

# The Effect of Work Environment, Work Load, Work Discipline and Work Commitment on The Performance Employees of The Secretariat in Bondowoso Regency DPRD

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## ABSTRACT

Performance measurement is still a topic that is often raised in research, as the focus of this research is examining the performance of Bondowoso Regency DPRD Secretariat employees. This research was developed with the aim of testing and analyzing the influence of the work environment, workload, work discipline and work commitment on the performance of Bondowoso Regency DPRD Secretariat employees. This research is included in confirmatory research with a sample size of 52 respondents, saturated sampling technique was used due to the limited number of employees. The data analysis technique used is Multiple Linear Regression processed with SPSS 22.0. Based on the results of data analysis, it shows that both partially and simultaneously the work environment variables, workload, work discipline and work commitment have a significant effect on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service. The results of the coefficient of determination show that the work environment, workload, work discipline and work commitment have a contribution of 83.7% to the performance variable.

**Keywords:** *Environment, Load, Discipline Work Commitment and Performance*

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## 1. INTRODUCTION

Human Resource Management or abbreviated as HR management is a series of processes to be able to handle problems that occur within the scope of employees, laborers, managers, and other workers in order to be able to support company activities to achieve predetermined company goals. Dessler (2015) defines that human resource management is a policy and practice in moving human resources that include recruitment, screening, training, rewarding and assessment activities. Human Resource Management (HRM) is as follows: According to Handoko (2014), human resource management is the recruitment, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. According to Hasibuan (2017) Human Resource Management is the science and art of regulating the relationship and role of workers to actively and efficiently help realize the goals of the company, employees and society.

The main tasks and functions of employees to optimize work results are also inseparable from the work environment. According to Danang (2015) the work environment is everything that is around workers and that can influence them in carrying out the tasks assigned. According to Sedarmayanti (2015) the work environment is all the tools and materials faced, the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and as a group. Wibowo (2016) stated that the creation of a healthy environment will indirectly maintain or even increase productivity.

Organizations cannot only demand that employees work well without considering the rights of those employees. According to Health Law No. 36 of 2009, workload is the amount of work that must be carried out by a position/organizational unit. Every worker can work healthily without endangering themselves or the community around them, for that it is necessary to make efforts to harmonize work capacity and workload, so that optimal work productivity is obtained. According to Moekijat (2016) workload is the volume of work results or records of work results that can show the volume produced by a number of employees in a particular section. The amount of work that must be completed by a group or person within a certain time or workload can be seen from an objective and subjective perspective.

This encourages passion for performance, work spirit, and the realization of the goals of the agency, employees, and society. Therefore, every manager always tries to ensure that his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are well disciplined. According to Hartatik (2014), work discipline is a tool used by managers to change behavior and as an effort to increase awareness and willingness of a person to obey all agency regulations and applicable social norms.

An individual who has a high commitment is likely to see himself as a true member of the organization. According to Kreitner and Kinicki (2014) work commitment is an agreement to do something for oneself, another individual, a group or an organization. Employee commitment itself is relative to the individual in identifying his involvement in the part of the organization itself (Wibawa, 2015).

Organizational performance will be greatly determined by its employees, therefore, in measuring the performance of an organization, it should be measured in terms of the work performance of its employees. According to Mangkunegara (2014), 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. Meanwhile, according to Wirawan (2013), the word performance is an abbreviation of work energy kinetics, the equivalent of which in English is performance, which is often Indonesianized as the word performance.

Based on the theory above, the results of previous similar studies have a research gap conducted by Desi, KS, Djazuli, A., & Choiriyah, C. (2022). With the results of the study, the work environment does not have a significant effect on employee performance partially. Research by Pambudi, DRA, Suwarsono, B., & Fajariah, N. (2022). The results of the study showed that partially there was a negative and significant influence between workload and employee performance. Furthermore, it was carried out by Nabawi, R. (2019). The results of the study showed that partially the Work Environment, Job Satisfaction and Workload did not have a significant effect on the performance of employees of the Public Works and Public Housing Service of Aceh Tamiang Regency.

Based on the theory of performance improvement and supported by the results of previous similar studies, the object of research chosen is the Secretariat of the Bondowoso Regency DPRD. The Secretariat of the Bondowoso Regency DPRD is based on Bondowoso Regency Regional Regulation Number 7 of 2016 concerning the Formation and Composition of the Bondowoso Regency Regional Apparatus and Bondowoso Regent Regulation Number 135 of 2021 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Secretariat of the Bondowoso Regency Regional People's Representative Council. In accordance with the main tasks and functions of the Bondowoso Regency DPRD Secretariat for a period of 3 years and based on experience in previous years, it was identified that there were problems that arose in serving, facilitating and supporting the implementation of the DPRD's tasks and functions, where its performance and budget had not been achieved as planned.

In serving and facilitating the implementation of the Duties and Functions of the DPRD, there are several problems in the implementation of the Main Duties and Functions of the Bondowoso Regency DPRD Secretariat Employees, including the facilities and

infrastructure that are directly related to use are still inadequate, there are still several Administrative Staff who are not equipped with the provision of laptops/computers as the main support for the implementation of their duties so that the tasks given cannot be completed effectively and efficiently. In addition to the above problems, there are also other causal factors, namely the lack of competence between general functional office holders and the required competencies so that there are still several tasks that cannot be carried out optimally. Not only that, the tight Schedule of Discussion Activities for the Preparation of the Draft Regional Regulation caused the services provided by employees to Members of the Bondowoso Regency DPRD to exceed the specified working hours, namely entering at 07.00 WIB and going home at 15.45 WIB, but some employees work more than that time. However, based on all of that, the Leadership Example plays a very important role in determining employee discipline, where the Bondowoso Regency DPRD Secretariat is led by a Secretary, who is an example and role model for his subordinates, who always provides a good example, good work discipline, honesty, fairness and in accordance with words with actions so as to encourage employee work commitment at the Bondowoso Regency DPRD Secretariat office.

Based on previous research that is still contradictory and phenomena in the field, the researcher wants to study "The Influence of Work Environment, Workload, Work Discipline and Work Commitment on the Performance of Bondowoso Regency DPRD Secretariat Employees". So the researcher tries to provide solutions to improve employee performance and minimize problems encountered by Bondowoso Regency Council Secretariat employees by referring to important factors that are assumed to be able to improve performance, including the work environment, workload, work discipline and work commitment.

## 2. METHODS

The time of this research was carried out for 6 months, namely from January to June 2024. The place of this research was conducted at the Bondowoso Regency DPRD Secretariat. The design of this research began by examining the five variables, the independent variables are work environment, workload, work discipline and work commitment, then the dependent variable is employee performance. After that, collecting data by distributing questionnaires to the Bondowoso Regency DPRD Secretariat Employees. The population in this study were 51 employees of the Bondowoso Regency DPRD Secretariat. then the number of samples used in this study was 51 respondents. the sampling method using the Saturated Sampling technique (census) is a sampling determination technique when all members of the population are used as samples (Sugiyono, 2013). This is done because the population is relatively small.

## 3. RESULTS AND DISCUSSION

### Validity Test

The results of the validity and reliability tests can be stated in the following table:

**Table 1 Validity Test Results**

Variables	Indicator	r count	r table	Information
Work environment (X1)	X1.1	0.958	0.2759	Valid
	X1.2	0.979	0.2759	Valid
	X1.3	0.958	0.2759	Valid
	X1.4	0.604	0.2759	Valid
	X1.5	0.692	0.2759	Valid
	X1.6	0.942	0.2759	Valid
Beban kerja (X2)	X2.1	0.979	0.2759	Valid
	X2.2	0.986	0.2759	Valid
	X2.3	0.969	0.2759	Valid
	X2.4	0.969	0.2759	Valid

Discipline kerja (X3)	X3.1	0.899	0.2759	Valid
	X3.2	0.963	0.2759	Valid
	X3.3	0.907	0.2759	Valid
	X3.4	0.942	0.2759	Valid
	X3.5	0.885	0.2759	Valid
	X3.6	0.864	0.2759	Valid
Commitment to work (X4)	X4.1	0.925	0.2759	Valid
	X4.2	0.945	0.2759	Valid
	X4.3	0.972	0.2759	Valid
Employee Performance (Y)	Y1	0.920	0.2759	Valid
	Y2	0.938	0.2759	Valid
	Y3	0.918	0.2759	Valid
	Y4	0.844	0.2759	Valid
	Y5	0.703	0.2759	Valid
	Y6	0.767	0.2759	Valid

Source: data processed by researchers (2024)

Based on the validity test results table, it can be seen that each indicator used has a calculated  $r$  value greater than 0.2759, this means that the indicators used in this research variable are feasible or valid for use as data collectors.

### Reliability Test

Reliability is the level of advertising of the results of a measurement. Measurements that have high reliability, namely measurements that are able to provide reliable measurement results. In this study, reliability measurements were carried out with the help of the SPSS 22 for Windows 13 program using the Cronbach Alpha method, where the questionnaire is said to be reliable if the Cronbach Alpha value is greater than 0.70. Recapitulation of the questionnaire items from the reliability test results can be seen in the following table

Table 2 Reliability Test Results

Variables	Reliability Statistics		
	Cronbach's Alpha	Cut Off	Information
Work environment	0.857	0.70	Reliable
Workload	0.983	0.70	Reliable
Work discipline	0.956	0.70	Reliable
Work commitment	0.942	0.70	Reliable
Employee Performance	0.920	0.70	Reliable

Source: data processed by researchers (2024)

Based on the test results, the Cronbach Alpha value is greater than 0.07, so all variables used in this study are reliable.

### Partial Statistical Test (t-test)

This test is to see the extent to which the partial (individual) influence of variable X (education, work discipline, work experience and work environment) on variable Y (performance). Based on the results of processing using SPSS version 25 for Windows 13, the t-test results are obtained, the results of which are summarized in the following table:

Table 3 Summary of t-Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	.053	.098		.538	.593
Work environment	.472	.195	.382	2.417	.020
Workload	.328	.152	.285	2.161	.036
Work Discipline	.233	.114	.258	2,032	.048
Work Commitment	.324	.125	.317	2,600	.013

a. Dependent Variable: Employee Performance

Source: data processed by researchers (2024)

a. Work environment (X1)

The value  $t_{hitung}$  for the work environment variable is 2.417, with a significant value of  $0.020 < 0.05$ . Because the  $\rho$  - value is smaller than  $\alpha$  ( $0.020 < 0.05$ ), it means that the work environment variable partially affects the performance of Bondowoso Regency DPRD Secretariat employees.

b. Workload (X2)

The value  $t_{hitung}$  for this workload variable is 2.161, with a significant value of  $0.036 < 0.05$ . Because the  $\rho$  - value is smaller than  $\alpha$  ( $0.036 < 0.05$ ). This means that the workload variable partially affects the performance of Bondowoso Regency DPRD Secretariat employees.

c. Work discipline (X3)

The t-value for this workload variable is 2.032, with a significant value of  $0.048 < 0.05$ . Because the  $\rho$  - value is smaller than  $\alpha$  ( $0.048 < 0.05$ ), it means that the Work Discipline variable partially influences the employees of the Bondowoso Regency DPRD Secretariat.

d. Work commitment (X4)

The value  $t_{hitung}$  for this workload variable is 4.254 with a significant value of  $0.013 < 0.05$ . Because the  $\rho$  - value is smaller than  $\alpha$  ( $0.013 < 0.05$ ), it means that the work commitment variable partially influences the employees of the Bondowoso Regency DPRD Secretariat.

### Simultaneous Statistical Test ( F-test )

Simultaneous test or F-test is a joint test to test the significant influence of work environment variables, workload, work discipline and employee work commitment on the performance of Bondowoso Regency DPRD Secretariat employees. So the results of the F-test can be seen in the following table:

Table 4 Statistical Test Results (F-test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,311	4	4.828	13.137	.000 <sup>b</sup>
	Residual	16,905	46	.367		
	Total	36,216	50			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Commitment, Work Environment, Work Load, Work Discipline

Source: data processed by researchers (2024)

Based on statistical testing using the F test method, where the level of significance obtained is  $0.000 < 0.05$ . Because the  $p$  - value is smaller than  $\alpha$  ( $0.000 < 0.05$ ) then  $H_0$  = there is no influence of the work environment, workload, work discipline and work commitment simultaneously on the performance of Bondowoso Regency DPRD Secretariat employees is rejected. This means that the variables of the work environment, workload, work discipline and work commitment simultaneously affect the performance of Bondowoso Regency DPRD Secretariat employees.

### **Coefficient of Determination ( $R^2$ )**

The results of the analysis of the influence of the work environment (X1), workload (X2), work discipline (X3), and work commitment (X4), on employee performance (Y) as in the table above, show the value of the determination coefficient or *Adjusted R square* shows a value of 0.837, from these results it means that all independent variables (work environment, workload, work discipline and work commitment) have a contribution of 83.7% to the dependent variable (performance) with a very strong level of certainty, and the remaining 16.3% is influenced by other factors outside this study.

## **Discussion**

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

Based on the first hypothesis, the work environment has an effect on employee performance. After testing the hypothesis, the results obtained stated that the work environment has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat. proven true or  $H_1$  is accepted. This could be due to aspects related to the work environment that have been able to create employee performance. These aspects are facilities and infrastructure, lighting/light in the workplace, air circulation in the workplace, noise in the workplace, unpleasant odors in the workplace and safety in the workplace. The indicator that had the highest response of agreement by male respondents was Air circulation in the workplace (X1.3) respondents aged 31-40 years felt that the air circulation in the Bondowoso DPRD Secretariat was smooth. This shows the importance of air quality in the workplace in increasing employee productivity and welfare. Factors such as good ventilation, adequate air flow regulation, and humidity and temperature control, all of these contribute to creating a conducive work environment. In addition, for younger employees or those under 30 years of age, there may be differences in perceptions of air quality and the overall work environment. This suggests the need for further research to understand how different aspects of the work environment affect different age groups and genders.

Therefore, the recommendation for the Bondowoso Regency DPRD Secretariat is to continue to pay attention to and improve the quality of the work environment, with a focus on aspects such as air ventilation, adequate lighting, and noise and odor reduction, in order to support the overall performance and welfare of employees. These steps are expected to not only improve employee performance but also create a healthier and more comfortable work environment for all employees.

In addition to the expert opinions mentioned, the results of this study are also supported by the results of previous studies conducted by: Pambudi, DRA, Suwarsono, B., & Fajariah, N. (2022). Agustiyandari, R. (2017) stated that the work environment has a significant influence on performance.

### **The Influence of Workload on Employee Performance**

Based on the second hypothesis, workload has an effect on employee performance. After testing and data analysis, the results obtained stated that workload has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat, which was proven true or  $H_2$  was accepted. This could be due to aspects related to workload that have been able to create employee performance at the Bondowoso Regency DPRD Secretariat.

These aspects include work conditions, use of working time, social needs, and work environment. The indicator that had the highest response of agreement by male respondents was Work Conditions (X2.1) respondents who had a high school education level felt that they understood the main tasks and functions of work at the Bondowoso DPRD Secretariat. This shows that a clear understanding of job duties and responsibilities is very important in improving performance. In addition, efficient use of working time, fulfillment of social needs, and a supportive work environment are also important aspects that affect employee workload and performance. If workload is managed well, employees will be better able to complete tasks effectively and efficiently, which in turn will improve overall performance.

In addition to the expert opinions mentioned, the results of this study are also supported by the results of previous studies conducted by: Desi, KS, Djazuli, A., & Choiriyah, C. (2022). Pambudi, DRA, Suwarsono, B., & Fajariah, N. (2022). Nabawi, R. (2019). Irawan, D., Kusjono, G., & Suprianto, S. (2021). Agustiyandari, R. (2017) stated that workload has a significant influence on performance.

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

Based on the third hypothesis, work discipline has an effect on employee performance. After testing and data analysis, the results obtained stated that work discipline has a significant effect on the performance of employees of the Bondowoso Regency DPRD Secretariat. The proposed hypothesis is proven true or H3 is accepted. This could be due to aspects of work discipline related to the performance of employees of the Bondowoso Regency DPRD Secretariat. These aspects include goals and abilities, leadership examples, justice, inherent supervision (waskat), punishment sanctions, and firmness. The indicator that had the highest response of agreement by male respondents was Goals and abilities (X3.1) respondents aged 31-40 years felt they had sufficient skills and knowledge to achieve work goals and targets. This shows that this age group feels more competent and focused in their work, which strengthens their commitment to work discipline. In addition, other aspects such as leadership examples, justice in treatment, inherent supervision (waskat), fair punishment sanctions, and firmness in implementing rules also play an important role in strengthening work discipline. When employees feel that there is fairness and good examples from their leaders, as well as strict but fair supervision, they tend to be more disciplined and committed in carrying out their duties.

In addition to the expert opinions mentioned, the results of this study are also supported by the results of previous studies conducted by: Pambudi, DRA, Suwarsono, B., & Fajariah, N. (2022). Noverina, N., Susbiyani, A., & Sanosra, A. (2020). Nabawi, R. (2019) stated that work discipline has a significant influence on performance.

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

Based on the fourth hypothesis, work commitment has an effect on employee performance. After testing and data analysis, the results obtained stated that work commitment has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat, which is proven to be true or H4 is accepted. This could be due to the existence of aspects of work commitment. related to the performance of employees of the Bondowoso Regency DPRD Secretariat. These aspects are employee willingness, employee loyalty and employee pride in the organization. The indicator that has the highest response of agreement by male respondents is Employee pride in the organization (X4.3) respondents who have a bachelor's degree feel proud to be part of the Bondowoso DPRD Secretariat. This shows that pride in the organization is a very important factor in increasing employee work commitment. Male respondents with a bachelor's degree who showed the highest level of agreement on the pride indicator (X4.3) indicate that pride in being part of the Bondowoso Regency DPRD Secretariat contributes significantly to their performance. This pride can increase employee motivation, loyalty, and dedication in carrying out their duties.

In addition to pride, other aspects such as employee willingness and loyalty also play an important role in forming a strong work commitment. Employees who have high willingness tend to be more proactive and take initiative in their work, while loyalty creates stability and sustainability in performance.

In addition to the expert opinions mentioned, the development of this research is also supported by the results of previous research conducted by: Desi, KS, Djazuli, A., & Choiriyah, C. (2022). Rahmatullah, A., & Pancasasti, R. (2022). Harahap, SF, & Nasution, MIP (2022). Rijanti, T., & Sari, LP (2020). Noverina, N., Susbiyani, A., & Sanosra, A. (2020). Irawan, D., Kusjono, G., & Suprianto, S. (2021) stated that work commitment has a significant influence on performance.

### **The Influence of Work Culture, Workload, Work Discipline and Work Commitment on Employee Performance**

Based on the fifth hypothesis, work culture, workload, work discipline and work commitment simultaneously affect employee performance. After testing and data analysis, the results obtained stated that work culture, workload, work discipline and work commitment simultaneously affect employee performance at the Bondowoso Regency DPRD Secretariat, proven true or H5 is accepted. This shows that the four variables are interrelated and mutually reinforce each other in improving employee performance.

The four variables in this study have characteristics that support each other in improving the performance of employees of the Bondowoso Regency DPRD Secretariat. Positive work culture variables, high workload, strong work discipline, and high work commitment will encourage high employee performance. Improving one variable alone is not enough to improve employee performance optimally. Comprehensive efforts are needed to improve the four variables together in order to achieve optimal employee performance..

### **4. CONCLUSION**

Based on the results of the hypothesis test in this study, it is described as follows:

- a. The test results prove that simultaneously the work environment, workload, work discipline and work commitment have a positive and significant effect on the performance of Bondowoso Regency DPRD Secretariat employees. The work environment, workload, work discipline and work commitment together have a positive and significant effect on employee performance. Increasing these four variables simultaneously will result in optimal performance of Bondowoso Regency DPRD Secretariat employees.
- b. The test results prove that partially the work environment has a significant effect on the performance of employees of the Bondowoso Regency DPRD Secretariat.
- c. The test results prove that partially the workload has a significant effect on the performance of Bondowoso Regency DPRD Secretariat employees.
- d. The test results prove that partially work discipline has a significant effect on the performance of Bondowoso Regency DPRD Secretariat employees.
- e. The test results prove that partially work commitment has a significant effect on the performance of Bondowoso Regency DPRD Secretariat employees.

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