

The Role of Work Discipline and Communication on Non-Civil Servant Performance: A Case Study of Tanah Bumbu Regency

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Abstract

Purpose: This study aims to analyze the effect of work discipline and communication on the performance of non-civil servant employees (non-ASN) at the Human Resources Development and Personnel Agency (BKPSDM) of Tanah Bumbu Regency.

Design/methodology/approach The research adopts a quantitative approach using a survey method. A total of 32 non-ASN employees participated as respondents, selected using a census sampling technique. Data were collected through a validated and reliable questionnaire and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), including path analysis and bootstrapping to test the significance of the relationships among variables.

Research Findings: The results reveal that communication has a positive and significant effect on employee performance, with a path coefficient of 1.155, T-statistic 6.946 (> 1.96), and p-value 0.000 (< 0.05). Conversely, work discipline also has a significant yet negative effect on employee performance, with a path coefficient of -0.433 , T-statistic 2.173 (> 1.96), and p-value 0.015 (< 0.05). Simultaneously, communication emerges as the dominant factor in enhancing employee performance, whereas rigid disciplinary practices tend to have an adverse relationship with performance.

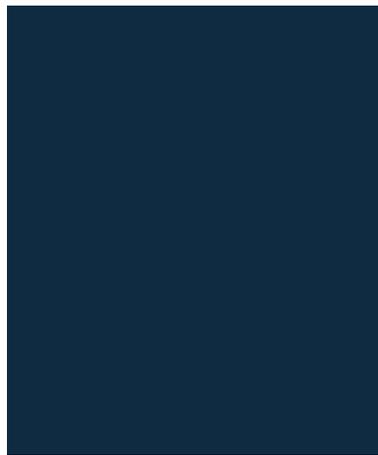
Contribution/Originality/Novelty: This study contributes empirical evidence by simultaneously examining the effects of communication and work discipline on the performance of non-ASN employees in the local government sector, an area that has received limited scholarly attention. The findings provide novel insights that overly formalistic and punitive disciplinary practices may reduce performance, suggesting that public organizations should adopt more constructive and humanistic disciplinary approaches supported by effective communication to improve employee outcomes.

Abstrak

Tujuan Penelitian: Penelitian ini bertujuan untuk mengetahui pengaruh disiplin kerja dan komunikasi terhadap kinerja pegawai non Aparatur Sipil Negara (ASN) di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Tanah Bumbu.

Desain / metodologi / pendekatan: Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Sebanyak 32 pegawai non ASN menjadi responden penelitian, yang dipilih secara sensus. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya, kemudian dianalisis menggunakan pendekatan Structural Equation Modeling (SEM) berbasis Partial Least Squares (PLS) dengan pengujian jalur (path analysis) dan bootstrapping untuk menguji signifikansi pengaruh antarvariabel.

Temuan Penelitian: Hasil penelitian menunjukkan bahwa komunikasi



berpengaruh positif dan signifikan terhadap kinerja pegawai dengan koefisien jalur 1,155, T-statistic 6,946 ($> 1,96$), dan p-value 0,000 ($< 0,05$). Sebaliknya, disiplin kerja juga berpengaruh signifikan namun dengan arah negatif terhadap kinerja pegawai, dengan koefisien jalur $-0,433$, T-statistic 2,173 ($> 1,96$), dan p-value 0,015 ($< 0,05$). Secara simultan, komunikasi menjadi faktor dominan dalam peningkatan kinerja pegawai, sedangkan disiplin kerja yang kaku justru menunjukkan hubungan berlawanan dengan kinerja.

Kontribusi / Orisinalitas / Kebaruan: Penelitian ini memberikan kontribusi empiris dengan menguji secara simultan pengaruh komunikasi dan disiplin kerja pada kinerja pegawai non ASN di sektor pemerintahan daerah, yang masih jarang dilakukan pada penelitian sebelumnya. Temuan ini juga memberikan wawasan baru bahwa penerapan disiplin yang terlalu formalistik dapat berdampak negatif, sehingga organisasi publik perlu merancang strategi disiplin yang lebih konstruktif dan humanis disertai komunikasi efektif untuk meningkatkan kinerja pegawai.

INTRODUCTION

Human resources (HR) are a key element in national development. High-quality human resources serve as the foundation for delivering excellent, efficient, and community-oriented public services. One important indicator in maintaining and improving the quality of human resources is employee discipline. Work discipline reflects an individual's level of responsibility toward their duties and the prevailing organizational rules, and it is a strategic factor in supporting overall performance.

Local governments have undertaken various initiatives to implement policies aimed at strengthening employee work discipline, including for non-Civil Servant (non-ASN) personnel, namely individuals working in the government sector who do not hold the status of Civil Servants (PNS) or Government Employees with Work Agreements (PPPK). This provision is aligned with Law of the Republic of Indonesia Number 20 of 2023 on the State Civil Apparatus, which affirms that the category of State Civil Apparatus (ASN) consists exclusively of PNS and PPPK, thereby necessitating the regulation of non-ASN employees through specific policies at the regional government level (Undang-Undang Republik Indonesia Nomor 20 Tahun 2023). Within this framework, non-ASN employees continue to play a vital role in ensuring the continuity of institutional operations, despite the fact that regulations governing their performance are still in the process of development. One such government institution that employs non-ASN personnel is the Personnel and Human Resource Development Agency (BKPSDM) of Tanah Bumbu Regency.

Table 1. Non-Civil Servant Employee Absence Data at the Personnel and Human Resource Development Agency of Tanah Bumbu Regency

Year	Number of non-ASN Employees	Absenteeism				Tardiness
		Sick	Permit	Unexcused	No Explanation	
2021	25	31	22	89	24	53
2022	28	44	52	123	18	40
2023	30	28	30	141	9	16

Source: Personnel and Human Resource Development Agency of Tanah Bumbu Regency

Attendance records of non-Civil Servant (non-ASN) employees at the Personnel and Human Resource Development Agency (BKPSDM) of Tanah Bumbu Regency over the past three years

(2021–2023) indicate a considerable level of absenteeism and tardiness. For instance, in 2023, there were 141 recorded absences and 16 cases of tardiness, while no clear system for assessing work productivity had been established. This condition creates challenges in measuring performance and affects the efficiency of public service delivery (BKPSDM Kabupaten Tanah Bumbu, 2024).

To address these issues, the Government of Tanah Bumbu Regency enacted Regent Regulation Number 45 of 2023 concerning Additional Income for non-ASN Employees. This regulation stipulates that the performance evaluation of non ASN employees is based on two key aspects: productivity assessment (60%) and discipline assessment (40%). The regulation came into effect in 2024 and serves as a normative foundation for managing and evaluating the performance of non ASN employees within the Tanah Bumbu Regency Government (Government of Tanah Bumbu Regency, 2023).

In addition to discipline, internal communication is also a crucial aspect in determining employee performance. Effective communication between superiors and subordinates facilitates task execution, reduces conflict, and strengthens teamwork. On the other hand, poor communication can create barriers to coordination and task implementation. Dhona and Sarwoko (2022) found that internal communication enhances employee motivation, which in turn improves their performance. Meanwhile, a comprehensive study by Sinitsyna et al. (2023) showed that internal communication strengthens employee loyalty, commitment, and positive behavior factors that strongly support performance improvement.

At BKPSDM Tanah Bumbu Regency, communication among employees is generally well-established. However, challenges persist in superior–subordinate interactions, as some subordinates lack the confidence to ask questions or express their opinions directly. This condition suggests that, although communication exists, its quality and effectiveness still require improvement to better support overall organizational performance.

A substantial body of prior research has demonstrated that work discipline significantly influences employee performance. Saputri et al. (2023) found that work discipline, along with service quality and workload, makes a substantial contribution to employee performance in the context of local government institutions. Similarly, Zulfiana et al. (2024) revealed that work discipline, combined with career development and work ethics, positively affects employee performance in the textile industry. In addition, Minarti and Khoiri (2023) demonstrated that work discipline, together with communication and work motivation, exerts a significant impact on employee performance in manufacturing companies.

Other scholars have also highlighted the pivotal role of organizational communication. Shofwan and Khoiri (2024) reported that communication, alongside work discipline, positively affects employee performance in the maritime industry. Comparable findings were reported by Maysheilla (2024), who showed that communication and work discipline significantly contribute to performance improvement in the printing sector. Furthermore, an international study by Andarsisi et al. (2024) confirmed that internal communication has a substantial and positive effect on employee performance in the industrial sector.

Despite the consistent evidence supporting the importance of work discipline and communication—both individually and jointly—empirical studies that simultaneously examine these variables within the context of Non-Civil Servant (non-ASN) employees in local government institutions remain scarce. This research gap underscores the novelty of the present study. Moreover, with the implementation of new policy regulations that link employee performance to

financial incentives based on assessments of work discipline and productivity, this study becomes even more timely, relevant, and strategically significant.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a strategic component of an organization that manages all aspects related to individuals as the main drivers of organizational operations. In a modern approach, HRM is not limited to administrative tasks such as recruitment or payroll, but also includes competency development, strengthening organizational culture, and creating a conducive work environment to enhance employee performance.

According to Hasibuan (2021), management is the science and art of managing resources effectively and efficiently to achieve specific goals. In the context of HR, this means establishing systems that optimize the potential of each employee in alignment with the organization's mission and strategy. Zulkifly and Sukung (2024) explain that human resource management includes the processes of planning, organizing, implementing, and monitoring to achieve organizational objectives, emphasizing human resources as the main factors of production.

The management of human resources encompasses a series of interrelated and integrated policies and practices, such as performance appraisal, incentive systems, career development, and the enforcement of work discipline. Trivedi and Srivastava (2024) highlight that the implementation of strategic HR practices plays a pivotal role in enhancing an organization's differentiation capabilities, thereby fostering innovation performance as a key driver of competitive advantage.

The effectiveness of human resource management greatly depends on how well the organization can empower its employees. Employees managed through a strategic approach tend to exhibit more disciplined behavior, greater motivation, and a stronger sense of responsibility toward their duties. In this regard, work discipline is not merely perceived as a set of obligatory rules, but as an element of organizational culture that develops from fair, consistent, and results-oriented management practices (Hasibuan, 2021).

Furthermore, the success of HRM is reflected in the achievement of employee performance. Performance appraisal becomes a key tool to measure employees' contributions toward organizational goals. Through HRM functions such as supervision, evaluation, and reward systems, organizations can encourage optimal and sustainable performance outcomes (Mangkunegara, 2019).

In this study, understanding the concept of human resource management is crucial, as work discipline and internal communication are integral elements of the HRM process. The HRM strategies implemented will influence how discipline is enforced and how communication is built among employees, which in turn will affect the performance quality of non-Civil Servant (non-ASN) employees within government institutions (Andarsisi et al., 2024).

Work Discipline

Work discipline is recognized as one of the key factors influencing organizational success. It can be defined as employees' adherence to the rules, procedures, and norms prevailing within the workplace. According to Amelia et al. (2024), work discipline has a positive relationship with organizational performance, as employees with a high level of discipline tend to be more productive, efficient, and make significant contributions toward achieving organizational goals.

This perspective underscores that discipline is not merely a formal requirement but serves as the foundation for establishing a high-quality and sustainable work culture.

In practice, the enforcement of work discipline can be implemented through various approaches. Dharma et al. (2023) explain that work discipline is generally classified into three main forms: preventive discipline, corrective discipline, and progressive discipline. Preventive discipline aims to prevent violations by instilling awareness of organizational rules and work ethics. Corrective discipline involves providing sanctions or warnings after violations occur, whereas progressive discipline emphasizes increasing the level of sanctions for repeated violations to encourage positive behavioral change. These approaches have been proven effective in maintaining internal order and supporting the achievement of organizational performance.

To empirically measure the level of work discipline, various indicators have been developed in previous studies. Sari and Tukirin (2023) highlight that compliance with work regulations, punctuality, and proper utilization of organizational facilities are important indicators in assessing employee discipline. Similarly, Hidayat et al. (2024) adds that awareness of responsibilities and adherence to working hours are also essential components in evaluating employee discipline. These indicators can be quantitatively measured and used to examine the relationship between work discipline and other organizational variables, such as employee performance.

Furthermore, empirical studies consistently demonstrate that work discipline significantly affects employee performance. Puspitasari et al. (2025) report that over 70% of studies conducted within the last five years found a positive and significant relationship between work discipline and employee performance. This evidence reinforces the strategic role of work discipline in enhancing organizational productivity, service quality, and accountability, making it an essential construct in human resource management research across both public and private sector contexts.

Communication

Communication within an organization plays a vital role in creating a clear flow of information, establishing coordination across divisions, and promoting collaboration among employees. Effective communication can enhance work efficiency, reduce conflicts, and strengthen organizational culture.

Recent studies emphasize that organizational communication should not merely be understood as the exchange of messages but rather as a strategic mechanism for constructing shared meaning and aligning goals within a collective framework. Zeffass dan Volk (2020) underscore the importance of integrating communication with organizational objectives and propose evaluation models to assess the effectiveness of strategic communication. Furthermore, Linjuan and Men (2021) emphasize the evolution of internal communication, focusing on the process of constructing shared meaning among organizational members.

Communication can be classified into several forms: verbal and nonverbal, as well as formal and informal. Verbal communication includes the use of spoken or written words, while nonverbal communication encompasses facial expressions, body language, and tone of voice. Formal communication follows the organization's structure, such as official meetings or formal correspondence, whereas informal communication occurs spontaneously outside official organizational structures.

Fachrezi and Khair (2020) identify several indicators of effective communication, including openness, empathy, supportiveness, a positive attitude, knowledge, communication skills, and work

attitude. Good communication fosters a harmonious work environment and can enhance employee loyalty and morale.

In public sector organizations such as government agencies, communication between superiors and subordinates is crucial for the successful implementation of policies. When communication flows effectively, directives and instructions can be executed properly. Conversely, poor communication may lead to misunderstandings, decreased productivity, and increased resistance to change.

Employee Performance

Employee performance is the end result of the work process that reflects how effectively an individual carries out their duties and responsibilities. In human resource management, performance is assessed not only by the outcomes achieved but also by work methods, attitudes, and contributions to the achievement of organizational goals.

According to Memon et al. (2023), performance is the result of work both in quality and quantity achieved by an employee in performing their duties in accordance with their given responsibilities. Warella et al. (2021) emphasize that performance assessments typically evaluate the productivity and work quality of employees based on their prescribed duties.

Performance measurement is generally based on indicators such as the quality of output, quantity of work, timeliness, discipline, and the ability to cooperate and adapt. Priansa (2017) identifies additional important indicators, including initiative and independence in completing tasks.

The goal-setting theory advanced by Locke and Latham continues to hold relevance within contemporary organizational contexts. Pervaiz (2021) empirically demonstrated that active employee participation in establishing clear and specific objectives significantly enhances both proactive behavior and overall performance. This finding corroborates the fundamental tenets of goal-setting theory, which underscore the critical role of goal specificity and continuous feedback in facilitating goal attainment.

In addition, Herzberg's two-factor theory of work motivation is substantiated by recent empirical evidence. Mitsakis (2022) indicates that motivator factors, including achievement and recognition, exert a substantial influence on job satisfaction and employee performance. Complementing this, Alrawahi et al. (2020) highlight that promotion and recognition, as motivator variables, positively affect employee satisfaction and performance, whereas hygiene factors such as compensation primarily serve to mitigate dissatisfaction when inadequate.

Collectively, these theoretical frameworks provide a robust foundation for organizational leaders to formulate evidence-based strategies aimed at optimizing employee performance through structured goal-setting, systematic feedback mechanisms, and targeted enhancement of motivator factors.

In the context of non-Civil Servant (non-ASN) employees, performance measurement becomes even more critical as it is directly linked to the incentive system and the continuity of employment contracts. Measurable and transparent performance also serves as a tool for organizations to evaluate the effectiveness of human resources and reinforce accountability in public service delivery.

Previous Studies

Saputri et al. (2023) argue that work discipline exerts a significant influence on public service performance; the higher the level of employee discipline, the more optimal the quality of services delivered to the community. Furthermore, Zulfiana et al. (2024) emphasize that career development, work discipline, and work ethics contribute positively to improving employee performance.

Maysheilla (2024) also demonstrates that communication and work discipline have a significant effect on employee performance in the printing sector. Consistent with these findings, Shofwan and Khoiri (2024) identify that communication and work discipline simultaneously influence employee performance in the maritime industry, while Minarti and Khoiri (2023) highlight that work discipline, communication, and work motivation collectively contribute to enhancing employee performance in ready-mix concrete companies.

In addition, an international study by Andarsisi et al. (2024) confirms that internal communication and work discipline significantly affect employee performance in the global industrial sector.

Although these variables have been widely examined, the novelty of this study lies in its context and subject, namely non-Civil Servant (non-ASN) employees within local government institutions. Moreover, this research is particularly relevant given the implementation of new policy regulations that link employee performance appraisal to discipline and work productivity, thereby offering both theoretical and practical contributions to the field of public sector human resource management.

Research Framework

Based on the background, research objectives, theoretical review, and previous studies, this research can be illustrated in the following conceptual framework, as shown in Figure 1 below

Figure 1. Conceptual Framework of the Research

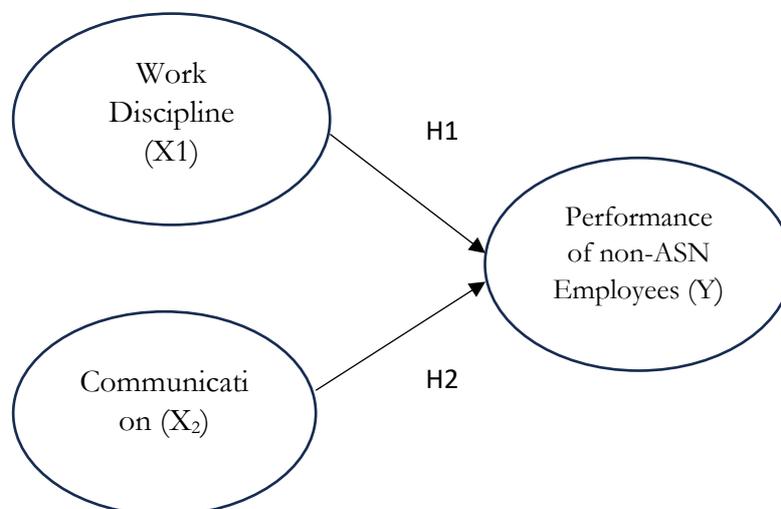


Figure 1. Conceptual Framework of the Research

Source: Authors' processed data (2025)

Research Hypotheses

Based on the problem formulation and previous empirical studies, the hypotheses proposed in this research are as follows:

H1: Communication has a positive and significant effect on the performance of non-civil servant employees at the Personnel and Human Resource Development Agency (BKPSDM) of Tanah Bumbu Regency.

H2: Work discipline has a significant but negative effect on the performance of non-civil servant employees at BKPSDM of Tanah Bumbu Regency.

RESEARCH METHODS

Research Design

This study adopts a quantitative research design with a survey-based approach to collect empirical data and perform statistical analysis grounded in scientific computation.

Population and Sample

The research population consisted of all non-civil servant (non-ASN) employees of the Personnel and Human Resource Development Agency (BKPSDM) of Tanah Bumbu Regency. Since the total population comprised only 32 employees, the study adopted a census (saturated sampling) approach, in which the entire population was included as the sample. This method is appropriate for small populations (fewer than 100 individuals).

Data Collection

Primary data were collected using a closed-ended questionnaire with a five-point Likert scale. The questionnaire was designed to measure three primary variables: work discipline (X_1), communication (X_2), and employee performance (Y). The Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis

The collected data were analyzed using Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) approach with the assistance of Smart PLS software. According to Hair et al. (2021) and Ramayah et al. (2018), the PLS-SEM method is particularly suitable for studies with relatively small sample sizes and data that are not necessarily normally distributed. Furthermore, PLS-SEM allows for both theory confirmation and the exploration of relationships among latent variables.

RESULTS AND DISCUSSION

Based on the tabulated data, the analysis was conducted on each research variable, namely Work Discipline (X_1), Communication (X_2), and Employee Performance (Y). The data were collected from questionnaires completed by 32 non-civil servant employees, representing the entire population. Subsequently, the data were processed using SmartPLS version 4, applying SEM-PLS analysis to examine both simultaneous and partial effects among the variables, as well as to determine the most dominant factor influencing employee performance. The results of the analysis are presented in the following section.

Structural Model Evaluation (Outer Model)

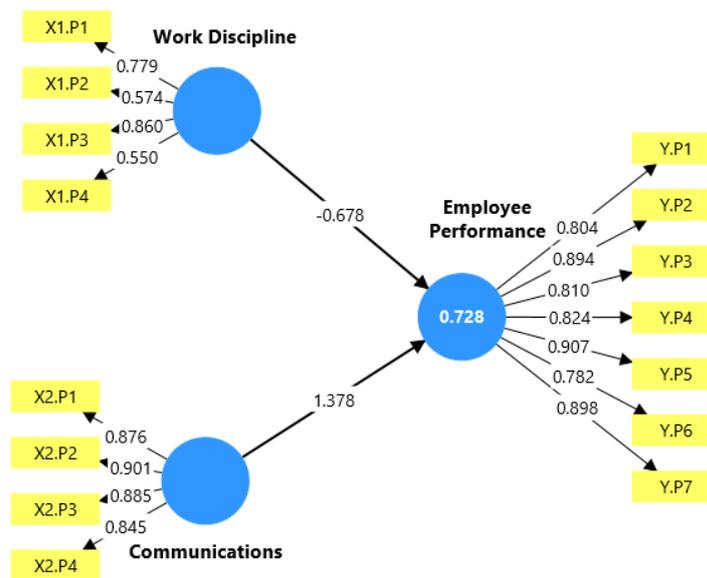


Figure. 2 Estimated Path Model of SEM-PLS Analysis

Source: SEM-PLS output, 2025

Convergent validity assesses the extent to which indicators represent the constructs they measure, commonly evaluated using factor loadings. The analysis showed that the factor loadings for Work Discipline (X1) ranged from 0.550 to 0.860, for Communications (X2) from 0.845 to 0.901, and for Employee Performance (Y) from 0.782 to 0.907. Generally, loadings ≥ 0.70 indicate a strong relationship between indicators and constructs, while loadings between 0.40 and 0.69 are acceptable if the Average Variance Extracted (AVE) and construct reliability meet the criteria. No indicators had loadings below 0.40 or negative values, thus all indicators were retained in the model.

Table 1. Outer Loadings Results for Convergent Validity Test – Stage 1

Instrument	Communications	Employee Performance	Work Discipline	Description
X1.P1			0.779	Valid
X1.P2			0.574	Invalid
X1.P3			0.86	Valid
X1.P4			0.55	Invalid
X2.P1	0.876			Valid
X2.P2	0.901			Valid
X2.P3	0.885			Valid
X2.P4	0.845			Valid
Y.P1		0.804		Valid
Y.P2		0.894		Valid
Y.P3		0.81		Valid
Y.P4		0.824		Valid
Y.P5		0.907		Valid
Y.P6		0.782		Valid
Y.P7		0.898		Valid

Source: SEM-PLS output, 2025

The loading factors for the Work Discipline variable indicate two items with values of 0.574 and 0.550, both of which are below the 0.60 threshold. Items with loading factors less than 0.60 should be removed and re-tested. The complete results of this re-assessment are presented in Table 2.

Table 2. Outer Loadings Results for Convergent Validity Test – Stage 2

Instrument	Communications	Employee Performance	Work Discipline	Description
X1.P1			0.814	Valid
X1.P3			0.917	Valid
X2.P1	0.876			Valid
X2.P2	0.9			Valid
X2.P3	0.885			Valid
X2.P4	0.845			Valid
Y.P1		0.805		Valid
Y.P2		0.897		Valid
Y.P3		0.808		Valid
Y.P4		0.823		Valid
Y.P5		0.907		Valid
Y.P6		0.779		Valid
Y.P7		0.9		Valid

Source: SEM-PLS output, 2025

The second-stage analysis shows that all items for Work Discipline, Communication, and Employee Performance variables have loading factors above 0.6, confirming their validity. This indicates that the indicators effectively measure the relationship with their respective constructs, thus supporting the measurement model's validity

Table 3. Results of AVE for Convergent Validity Test

Variable	Average variance extracted (AVE)	Description
Communications	0.769	Valid
Employee_Performance	0.717	Valid
Work Discipline	0.752	Valid

Source: SEM-PLS output, 2025

The estimation results of the average variance extracted (AVE) are presented in Table 3. A construct is deemed to demonstrate convergent validity when its AVE value exceeds the threshold of 0.50. Higher AVE values indicate stronger construct validity, as they reflect a greater proportion of variance in the indicators explained by the underlying latent construct.

Discriminant Validity

Table 4. Discriminant Validity (Cross Loading)

Instrument	Communications	Employee Performance	Work Discipline
X1.P1	0.734	0.375	0.814
X1.P3	0.743	0.545	0.917
X2.P1	0.876	0.776	0.770
X2.P2	0.900	0.754	0.703
X2.P3	0.885	0.598	0.772
X2.P4	0.845	0.606	0.724
Y.P1	0.688	0.805	0.542
Y.P2	0.819	0.897	0.660
Y.P3	0.590	0.808	0.366
Y.P4	0.610	0.823	0.366
Y.P5	0.682	0.907	0.416
Y.P6	0.473	0.779	0.240
Y.P7	0.754	0.900	0.548

Source: SEM-PLS output, 2025

The cross-loading results indicate that each indicator loads higher on its intended construct than on other constructs. For example, X1.P1 and X1.P3 load more strongly on Work Discipline (0.814; 0.917), X2.P1–X2.P4 load highest on Communications (0.876–0.900), and Y.P1–Y.P7 load strongest on Employee Performance (0.779–0.907). These results confirm both convergent and discriminant validity, suggesting that the measurement model is well-specified and the research instrument is valid for further.

Fornell – Lacker Criterion

Table 5. Fornell – Lacker Criterion

Variable	Communications	Employee Performance	Work Discipline
Communications	0.877		
Employee_Performance	0.790	0.847	
Work Discipline	0.845	0.543	0.867

Source: SEM-PLS output, 2025

The cross-loading results indicate that each indicator loads higher on its respective construct than on other constructs. For instance, indicators X1.P1 and X1.P3 load more strongly on Work Discipline (0.814; 0.917), indicators X2.P1–X2.P4 load highest on Communications (0.845–0.900), while indicators Y.P1–Y.P7 load strongest on Employee Performance (0.779–0.907). These findings confirm that both convergent validity and discriminant validity are satisfied, indicating that the measurement model is well-specified and the research instrument is valid for further analysis.

Table 6. Latent Variable Correlations, AVE, and Square Root of AVE

Variable	Communications	Employee Performance	Work Discipline	AVE	$\sqrt{\text{AVE}}$	Description
Communications	1	0.79	0.845	0.769	0.877	Valid
Employee_Performance	0.79	1	0.543	0.717	0.847	Valid
Work Discipline	0.845	0.543	1	0.752	0.867	Valid

Source: SEM-PLS output, 2025

The results indicate that the correlation between Communications and Employee Performance (0.790) as well as with Work Discipline (0.845) is lower than the square root of the AVE for Communications (0.877). Similarly, for Employee Performance and Work Discipline, the correlations among variables are lower than the square roots of their respective AVEs (0.847 and 0.867). Therefore, all constructs are considered valid.

Construct Reliability Test

Table 7 Construct reliability and validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Communications	0.901	0.912	0.93	0.769
Employee_Performance	0.934	0.942	0.947	0.717
Work Discipline	0.68	0.744	0.858	0.752

Source: SEM-PLS output, 2025

The results of the validity and reliability assessment demonstrate that all constructs meet the established criteria. Communication and Employee Performance show excellent reliability, with Cronbach's alpha and composite reliability values exceeding 0.90, along with AVE values above 0.70, confirming strong convergent validity. Although Work Discipline records a Cronbach's alpha of 0.680, slightly below the recommended threshold, its composite reliability (0.858) and AVE (0.752) still surpass the minimum requirements. This indicates that the construct remains both reliable and valid. Overall, the measurement model satisfies the reliability and convergent validity standards, ensuring its appropriateness for subsequent structural model testing.

Structural Model Evaluation (Inner Model)

R-Square

Tabel 8. R-square

Variable	R-square	R-square adjusted
Employee_Performance	0.677	0.655

Source: SEM-PLS output, 2025

Based on the results presented in Table 8 the Adjusted R² value for the first substructure model is 0.667. This indicates that 66.7% of the variance in Employee Performance can be explained by two independent variables, namely Work Discipline and Communication. The remaining 33.3% is influenced by other factors outside the scope of this study that were not further

analyzed. Thus, the model demonstrates a relatively strong explanatory power, and the independent variables included are appropriate for further structural model testing.

F-Square

Tabel 9. F-square

Variabel	f-square	Description
Communications -> Employee_Performance	1.183	High
Work Discipline -> Employee_Performance	0.166	Moderate

Source: SEM-PLS output, 2025

Based on the F-square analysis results presented in the table, Communications exerts the greatest influence on Employee Performance, with an f^2 value of 1.183 (high category), followed by Work Discipline, which shows a moderate influence with an f^2 value of 0.166. This indicates that improvements in employee performance are more strongly influenced by communication than by work discipline

Hypothesis Testing

Table 10. Path Coefficients, Mean, STDEV, T-Statistics, and P-Values

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
Communications -> Employee_Performance	1.155	1.162	0.166	6.946	0	Supported
Work Discipline -> Employee_Performance	-0.433	-0.41	0.199	2.173	0.015	Supported

Source: SEM-PLS output, 2025

Based on the results of the path analysis using bootstrapping in SEM-PLS, it was found that the communication variable has a positive and significant effect on employee performance, with a path coefficient of 1.155, a T-statistic of 6.946 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, the hypothesis stating that communication influences employee performance is supported. Meanwhile, the work discipline variable also exhibits a significant effect on employee performance; however, its path coefficient is negative at -0.433 , with a T-statistic of 2.173 (> 1.96) and a p-value of 0.015 (< 0.05). Therefore, the hypothesis stating that work discipline affects employee performance is likewise supported, although the effect is negative. These findings indicate that communication serves as the primary driver of employee performance improvement in this study, whereas work discipline demonstrates an inverse relationship with employee performance.

The Effect of Work Discipline on the Performance of Non-Civil Servant Employees

The results of this study indicate that work discipline has a significant but negative effect on the performance of non-civil servant employees, with a path coefficient of -0.433 , a T-statistic of 2.173 (> 1.96), and a p-value of 0.015 (< 0.05). This finding contrasts with most previous studies, which generally reported a positive effect of work discipline on employee performance (Saputri et al., 2023; Maysheilla, 2024; Shofwan & Khoiri, 2024). This discrepancy can be explained by the

nature of discipline enforcement in the organization, which tends to be rigid and punishment-oriented, thereby reducing employees' intrinsic motivation. Overly formalistic discipline can generate psychological pressure and discomfort, ultimately lowering employees' enthusiasm to perform optimally.

These findings are consistent with those of Zulfiana et al. (2024), Andarsisi et al. (2024), and Minarti & Khoiri (2023), who emphasized that discipline effectively enhances performance only when supported by fair and transparent organizational practices, combined with effective communication, motivation, and career development opportunities. This implies that discipline should not be understood merely as a set of rules and sanctions but as part of an organizational culture that fosters responsibility, engagement, and employee commitment. Therefore, government organizations employing non-civil servant staff need to adopt a constructive and humanistic approach to discipline, balancing rule enforcement with support, so that discipline functions as a genuine driver of performance rather than a barrier.

The Effect of Communication on the Performance of Non-Civil Servant Employees

The results of this study indicate that communication has a positive and significant effect on the performance of non-civil servant employees, with a path coefficient of 1.155, a T-statistic of 6.946 (> 1.96), and a p-value of 0.000 (< 0.05). These findings confirm that enhancing the quality of internal communication can substantially improve employee performance by facilitating better coordination, reducing misunderstandings, and strengthening teamwork. In the context of BKPSDM Tanah Bumbu Regency, effective communication between supervisors and subordinates plays a crucial role in streamlining task execution and creating a conducive work environment. Clear communication ensures that messages and instructions are well understood, thereby motivating employees to perform optimally.

These results are consistent with previous studies, such as Shofwan and Khoiri (2024) and Maysheilla (2024), which found that communication significantly contributes to performance improvement across various industrial sectors. Similarly, research by Andarsisi et al. (2024) and Dhone & Sarwoko (2022) emphasized that internal communication not only directly enhances performance but also fosters employee motivation and engagement. The novelty of this study lies in its focus on non-civil servant employees in the government sector, a group that has been relatively underexplored. These findings support Sinitsyna et al. (2023), who stated that internal communication can strengthen employees' commitment and promote positive behavior. Therefore, government organizations need to design communication strategies that emphasize openness, feedback, and mutual respect, enabling communication to function as a key driver of employee performance.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that both communication and work discipline significantly affect the performance of non-civil servant employees (non-ASN) at BKPSDM Tanah Bumbu Regency, albeit with different directions and magnitudes. Communication demonstrates a strong and positive influence, indicating that transparent information sharing, clear instructions, and effective feedback enhance coordination, motivation, and overall work quality. Conversely, work discipline has a significant but negative effect on employee performance. This finding contrasts with many prior studies reporting positive impacts of discipline and suggests that overly rigid or punitive approaches may reduce intrinsic motivation, create psychological strain, and ultimately lower productivity.

Theoretically, these findings contribute to the literature by highlighting the contextual nature of disciplinary practices, particularly in government institutions with hierarchical structures. Discipline only drives performance when implemented fairly, transparently, and supported by enabling organizational factors such as effective communication, equitable reward systems, and career development opportunities. The results also reinforce existing theories emphasizing the role of internal communication in fostering employee engagement, commitment, and positive organizational behaviors. Thus, this research provides new insights into the interplay between communication and discipline in shaping performance outcomes within the public sector, extending previous empirical findings to the underexplored context of non-ASN employees.

From a practical perspective, organizations should strengthen internal communication by implementing two-way channels, encouraging openness and feedback, and ensuring that performance expectations are clearly communicated. Disciplinary systems should be redesigned to emphasize constructive and developmental approaches, balancing rule enforcement with support, mentoring, and motivation. By integrating effective communication and constructive discipline into a holistic human resource management strategy, public sector organizations can sustainably enhance employee performance. Future research is encouraged to examine mediating or moderating variables such as organizational culture and leadership style to deepen understanding of how communication and discipline jointly influence performance outcomes.

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