

The Influence of Work Discipline on the Performance of Civil Servants at the Department of Industry and Trade of West Papua Province

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Abstract

This study examines the influence of work discipline on the performance of civil servants at the Department of Industry and Trade of West Papua Province. Employee performance remains a central concern in public sector management because government institutions must deliver services that are reliable, accountable, and responsive to community and economic development needs. Work discipline is positioned in this study as a behavioral foundation that enables employees to comply with organizational rules, use working time effectively, follow work standards, maintain vigilance, and demonstrate ethical conduct. A quantitative approach with an explanatory research design was employed. The population consisted of 156 civil servants, all of whom were included as respondents through a saturated sampling technique. Primary data were collected using a structured questionnaire measured on a five-point Likert scale, while secondary data were obtained from organizational documents, government reports, regulations, and relevant literature. Data were analyzed using IBM SPSS Statistics Version 26 through validity and reliability tests, classical assumption tests, descriptive analysis, simple linear regression, coefficient of determination, and t-test hypothesis testing. The findings show that work discipline has a positive and significant effect on employee performance. The regression result indicates that higher work discipline is associated with improved employee performance, while the coefficient of determination shows that work discipline explains 33.6% of the variance in employee performance. The study concludes that strengthening work discipline is an important strategy for improving civil servant performance, but it must be supported by leadership, supervision, motivation, competence development, and a broader fair organizational culture.

Introduction

The performance of Civil Servants plays a strategic role in determining the effectiveness of government administration and the quality of public service delivery. Public sector organizations are expected to provide services that are effective, responsive, transparent, and accountable in response to increasing public expectations regarding government performance. The achievement of organizational goals is not solely determined by policies and the availability of resources but is also influenced by the ability of public employees to perform their duties and responsibilities effectively. Employee performance serves as a key indicator of the effectiveness of governmental functions and reflects the extent to which public organizations succeed in implementing good governance practices (Hermawan et al., 2022; Putra et al., 2023; Taiwo, 2023; Zinatifar, et al., 2025).

Improving the performance of civil servants has become one of the primary objectives of bureaucratic reform in Indonesia. The government continues to strengthen the civil service management system through the implementation of merit-based policies, competency development programs, performance accountability mechanisms, and employee behavioral development initiatives. The National Civil Service Agency identifies work discipline as one

of the principal dimensions of the Civil Service Professionalism Index, alongside qualifications, competencies, and performance (Utama et al., 2023; Anggara et al., 2023; Hamdani & Santi, 2025). The inclusion of work discipline as a component of professionalism highlights that employee performance is influenced not only by technical competence but also by compliance with organizational regulations, responsibility in carrying out duties, and consistency in fulfilling obligations as public servants.

Work discipline remains an important issue in public sector management in Indonesia. Data from the National Civil Service Agency indicate that disciplinary violations continue to occur across various government institutions, including violations related to civil servant neutrality during the 2024 General Election (Seran et al., 2022; Hutapea et al., 2025; Nadzirin et al., 2025; Kweyamba et al., 2025). Similarly, the Civil Service Commission (Mumtaz et al., 2026) received hundreds of reports concerning alleged violations of civil servant neutrality during the same period. These findings suggest that compliance with organizational rules and professional ethics remains a challenge in fostering a professional and high-performing civil service. Such conditions imply that efforts to improve employee performance must be accompanied by the strengthening of work discipline as a fundamental organizational behavior.

Issues related to employee discipline are also evident at the regional government level, including in West Papua Province. The Ombudsman of the Republic of Indonesia Representative Office of West Papua identified employee attendance, compliance with working hours, and the implementation of job responsibilities as critical factors influencing the quality of public service delivery (Zabara et al., 2023; Sirfefa, 2025). Evaluations conducted by local government authorities further revealed that the participation of civil servants in official governmental activities has not yet reached an optimal level in several regional government agencies. These conditions indicate that work discipline remains a challenge in supporting the effectiveness of government operations and the achievement of organizational targets. Inadequate levels of discipline may adversely affect service quality, organizational coordination, and the accomplishment of regional development objectives.

Work discipline is a dimension of organizational behavior associated with employees' compliance with organizational regulations and established work standards (Dehotman, 2023; Muthalib et al., 2024). It is reflected through punctual attendance, adherence to organizational rules, responsibility for task completion, and consistency in carrying out duties in accordance with prescribed procedures. Organizations characterized by high levels of work discipline tend to develop orderly, productive, and goal-oriented work environments. Consequently, work discipline is widely recognized as an important factor influencing employee performance (Hermanto & Srimulyani, 2022; Firmansyah et al., 2023).

The relationship between work discipline and employee performance has received considerable attention within the human resource management literature. Previous studies indicate that work behaviors characterized by compliance with organizational rules, responsibility for assigned duties, and commitment to task accomplishment contribute significantly to both individual and organizational effectiveness (Bozeman, 2022; Srimulyani & Hermanto, 2022; Papademetriou et al., 2023; Wu & Huang, 2024). These findings demonstrate that behavioral factors remain important determinants of employee performance across various public sector contexts.

Empirical studies conducted in Indonesia generally report a positive relationship between work discipline and employee performance. Hardiyanti & Khourouh (2026) found that work discipline significantly influenced the performance of civil servants at the Social Affairs Office of Tabalong Regency. Hernandi & Prabowo (2024) reported that improvements in work discipline contributed to enhanced employee performance within the East Jakarta Social

Affairs Office. Rismayadi & Pertiwi (2024) similarly demonstrated a positive effect of work discipline on employee performance in public service institutions. Evidence from West Papua reflects a similar pattern. Nasution et al. (2025) found that work discipline significantly affected the performance of civil servants at the West Papua Provincial Transportation Office. Likewise, Zhafira et al. (2024) reported that work discipline exerted a positive and significant influence on employee performance within the Secretariat of the West Papua People's Assembly.

Although previous studies consistently highlight the importance of work discipline in enhancing civil servant performance, the magnitude of its influence varies across organizations. Such variation suggests that the relationship between work discipline and employee performance is shaped by organizational characteristics, work culture, supervisory systems, and broader bureaucratic environments. These differences indicate that further investigation remains necessary to understand how work discipline influences employee performance across diverse public sector settings (Sudarmanto et al., 2023; Jakiroh et al., 2025).

Existing studies also reveal a contextual limitation. Research examining the relationship between work discipline and civil servant performance in regional government institutions within West Papua remains relatively limited, particularly in agencies that play a strategic role in supporting regional economic development. The distinctive bureaucratic characteristics, geographical conditions, and public service challenges of West Papua may generate different dynamics in the relationship between work discipline and employee performance compared with other regions of Indonesia (Arifin & Narmaditya, 2024). This limitation highlights the need for additional empirical evidence regarding the influence of work discipline on civil servant performance within public organizations in Eastern Indonesia (Soelaiman et al., 2022; Ahmad et al., 2025; Hamdani & Santi, 2025).

The Department of Industry and Trade of West Papua Province is one of the regional government agencies responsible for supporting regional economic development through the implementation of industrial and trade policies. The successful execution of these responsibilities requires civil servants who are professional, disciplined, and accountable in achieving organizational objectives. This study aims to examine the effect of work discipline on the performance of civil servants at the Department of Industry and Trade of West Papua Province. The findings are expected to contribute to the public sector human resource management literature and provide practical insights for regional governments seeking to enhance employee performance through the strengthening of work discipline.

Method

Research Approach and Design

This study employed a quantitative research approach with an explanatory research design. The quantitative approach was selected because the study aimed to measure the relationship between variables using numerical data and statistical analysis. The explanatory design was considered appropriate because the main objective of the study was to explain the effect of work discipline as the independent variable on employee performance as the dependent variable. Through this design, the study sought to determine whether variations in employee performance could be explained by the level of work discipline among civil servants at the Department of Industry and Trade of West Papua Province.

Research Location and Object

The research was conducted at the Department of Industry and Trade of West Papua Province. This institution was selected because it plays an important role in supporting regional economic

development through industrial and trade-related government programs. The object of this study was civil servant performance, particularly in relation to work discipline. The study focused on how employees' compliance with organizational rules, attendance, adherence to work standards, vigilance, and ethical conduct contribute to their performance in carrying out official duties and responsibilities.

Population and Sampling Technique

The population of this study consisted of all civil servants working at the Department of Industry and Trade of West Papua Province, totaling 156 employees. Since the population size was relatively manageable, the study applied a saturated sampling technique. This technique means that all members of the population were included as research respondents. Therefore, the sample of this study was equal to the total population, namely 156 civil servants. The use of saturated sampling was intended to obtain comprehensive data and reduce sampling error, thereby strengthening the representativeness of the research findings.

Types and Sources of Data

This study used both primary and secondary data. Primary data were obtained directly from respondents through the distribution of structured questionnaires. The questionnaire was designed to measure respondents' perceptions of work discipline and employee performance based on predetermined indicators. Secondary data were obtained from organizational documents, government reports, regulations, books, journal articles, and other relevant literature. These secondary sources were used to support the theoretical foundation, strengthen the research background, and provide contextual information related to civil servant discipline and performance in public sector organizations.

Research Variables and Operational Definitions

This study consisted of two main variables, namely work discipline as the independent variable and employee performance as the dependent variable. Work discipline refers to employees' willingness and awareness to comply with organizational rules, work standards, and ethical norms in carrying out their duties and responsibilities. In this study, work discipline was measured through indicators of attendance, compliance with work regulations, adherence to work standards, vigilance, and ethical conduct. These indicators reflect the extent to which civil servants demonstrate responsibility, orderliness, and consistency in performing their work.

Employee performance refers to the level of achievement attained by employees in carrying out their duties and responsibilities in accordance with organizational objectives. Employee performance was measured through indicators of work quality, work quantity, timeliness, effectiveness, and independence. These indicators were used to assess how well employees complete their tasks, meet work targets, use time efficiently, achieve organizational goals, and perform duties without excessive dependence on others. The operationalization of these variables was developed based on relevant human resource management and organizational behavior literature.

Research Instrument

The research instrument used in this study was a structured questionnaire. The questionnaire consisted of statement items developed based on the indicators of work discipline and employee performance. Each item was measured using a five-point Likert scale, ranging from 1 to 5. A score of 1 indicated strongly disagree, 2 indicated disagree, 3 indicated neutral, 4 indicated agree, and 5 indicated strongly agree. The Likert scale was used because it allows

respondents to express the degree of their agreement with each statement and enables the researcher to quantify perceptions for statistical analysis.

Data Collection Procedure

Data collection was carried out by distributing questionnaires to all civil servants included in the research population. Before completing the questionnaire, respondents were informed about the purpose of the study and the importance of providing honest answers based on their actual work experience. The collected questionnaires were then checked to ensure completeness and suitability for analysis. Responses that met the requirements were coded and processed using statistical software. This procedure was conducted to ensure that the data used in the analysis were accurate, complete, and relevant to the research objectives.

Validity and Reliability Testing

Before conducting the main analysis, the research instrument was tested for validity and reliability. Validity testing was used to determine whether each questionnaire item was able to measure the intended variable accurately. The validity of each item was examined by comparing the correlation coefficient of each item with the critical value of the r-table at a significance level of 5%. An item was considered valid when its correlation coefficient was greater than the r-table value. Reliability testing was conducted to assess the internal consistency of the questionnaire items. The reliability of each variable was measured using Cronbach's Alpha. A variable was considered reliable when the Cronbach's Alpha value was greater than 0.70, indicating that the items used to measure the variable were consistent and dependable.

Data Analysis Technique

The data collected in this study were analyzed using IBM SPSS Statistics Version 26. The analysis began with descriptive statistical analysis to provide an overview of respondents' responses regarding work discipline and employee performance. Descriptive statistics included the mean, minimum value, maximum value, and standard deviation. This analysis was used to describe the general condition of the variables before conducting inferential statistical testing.

After the descriptive analysis, classical assumption tests were conducted to ensure that the simple linear regression model met the basic requirements for statistical analysis. The normality test was used to determine whether the data were normally distributed. The linearity test was conducted to ensure that the relationship between work discipline and employee performance was linear. The heteroscedasticity test was used to examine whether the regression model had equal variance of residuals. These tests were important because the accuracy and reliability of regression results depend on the fulfillment of the required statistical assumptions.

Simple Linear Regression Analysis

Simple linear regression analysis was used to examine the effect of work discipline on employee performance. This technique was appropriate because the study involved one independent variable, namely work discipline, and one dependent variable, namely employee performance. The regression model used in this study was expressed as $Y = a + bX + e$, where Y represents employee performance, a represents the constant, b represents the regression coefficient, X represents work discipline, and e represents the error term. Through this analysis, the study examined whether an increase in work discipline was followed by an increase in employee performance.

Coefficient of Determination and Hypothesis Testing

The coefficient of determination, represented by R Square, was used to measure the extent to which work discipline explains variations in employee performance. The R Square value shows the percentage of employee performance that can be explained by work discipline, while the remaining percentage is explained by other factors outside the research model. In addition, hypothesis testing was conducted using the t-test to determine whether work discipline had a significant effect on employee performance. The hypothesis was tested at a significance level of 5% or $\alpha = 0.05$. If the significance value was lower than 0.05, the hypothesis was accepted, indicating that work discipline had a significant effect on employee performance. Conversely, if the significance value was higher than 0.05, the hypothesis was rejected.

Result and Discussion

Validity Test

Validity testing was conducted to determine whether each questionnaire item was able to measure the intended research construct. An item is considered valid when its correlation coefficient is greater than the critical value of the correlation table. In this study, the r-table value was 0.157, based on 156 respondents at a significance level of 5%.

Table 1. Validity Test Results

Variable	Number of Items	Correlation Coefficient Range	r-table	Result
Work Discipline	10	0.855–0.893	0.157	Valid
Employee Performance	10	0.828–0.885	0.157	Valid

Source: *Processed Data, 2026.*

The validity test results show that all questionnaire items for the work discipline variable have correlation coefficients ranging from 0.855 to 0.893. These values are higher than the r-table value of 0.157. Similarly, all questionnaire items for the employee performance variable have correlation coefficients ranging from 0.828 to 0.885, which are also higher than the r-table value. Therefore, all items used to measure work discipline and employee performance are declared valid. This indicates that the research instrument is appropriate for measuring the variables examined in this study.

Reliability Test

Reliability testing was conducted to determine the internal consistency of the questionnaire items. A research instrument is considered reliable when the Cronbach's Alpha value is greater than 0.70. The reliability test results are presented in Table 4.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Result
Work Discipline	0.966	0.70	Reliable
Employee Performance	0.962	0.70	Reliable

Source: *Processed Data, 2026.*

The reliability test results show that the Cronbach's Alpha value for work discipline is 0.966, while the Cronbach's Alpha value for employee performance is 0.962. Both values are higher than the minimum standard of 0.70. This means that the questionnaire items have excellent internal consistency and are reliable for further analysis. However, the very high Cronbach's

Alpha values should be interpreted carefully because values that are too high may indicate similarity in meaning among items. In this study, the items were retained because each item was developed based on different indicators. The work discipline items represented attendance, compliance with regulations, adherence to work standards, vigilance, and ethical conduct, while the employee performance items represented quality, quantity, timeliness, effectiveness, and independence.

Classical Assumption Tests

Before conducting simple linear regression analysis, classical assumption tests were performed to ensure that the regression model met the basic statistical requirements. The assumption tests included normality, linearity, and heteroscedasticity tests. These tests are important because the accuracy of regression analysis depends on whether the data meet the required assumptions.

Table 3. Normality Test Results

Test	Significance Value	Standard	Result
Kolmogorov-Smirnov	[insert value]	0.05	[Normal/Not Normal]

Source: *Processed Data, 2026.*

The normality test results show that the significance value is [insert value]. If the significance value is greater than 0.05, it can be concluded that the residual data are normally distributed. This means that the regression model meets the normality assumption and can be used for further analysis.

Table 4. Linearity Test Results

Relationship	Deviation from Linearity Sig.	Standard	Result
Work Discipline and Employee Performance	0.200	0.05	Normal

Source: *Processed Data, 2026.*

The linearity test results show that the significance value of deviation from linearity is 0.200. If this value is greater than 0.05, it indicates that the relationship between work discipline and employee performance is linear. Therefore, the use of simple linear regression is appropriate because the independent variable and dependent variable have a linear relationship.

Table 5. Heteroscedasticity Test Results

Variable	Significance Value	Standard	Result
Work Discipline	0.384	0.05	No heteroscedasticity

Source: *Processed Data, 2026.*

The heteroscedasticity test results show that the significance value for work discipline is 0.384. If the significance value is greater than 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model. This means that the residual variance is stable, and the regression model is suitable for hypothesis testing.

Simple Linear Regression Analysis

Simple linear regression analysis was used to examine the effect of work discipline on employee performance. This analytical technique was selected because the study involved one independent variable, namely work discipline, and one dependent variable, namely employee performance.

Table 6. Simple Linear Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	12.383	2.069	—	5.986	0.000
Work Discipline	0.559	0.063	0.580	8.828	0.000

Source: Processed Data, 2026.

The equation shows that the constant value is 12.383. This means that when work discipline is assumed to be constant or equal to zero, employee performance has a value of 12.383. The regression coefficient of work discipline is 0.559, which indicates that every one-unit increase in work discipline is followed by an increase of 0.559 units in employee performance. The positive coefficient demonstrates a direct and positive relationship between work discipline and employee performance. Therefore, higher work discipline tends to be associated with higher employee performance among civil servants at the Department of Industry and Trade of West Papua Province.

Coefficient of Determination

The coefficient of determination was used to measure the extent to which work discipline explains variations in employee performance.

Table 7. Coefficient of Determination

R	R Square	Adjusted R Square
0.580	0.336	0.332

Source: Processed Data, 2026.

The R value of 0.580 indicates a moderate positive relationship between work discipline and employee performance. The R Square value of 0.336 indicates that work discipline explains 33.6% of the variation in employee performance. This means that work discipline contributes meaningfully to employee performance, but it is not the only factor that determines performance. The remaining 66.4% is influenced by other variables outside the research model, such as leadership, work motivation, competence, organizational culture, work environment, job satisfaction, supervision, and reward systems. Therefore, improving employee performance cannot rely only on the enforcement of work discipline. It also requires a broader human resource management strategy that includes leadership improvement, employee development, motivation strengthening, and the creation of a supportive work environment.

Hypothesis Testing

Hypothesis testing was conducted using the t-test to determine whether work discipline has a significant effect on employee performance.

Table 8. Hypothesis Testing Results

Hypothesis	t-value	Sig.	Decision
Work Discipline → Employee Performance	8.828	0.000	Accepted

Source: Processed Data, 2026.

The t-test results show that work discipline has a t-value of 8.828 with a significance value of 0.000. Since the significance value is lower than 0.05, the hypothesis is accepted. This means that work discipline has a positive and significant effect on employee performance. The result confirms that civil servants who have higher levels of discipline tend to demonstrate better performance in carrying out their duties and responsibilities.

Work Discipline and Civil Servant Performance

This study was designed to examine the role of work discipline in shaping the performance of civil servants at the Department of Industry and Trade of West Papua Province. The central contribution of the paper lies not simply in confirming that discipline matters, but in clarifying why discipline becomes institutionally consequential in a regional public organization whose mandate is tied to economic administration, trade facilitation, industrial development, and public service delivery. In such an organization, employee performance cannot be understood only as the completion of individual tasks. It is part of a wider administrative chain through which government policies are translated into programs, services, monitoring activities, and institutional outputs. Work discipline, therefore, should be interpreted as a foundational behavioral condition that enables the bureaucracy to function with predictability, continuity, and accountability (Monteiro & Adler, 2022; Arifin & Narmaditya, 2024; Al Adwan & Ahmed, 2024; Almhairat, 2025).

The implication of this finding is important for public sector human resource management. In many bureaucratic settings, discipline is often treated narrowly as attendance, punctuality, or compliance with formal rules. Such a view is administratively convenient but analytically incomplete. Discipline is not merely the absence of violation; it is the presence of reliable work behavior. It reflects whether employees are willing to align their actions with institutional standards, whether they respect public time, whether they complete duties according to procedure, and whether they can be trusted to carry out responsibilities without constant coercion. This broader understanding is consistent with Sinambela's view that discipline involves awareness and willingness to comply with organizational norms, but the present study pushes the argument further: in the public sector, discipline is not only an individual virtue; it is an organizational capability (Ismianti & Pasolong, 2025; Gustiawan et al., 2025).

The Department of Industry and Trade of West Papua Province, this point has direct practical relevance. The department operates in a policy area where delays, weak coordination, and inconsistent administrative behavior can affect economic actors beyond the office itself. Trade administration, market supervision, industrial guidance, licensing-related support, and coordination with local stakeholders require employees who are not only competent but also dependable. A technically capable employee who lacks discipline may still weaken institutional performance because public service depends on timeliness, procedural consistency, and accountability (Altaf & Shabir, 2023; Ukeje et al., 2024; Kayode & Saleh, 2025). In this sense, work discipline functions as the behavioral infrastructure of public service delivery. It allows formal structures, regulations, and programs to work as intended.

The findings also invite a more careful reading of employee performance in regional bureaucracy. Performance in government institutions is often evaluated through measurable outputs, but those outputs emerge from repeated daily behaviors. Attendance, compliance with standards, vigilance, and ethical conduct are not trivial administrative routines; they are the micro-foundations of institutional reliability. Armstrong and Taylor emphasize that performance is achieved through effective work behavior directed toward organizational goals. This study gives that argument a concrete public-sector meaning. Civil servant performance improves when employees translate formal obligations into disciplined routines. Without those routines, even well-designed policies may fail during implementation.

At the same time, this study should not be read as suggesting that discipline alone is sufficient to transform employee performance. A critical implication of the evidence is that work discipline is significant, but not exhaustive. Employee performance is shaped by a wider ecology of organizational factors, including leadership, motivation, competence, supervision,

organizational culture, reward systems, job satisfaction, and work environment. This is where the discussion must move beyond the conventional managerial assumption that stricter discipline automatically produces better performance. Discipline can improve order and responsibility, but if it is not supported by fair leadership, meaningful incentives, adequate resources, and clear performance expectations, it may produce compliance without initiative. Public organizations do not need passive obedience alone; they need disciplined professionalism.

This distinction is crucial. Discipline that is enforced only through punishment may create fear, minimal compliance, and defensive work behavior. Discipline that is embedded in a fair and developmental human resource system can create accountability, trust, and performance orientation. The Department of Industry and Trade of West Papua Province should therefore avoid treating discipline as a purely corrective mechanism. The more strategic approach is to institutionalize discipline through transparent attendance systems, consistent supervision, clear work standards, regular performance feedback, and ethical leadership. Employees must understand not only what rules they are expected to follow, but why those rules matter for the quality of public service and the achievement of regional development objectives.

Leadership is central in this process. Formal regulations can define discipline, but leaders determine whether discipline becomes a living organizational culture. Public managers who arrive late, tolerate selective enforcement, ignore poor performance, or reward loyalty over merit weaken the credibility of disciplinary systems. Conversely, leaders who model punctuality, fairness, responsibility, and procedural consistency give moral force to organizational rules. Schwarz, Eva, and Newman's work on public leadership is useful here because it reminds us that public employee performance is strongly shaped by the way leaders activate motivation, responsibility, and service orientation. In this study's context, leadership is not an external issue; it is the condition that determines whether discipline becomes meaningful or merely symbolic.

The West Papua context makes this argument even more important. Regional bureaucracy in Eastern Indonesia often operates under distinctive administrative and geographical conditions. Distance, infrastructure limitations, coordination challenges, and uneven access to public services can intensify the consequences of weak employee discipline. In such a setting, an employee's failure to comply with working time, complete tasks promptly, or follow administrative standards may not only affect internal office efficiency but may also slow down services received by communities, business actors, and local economic stakeholders. Therefore, strengthening discipline in West Papua should not be framed as a routine bureaucratic agenda. It is part of improving state capacity in a region where administrative reliability has direct developmental significance.

Theoretically, this study contributes to the public sector human resource management literature by showing that discipline remains a relevant explanatory factor in civil servant performance, particularly in regional government institutions. Much of the contemporary discussion on public employee performance emphasizes motivation, leadership, competence, and organizational culture. These factors are undeniably important, but the present study reminds the field that basic behavioral compliance continues to matter. Public service motivation, for example, cannot generate institutional performance if employees do not attend work consistently, follow procedures, or complete tasks responsibly. Vandenabeele, Ritz, and Neumann's discussion of public service motivation and performance is useful because it shows that motivation must be connected to actual work behavior. Discipline is one of the mechanisms through which such motivation becomes administratively visible.

The study also speaks to a recurring problem in bureaucratic reform: the gap between formal reform design and everyday implementation. Indonesia has adopted various civil service reforms related to merit systems, performance accountability, and professional standards. However, these reforms depend on daily compliance within offices. If employees do not internalize discipline, reform remains a formal architecture without behavioral depth. The findings therefore suggest that bureaucratic reform should pay closer attention to ordinary work behavior. Attendance, timeliness, compliance, vigilance, and ethical conduct may appear basic, but they are precisely the behaviors through which reform becomes operational. No performance management system can succeed if the behavioral foundation of the organization remains weak.

Practical interventions should therefore be designed as a system rather than isolated disciplinary actions. The department needs an attendance system that is accurate and difficult to manipulate, but attendance monitoring alone is insufficient. It should be connected to regular evaluation, direct supervisory feedback, performance appraisal, and recognition for employees who consistently demonstrate disciplined and productive behavior. Employees who violate rules should receive corrective guidance, not merely punishment, especially when the problem is related to unclear expectations, weak supervision, or poor work culture. However, repeated violations must also have consequences, because inconsistent enforcement damages institutional legitimacy. Fairness is the key principle: discipline must be predictable, proportional, and applied equally across hierarchical levels.

Reward systems deserve particular attention. Many public organizations focus heavily on sanctions but give limited recognition to employees who consistently behave responsibly. This imbalance can weaken morale and create the impression that discipline is only noticed when it is absent. A more constructive approach would recognize disciplined employees through performance-based appreciation, opportunities for professional development, public acknowledgment, or career-related consideration where regulations allow. Such recognition does not need to be excessive, but it must be visible enough to signal that the organization values disciplined professionalism. Robbins and Judge's organizational behavior perspective supports this logic because employee behavior is shaped by reinforcement, perceived fairness, and organizational expectations.

Another implication concerns competence development. Discipline and competence should not be separated. Employees may fail to meet work standards not only because they lack willingness, but also because they lack sufficient understanding, skills, or confidence. Therefore, disciplinary improvement should be linked to training, mentoring, and job clarification. When employees understand procedures, possess the skills to perform tasks, and receive guidance from supervisors, discipline becomes easier to practice. This is especially relevant for agencies responsible for technical and administrative matters such as industry and trade, where employees may need to respond to regulatory changes, market dynamics, data reporting requirements, and coordination with other institutions.

The study's findings also raise an important caution for future research. Because employee performance is influenced by many factors, future studies should avoid treating work discipline as a single dominant explanation. A richer model should examine how discipline interacts with leadership, public service motivation, organizational culture, and competence. It is possible, for example, that discipline has a stronger effect in offices with fair leadership than in offices with weak or inconsistent supervision. It is also possible that disciplined behavior contributes more strongly to performance when employees feel that rules are legitimate and connected to

public service values. These questions would allow future research to move from a simple direct-effect model toward a more mature explanation of civil servant performance.

The empirical contribution of this paper is therefore contextual as well as conceptual. Contextually, it provides evidence from a regional government institution in West Papua, an area that remains underrepresented in public sector management research. Conceptually, it reframes work discipline as more than rule compliance. Discipline is a behavioral bridge between formal bureaucracy and actual performance. It connects regulations to routines, routines to service delivery, and service delivery to public trust. For a department tasked with supporting regional industry and trade, this bridge is essential. Without disciplined employees, public programs become slower, coordination becomes weaker, and organizational targets become harder to achieve.

The main implication of this study is that strengthening employee performance in regional government requires disciplined professionalism rather than discipline as mere control. The Department of Industry and Trade of West Papua Province should build a work culture where rules are enforced consistently, leaders serve as examples, employees receive fair evaluation, and disciplined behavior is linked to meaningful performance improvement. Work discipline matters because it gives public organizations the reliability required to serve society. Yet it must be embedded within a broader system of leadership, motivation, competence, supervision, and organizational support. Only then can discipline move beyond compliance and become a genuine driver of public sector performance.

Conclusion

This study examined the effect of work discipline on employee performance at the Department of Industry and Trade of West Papua Province. The findings demonstrate that work discipline has a positive and significant influence on employee performance. Employees who consistently comply with organizational regulations, effectively utilize working time, adhere to work standards, maintain vigilance, and demonstrate ethical work behavior tend to achieve higher levels of performance. These findings reinforce the view that work discipline is not merely a mechanism for enforcing organizational rules but also a strategic behavioral factor that supports employee effectiveness and organizational performance. The study contributes to the human resource management literature by providing empirical evidence from a regional government institution in West Papua, where research on employee performance remains relatively limited. The findings suggest that strengthening work discipline can serve as an effective strategy for improving employee performance and enhancing the quality of public service delivery. Therefore, the Department of Industry and Trade of West Papua Province should continue to strengthen disciplinary practices through consistent implementation of organizational regulations, effective supervision, attendance monitoring, and the cultivation of professional work ethics. Organizational leaders are also expected to foster a culture of discipline by providing exemplary behavior and ensuring fairness in the application of organizational policies. Future research is encouraged to incorporate additional variables that may influence employee performance, such as leadership, work motivation, organizational culture, competence, job satisfaction, and work environment. Expanding the scope of research to other regional government institutions may provide a more comprehensive understanding of the factors affecting employee performance in the public sector and contribute to the development of more effective human resource management policies.

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