vice versa.

t-Test Results:

1. Work Discipline (X_1):

The partial test results indicate that work discipline has a positive and significant effect on employee performance, as evidenced by a significance value of 0.001, which is lower than the 0.05 threshold, and a t-statistic of 3.488, which exceeds the t-critical value of 1.666. Therefore, the second hypothesis (H_2) is accepted, indicating that improved work discipline directly contributes to enhanced individual performance within the organization. This finding supports the previous research findings (Amelia et al., 2024; Mulanto, 2024). Thus, H_2 is accepted. However, this finding contradicts previous research suggesting that work discipline does not significantly affect performance (Muna & Isnowati, 2022).

2. Organizational Culture (X_2):

The t-test results indicate that organizational culture has a positive and significant effect on employee performance. This is evidenced by a significance value of 0.000, which is below the 0.05 threshold, and a t-statistic of 12.064, which exceeds the critical t-value of 1.666. Based on these results, the third hypothesis (H_3) is accepted, suggesting that the stronger and more positive the organizational culture, the higher the level of employee performance. This finding supports previous studies (Opoku et al., 2022; Pham et al., 2024). Thus, H_3 is accepted.

3. Internal Communication (X_3):

The results of the analysis show that internal communication has a positive and significant effect on employee performance. This is evidenced by the t-statistic value of 3.277, which is greater than the critical t-value of 1.666, and a significance value of 0.002, which is less than the threshold of 0.05. Given these findings, the null hypothesis (H_4) is rejected in favor of the alternative hypothesis, confirming that effective internal communication plays a crucial role in enhancing employee performance. This outcome is consistent with the view that clear and open communication within an organization can improve employee engagement, clarity of expectations, and overall productivity. This result is inline with Mulanto's (2024) but contradicts prior studies stating that internal communication does not influence employee performance (Dewi & Rozinah, 2022).

*ANOVA (F-Test) Results***Table 4. ANOVA (F-Test) Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1241.278	3	413.759	110.394	.000
Residual	273.605	73	3.748	-	-
Total	1514.883	76	-	-	-

Dependent Variable: Employee Performance

Predictors: Work Discipline, Organizational Culture, Internal Communication

Source: Primary data processed using SPSS v26 (2025)

The F-test results presented in Table 4 provide empirical evidence that work discipline, organizational culture, and internal communication collectively have a significant effect on employee performance. This is demonstrated by an F-statistic value of 110.394, which is greater than the F-critical value of 2.730, and a significance level of 0.000, which is below the 0.05 threshold. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating that these three independent variables jointly explain the variation in employee performance.

This finding aligns with previous research emphasizing the importance of synergy between work discipline, a conducive organizational culture, and effective internal communication in driving increased performance (Amelia et al., 2024; Mulanto, 2024; Opoku et al., 2022; Pham et al., 2024).

Coefficient of Determination (R²)

Table 5. Model Summary of R²

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905a	.819	.812	1.936

a. Predictors: (Constant), Internal Communication, Work Discipline, Organizational Culture

Based on the results presented in Table 5, the Adjusted R Square value of 0.812 indicates that 81.2% of the variation in employee performance can be explained by the three independent variables: work discipline, organizational culture, and internal communication. This percentage reflects a substantial contribution of these factors to employee performance and confirms that the regression model used in this study has strong predictive power. Meanwhile, the remaining 18.8% is influenced by other variables not included in this research model, such as external organizational factors, leadership styles, or macroeconomic conditions, which could be explored in future studies.

In addition, the standard error of the estimate in this study is 1.936, indicating a relatively low level of prediction error in the regression model. A lower standard error value suggests higher accuracy in predicting the dependent variable, in this case, employee performance. This implies that the regression model not only has a high explanatory power but also provides fairly precise estimates of performance outcomes. Therefore, the combination of a high Adjusted R Square and a low standard error further strengthens the model's validity in analyzing the relationship between the independent variables and employee performance.

CONCLUSION

This study confirms that work discipline, organizational culture, and internal communication, both individually and collectively, influence employee performance. The t-test results show that each variable has a positive and significant partial effect on performance. Organizational culture has the highest beta coefficient (0.483), followed by work discipline (0.254) and internal communication (0.241). The F-test indicates a collective influence of these variables, with an F-statistic value of 110.394 and a significance value of 0.000, indicating a positive and significant effect. This research aligns with previous studies that emphasize the role of work discipline, organizational culture, and internal communication, both partially and collectively, in influencing employee performance.

Therefore, it is recommended that the Regional Office of Manpower and Transmigration of the Special Region of Yogyakarta (DIY) focus more on improving work discipline, organizational culture, and internal communication, as these factors can enhance overall employee performance. Additionally, the agency should consider other contributing factors that may improve employee performance.

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