

The Influence of Work Environment and Workload on Employee Discipline at the Department of Manpower of North Sumatra Province

Laila Kumala, Nashrudin Setiawan

Abstract

This study aimed to analyze the influence of non-physical work environment and workload on the work discipline of civil servants (ASN) at the Department of Manpower of North Sumatra Province. The research background was based on the importance of creating a conducive work environment and a proportional workload distribution to enhance employee discipline and performance. This study employed a quantitative approach with an associative method. Data were collected through questionnaires distributed to 69 respondents selected from a total of 215 civil servants using the Slovin formula. The data were analyzed using the Structural Equation Modeling (SEM) technique based on Partial Least Square (PLS) with SmartPLS 3.0 software. The results showed that the non-physical work environment had a positive and significant effect on work discipline, with a t-statistic value of 5.925 and a p-value of 0.000. Likewise, workload had a positive and significant effect on work discipline, with a t-statistic value of 2.157 and a p-value of 0.031. These findings indicated that a comfortable work atmosphere and a properly distributed workload according to individual capacity encouraged higher employee discipline in performing their duties and responsibilities.

Keywords: Non-Physical Work Environment, Workload, Work Discipline, Civil Servants, SEM-PLS

Laila Kumala¹

Program Studi Manajemen, Universitas Pembangunan Panca Budi, Indonesia

e-mail: lailaakumala21june@gmail.com¹

Nashrudin Setiawan²

e-mail: nashrudinsetiawan@pancabudi.ac.id²

2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

Introduction

The Department of Manpower of North Sumatra Province is a regional government agency that plays a strategic role in carrying out governmental affairs in the field of labor in accordance with the authority of regional autonomy [1]. The main functions of this agency include the formulation, establishment, and implementation of policies in the areas of industrial relations, labor placement, vocational training, labor supervision, and the protection of workers' welfare [2]. As a public institution, the department is responsible for ensuring the availability of qualified and competitive human resources through various competency development and professional certification programs [3]. The existence of this department holds significant importance in creating a harmonious industrial relations climate and supporting labor absorption in both the formal and informal sectors [1]. Considering the complexity of labor issues such as unemployment, digital transformation, and global competition, professional, adaptive, and accountable institutional governance has become a crucial necessity [3]. The improvement of discipline, performance, and productivity among civil servants (ASN) within this department is one of the key factors determining the success of delivering effective and high-quality public services [2].

Employee work discipline among civil servants at the Department of Manpower of North Sumatra Province plays a vital role in determining the overall quality of organizational performance [1]. Discipline reflects the degree of compliance with regulations, responsibility, and work ethic, which form the foundation of bureaucratic professionalism [4]. Civil servants with high discipline levels demonstrate punctuality, adherence to procedures, and consistency in performing their main duties and functions, enabling public service activities to run effectively and efficiently [5]. Conversely, low levels of discipline may lead to negative impacts such as decreased productivity, delays in task completion, and the weakening of governmental accountability in the eyes of the public [6]. A preliminary survey of 20 civil servants revealed that only 35% of employees arrived on time and 30% used their working hours productively, while more than 55% had not shown optimal compliance with organizational policies and leadership instructions. This condition indicates a gap between organizational expectations and employee behavior in implementing work discipline values [7].

The phenomenon of low work discipline cannot be separated from the non-physical work environment within the Department of Manpower of North Sumatra Province. Based on observation and preliminary survey results, several issues were identified in the non-physical work environment, such as weak supervision systems, ineffective communication, lack of leadership support, and low perceptions of fairness in task and reward distribution. Approximately 65% of respondents stated that they did not receive systematic supervision, 70% felt they had not obtained adequate guidance and motivation from their leaders, and 65% perceived inequality in the distribution of tasks and rewards. These factors indicate that the non-physical work environment within the agency is not yet fully conducive to creating a harmonious and productive working atmosphere. In fact, according to organizational behavior theory, a positive non-physical work environment can foster comfort, enhance loyalty, and strengthen employee commitment to their duties and responsibilities [5]. Conversely, an environment filled with tension and a lack of appreciation tends to generate apathy and reduce work discipline [8].

Workload also represents an important issue that influences the discipline of civil servants (ASN) [9]. Based on the pre-survey results, 60% of employees admitted having difficulty completing tasks within the given time limits, 70% experienced physical fatigue after work, and 65% reported mental pressure in completing their duties. This illustrates that the workload faced by employees is not only quantitative (in terms of job volume) but also qualitative, involving time pressure, psychological burdens, and social interactions in the workplace. Such

conditions may lead to work stress, reduced concentration, and hindered task completion effectiveness [10]. Excessive workload without adequate support from the work environment has the potential to decrease employee discipline, manifested through delayed task completion, reduced work enthusiasm, and the emergence of indiscipline behaviors such as absenteeism or violations of working hours [11]. A disproportionate workload can thus become a determining factor in lowering the level of work discipline among civil servants [12].

Non-physical work environment issues and uncontrolled workload, when occurring simultaneously, can potentially reduce employee discipline and organizational performance effectiveness [13]. A non-supportive work environment, such as weak communication, lack of motivation from leadership, and organizational injustice tends to reduce employees' sense of responsibility and compliance with work rules [14]. Meanwhile, excessive work pressure may cause fatigue, stress, and frustration, which ultimately hinder employee performance and discipline in carrying out their duties [12]. Civil servant work discipline serves as a key indicator of the success of bureaucratic reform and the improvement of public service quality, making discipline an essential element for government institutions [8].

Previous studies reinforce the argument that the work environment and workload play a significant role in influencing employee work discipline. Factors affecting work discipline can be categorized into two main groups: intrinsic factors (originating from within the individual) and extrinsic factors (arising from the work environment), both of which interact to shape disciplined work behavior [15]. Several previous studies consistently demonstrate that a conducive work environment and a well-managed workload have a positive and significant effect on employee discipline levels, both in public and private sectors [11][13][16]. These findings provide empirical and theoretical relevance that supports further research within the scope of local government institutions, particularly at the Department of Manpower of North Sumatra Province.

Research Methodology

This study employs an associative-quantitative approach aimed at examining and analyzing the causal relationships between independent and dependent variables through the processing of numerical data obtained from the distribution of questionnaires [17]. The research was conducted at the Department of Manpower of North Sumatra Province, located at Jalan Asrama No. 143, Medan City.

The population of this study includes all Civil Servants (ASN) working at the institution, totaling 215 employees, consisting of 160 Permanent Civil Servants (PNS) and 55 Government Employees under Work Agreements (PPPK). Based on calculations using the Slovin formula, a total sample of 69 respondents was determined, which is considered representative of the population.

$$n = \frac{N}{1 + N e^2} = \frac{215}{1 + 215(0.10^2)} = \frac{215}{1 + 215(0.01)} = \frac{215}{3,15} = 68,25 = 69 \text{ (rounded)}$$

The data processing and analysis were carried out using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with the assistance of SmartPLS version 3.0 software to examine the relationships and effects among variables.

Table 1. Research Variables

Variable	Definition	Indicators	Scale
Non-Physical Work Environment (X ₁)	Everything surrounding employees that is non-physical in nature and may influence their performance in carrying out assigned tasks [18]	Supervision System, Employee Cooperation, Interpersonal Relationships, Employee Communication, Leadership Support, and Organizational Justice [18]	Likert
Workload (X ₂)	The tasks assigned to employees to be completed within a specified time using their skills and potential [19]	Workload Volume, Time Load, Physical Load, Mental Load, Psychological Load, and Social Load [19]	Likert
Work Discipline (Y)	The willingness and readiness of an individual to comply with and adhere to the rules and regulations prevailing in the organization [15]	Attendance, Compliance with Regulations, Work Attitude, Job Responsibility, Effective Use of Working Hours, and Obedience to Supervisor Instructions [15]	Likert

Results

Analisis Jawaban Responden terhadap Kuesioner

Table 2. Characteristics of Respondents' Answers for the Variable Non-Physical Work Environment (X₁)

No	Statement	SD	D	N	A	SA
Supervision System						
1	Employees consistently receive performance monitoring from their supervisors while performing office duties.	1 (1,4%)	4 (5,8%)	6 (8,7%)	30 (43,5%)	28 (40,6%)
2	Employees receive work evaluations from supervisors to ensure responsibilities are properly fulfilled.	2 (2,9%)	5 (7,2%)	14 (20,3%)	30 (43,5%)	18 (26,1%)
Employee Cooperation						
3	Employees coordinate with colleagues in completing group tasks in the office.	1 (1,4%)	2 (2,9%)	12 (17,4%)	26 (37,7%)	28 (40,6%)
4	Employees assist one another in achieving the work targets established by the organization.	2 (2,9%)	3 (4,3%)	5 (7,2%)	39 (56,5%)	20 (29,0%)
Interpersonal Relationships						
5	Employees maintain harmonious relationships with coworkers in carrying out daily tasks.	1 (1,4%)	4 (5,8%)	4 (5,8%)	42 (60,9%)	18 (26,1%)
6	Employees build positive working interactions with colleagues in completing office responsibilities.	1 (1,4%)	3 (4,3%)	6 (8,7%)	32 (46,4%)	27 (39,1%)
Employee Communication						
7	Employees clearly convey work-related information to colleagues to ensure tasks are properly completed.	3 (4,3%)	2 (2,9%)	7 (10,1%)	28 (40,6%)	29 (42,0%)
8	Employees receive understandable instructions from supervisors during work implementation.	2 (2,9%)	2 (2,9%)	9 (13,0%)	33 (47,8%)	23 (33,3%)
Leadership Support						
9	Employees receive motivation from supervisors to enhance their performance in completing tasks.	2 (2,9%)	4 (5,8%)	1 (1,4%)	32 (46,4%)	30 (43,5%)
10	Employees receive direct guidance from supervisors when encountering work-related difficulties.	2 (2,9%)	3 (4,3%)	5 (7,2%)	29 (42,0%)	30 (43,5%)
Organizational Justice						
11	Employees perceive an equitable workload distribution among coworkers.	1 (1,4%)	3 (4,3%)	4 (5,8%)	39 (56,5%)	22 (31,9%)
12	Employees receive appropriate recognition and rewards from the organization according to their performance and contribution.	1 (1,4%)	3 (4,3%)	4 (5,8%)	32 (46,4%)	29 (42,0%)

The results of the questionnaire distribution indicate that most civil servants have a positive perception of the Non-Physical Work Environment at the Department of Manpower of North Sumatra Province. The most prominent aspects are leadership support, cooperation, and interpersonal relationships, as well as organizational justice, which are all rated positively. Meanwhile, communication and performance evaluation received slightly more varied

responses. Overall, the Non-Physical Work Environment is considered conducive and contributes positively to employee comfort and performance.

Table 3. Characteristics of Respondents' Answers for the Variable Workload (X₂)

No	Statement	SD	D	N	A	SA
Workload						
1	Employees complete a large volume of work in accordance with the targets set by the institution.	1 (1,4%)	3 (4,3%)	8 (11,6%)	22 (31,9%)	35 (50,7%)
2	Employees carry out their duties despite the limited facilities and supporting equipment available in the office.	1 (1,4%)	5 (7,2%)	5 (7,2%)	32 (46,4%)	26 (37,7%)
Time Load						
3	Employees complete tasks assigned by their superiors within a relatively short period.	0 (0,0%)	3 (4,3%)	4 (5,8%)	35 (50,7%)	27 (39,1%)
4	Employees accomplish their work within tight deadlines as directed by their supervisors.	2 (2,9%)	1 (1,4%)	5 (7,2%)	33 (47,8%)	28 (40,6%)
Physical Load						
5	Employees feel fatigued after completing tasks assigned by the institution.	1 (1,4%)	4 (5,8%)	5 (7,2%)	33 (47,8%)	26 (37,7%)
6	Employees experience minor health problems due to the heavy daily workload.	1 (1,4%)	4 (5,8%)	5 (7,2%)	32 (46,4%)	27 (39,1%)
Mental Load						
7	Employees feel anxious when work targets cannot be achieved according to established standards.	1 (1,4%)	6 (8,7%)	6 (8,7%)	31 (44,9%)	25 (36,2%)
8	Employees work under concern about potential sanctions if their performance does not meet the supervisor's expectations.	1 (1,4%)	4 (5,8%)	4 (5,8%)	35 (50,7%)	25 (36,2%)
Psychological Load						
9	Employees experience difficulty concentrating when dealing with accumulated tasks.	1 (1,4%)	3 (4,3%)	7 (10,1%)	39 (56,5%)	19 (27,5%)
10	Employees feel nervous and confused when handling complex work assignments.	2 (2,9%)	1 (1,4%)	3 (4,3%)	30 (43,5%)	33 (47,8%)
Social Load						
11	Employees face pressure when collaborating with colleagues who have differing opinions.	1 (1,4%)	6 (8,7%)	6 (8,7%)	32 (46,4%)	24 (34,8%)
12	Employees exercise self-control when faced with high demands from superiors or coworkers.	2 (2,9%)	4 (5,8%)	6 (8,7%)	27 (39,1%)	30 (43,5%)

The questionnaire results show that the majority of civil servants provided positive responses to the Workload variable, with dominant answers of "agree" and "strongly agree" across all statements. Employees are able to complete their work according to the established targets despite limitations in facilities and time pressure. Most respondents also acknowledge experiencing physical fatigue, mental strain, and psychological pressure, yet they remain capable of managing these challenges effectively. Overall, the employees' workload is relatively high but still manageable.

Table 4. Characteristics of Respondents' Answers for the Variable Work Discipline (Y)

No	Statement	SD	D	N	A	SA
Attendance						
1	Employees arrive at the office according to the work schedule determined by the institution.	1 (1,4%)	2 (2,9%)	4 (5,8%)	27 (39,1%)	35 (50,7%)
2	Employees leave work according to the official working hours established by the organization.	1 (1,4%)	3 (4,3%)	5 (7,2%)	28 (40,6%)	32 (46,4%)
Compliance with Regulations						
3	Employees perform their duties in accordance with the established standard operating procedures.	1 (1,4%)	1 (1,4%)	6 (8,7%)	25 (36,2%)	36 (52,2%)
4	Employees adhere to all rules and regulations applicable within the institution.	2 (2,9%)	2 (2,9%)	7 (10,1%)	33 (47,8%)	25 (36,2%)

No	Statement	SD	D	N	A	SA
Work Attitude						
5	Employees maintain ethics and behavior that align with organizational norms while carrying out their duties.	0 (0,0%)	2 (2,9%)	3 (4,3%)	34 (49,3%)	30 (43,5%)
6	Employees show respect toward colleagues in every interaction within the workplace.	1 (1,4%)	2 (2,9%)	3 (4,3%)	30 (43,5%)	33 (47,8%)
Job Responsibility						
7	Employees diligently perform tasks assigned by their superiors until completion.	1 (1,4%)	4 (5,8%)	11 (15,9%)	26 (37,7%)	27 (39,1%)
8	Employees take responsibility for the outcomes of their work in accordance with established targets.	0 (0,0%)	3 (4,3%)	4 (5,8%)	25 (36,2%)	37 (53,6%)
Effective Use of Working Time						
9	Employees utilize their working hours to complete tasks without unnecessary delays.	1 (1,4%)	2 (2,9%)	5 (7,2%)	32 (46,4%)	29 (42,0%)
10	Employees fully use their working time for activities that support the achievement of organizational goals.	1 (1,4%)	2 (2,9%)	3 (4,3%)	33 (47,8%)	30 (43,5%)
Obedience to Supervisors' Instructions						
11	Employees follow their superiors' directions in accordance with office procedures.	1 (1,4%)	2 (2,9%)	5 (7,2%)	29 (42,0%)	32 (46,4%)
12	Employees consistently comply with their supervisors' instructions in every task execution.	1 (1,4%)	1 (1,4%)	4 (5,8%)	36 (52,2%)	27 (39,1%)

The results of the questionnaire distribution indicate that most civil servants demonstrate a high level of Work Discipline. The majority of respondents answered “agree” and “strongly agree” on all indicators, particularly regarding compliance with regulations, effective use of working hours, and obedience to supervisor instructions. Attendance and responsibility levels are also rated positively. Overall, the data suggest that employees have consistently applied Work Discipline in carrying out their duties and responsibilities within the organization.

Statistical Analysis Results of the SEM-PLS Model

Measurement Model (Outer Model)

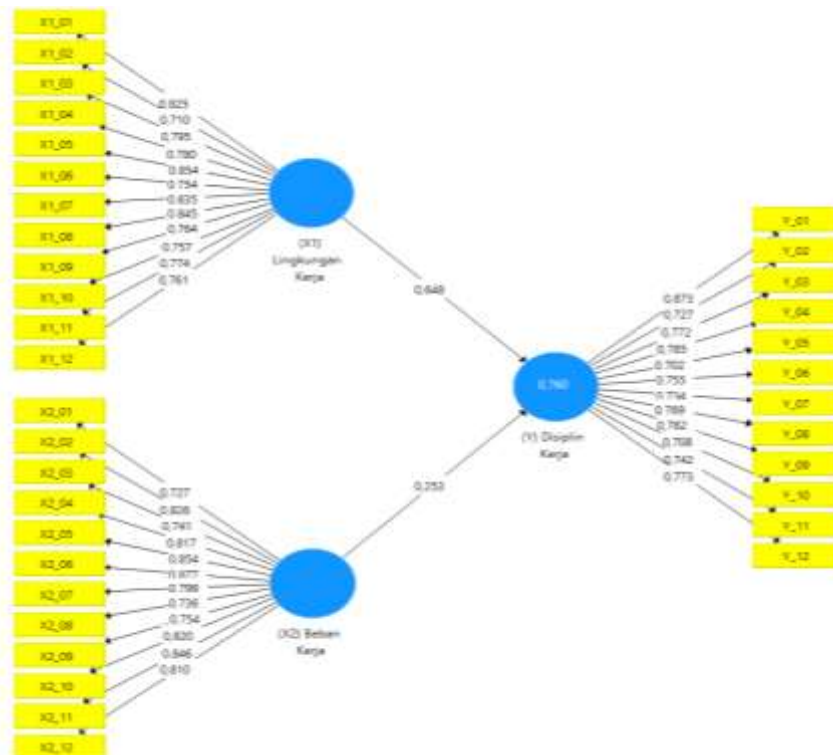


Figure 1. Outer Model

Validity

Convergent Validity with Loading Factor (Outer Loadings)

Table 5. Value Loading Factor (Outer Loadings)

Statement Items	Non-Physical Work Environment (X1)	Workload (X2)	Work Discipline (Y)
1	0,825	0,727	0,873
2	0,710	0,826	0,727
3	0,795	0,741	0,772
4	0,780	0,817	0,785
5	0,854	0,854	0,702
6	0,754	0,877	0,755
7	0,835	0,799	0,734
8	0,845	0,736	0,769
9	0,764	0,754	0,782
10	0,757	0,820	0,708
11	0,774	0,846	0,742
12	0,761	0,810	0,773

The analysis results indicate that all indicators have loading factor values above 0.70, demonstrating that each statement item is valid in measuring its construct. The highest value is found in item 6 of the Workload variable (0.877), indicating a strong contribution to the construct. Overall, all variables exhibit very good indicator validity [20].

Discriminant Validity with Fornell-Larcker Criterion

Table 6. Fornell-Larcker Criterion

Variable	Non-Physical Work Environment (X1)	Workload (X2)	Work Discipline (Y)
Non-Physical Work Environment (X1)	0,889		
Workload (X2)	0,841	0,802	
Work Discipline (Y)	0,861	0,798	0,761

The results of the Fornell-Larcker test show that the square root values of AVE for each variable are greater than the correlations between other variables, namely 0.889 for Non-Physical Work Environment, 0.802 for Workload, and 0.761 for Work Discipline. This indicates that each construct has good discriminant validity, meaning that each variable explains a different concept and that no multicollinearity occurs among variables in the research model [21].

Reliability

Table 7. Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
Non-Physical Work Environment (X1)	0,944	0,952
Workload (X2)	0,949	0,956
Work Discipline (Y)	0,934	0,943

The reliability test results reveal that all variables have Cronbach's Alpha and Composite Reliability values above 0.70, and even exceeding 0.90, indicating a very high level of internal consistency. The highest value is found in the Workload variable, with a Composite Reliability of 0.956. Therefore, all indicators of each variable are declared reliable and capable of providing stable and consistent measurement results within the research model [22].

Structural Model (Inner Model)

The results of the Outer Model, based on data processing using SmartPLS 3, can be seen in the following figure:

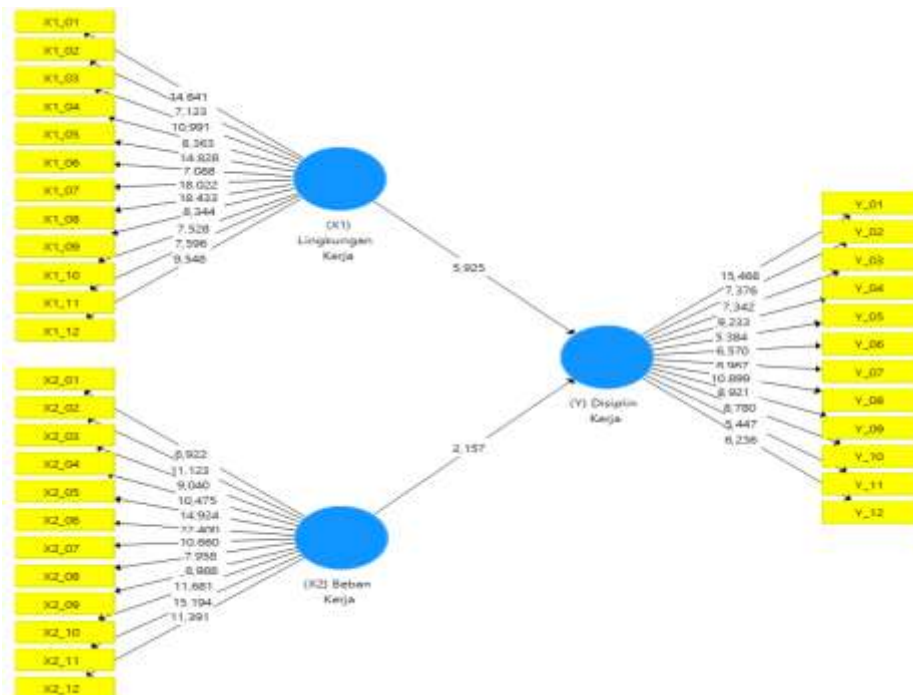


Figure 2. Inner Model

Coefficient of Determination or R Square (R²)

Table 8. R Square Value

Variable	R Square	R Square Adjusted
Work Discipline (Y)	0,760	0,753

The analysis of the R Square (R²) value shows that the Work Discipline (Y) variable has an R² of 0.760, meaning that approximately 76.0% of Work Discipline can be explained by the independent variables in the model (Non-Physical Work Environment and Workload), while the remaining portion is influenced by other factors outside the study [23].

Hypothesis Testing

Table 9. t-Statistic dan P Values

Model Struktural	Original Sample (O)	T Statistics (O/STDEV)	P Values	Kesimpulan
Non-Physical Work Environment (X ₁) -> Work Discipline (Y)	0,648	5,925	0,000	Diterima / Signifikan
Workload (X ₂) -> Work Discipline (Y)	0,253	2,157	0,031	Diterima / Signifikan

The analysis results show that the Non-Physical Work Environment (X₁) variable has an original sample value of 0.648, a t-statistic of 5.925, and a p-value of 0.000. The p-value, which is smaller than 0.05, and the t-statistic value, which far exceeds the critical limit of 1.96, indicate that the effect of the Non-Physical Work Environment on Work Discipline is positive and significant [21]. This means that the better the Non-Physical Work Environment conditions, such as leadership support, employee relations, effective communication, and a sense of fairness within the organization, the higher the level of Work Discipline among employees.

This finding illustrates that a psychologically and socially conducive work atmosphere can enhance compliance, responsibility, and discipline among civil servants in performing their duties [24].

The Workload (X2) variable shows an original sample value of 0.253, a t-statistic of 2.157, and a p-value of 0.031. Since the p-value is also smaller than 0.05 and the t-statistic exceeds 1.96, the influence of Workload on Work Discipline is also positive and significant [22]. This indicates that a proportional workload, in terms of volume, time, and physical as well as mental pressure, can encourage employees to be more disciplined in managing time, following superiors' instructions, and completing work targets according to established schedules. However, the smaller coefficient value compared to the Non-Physical Work Environment variable suggests that the influence of Workload on Work Discipline is not as strong as that of the Non-Physical Work Environment [20].

These findings affirm that a socially and psychologically supportive work environment, combined with proper workload management, can foster consistent discipline among civil servants [16].

Discussion

The Effect of Work Environment on Work Discipline

The SEM-PLS results showing a positive and significant effect of the non-physical work environment ($\beta = 0.648$, $t = 5.925$, $p = 0.000$) on work discipline can be understood from employees' collective experiences with non-technical elements at the Department of Manpower of North Sumatra Province. This finding aligns with experts' opinions stating that work discipline is influenced by two main groups of factors: internal (intrinsic) individual factors and external (extrinsic) factors, two of which include the work environment and workload [15]. This finding is consistent with previous research demonstrating that the work environment has a positive and significant impact on employees' level of work discipline [25][6][4][14].

Questionnaire data reveal a high proportion of positive responses in the dimensions of leadership support (approximately 89% agree/strongly agree on motivation and guidance items), employee relationships (between 85–87%), teamwork (between 78–86%), communication (between 81–83%), and perceptions of organizational justice (around 88%). The combination of these indicators illustrates that the majority of civil servants perceive the existence of social resources in their work environment, such as attention from supervisors, harmonious interpersonal relationships, clear communication mechanisms, and fair task or reward distribution. Consequently, the non-physical environment construct is measured validly and reliably (loading > 0.70 , high CR and α), supporting the strong statistical influence on work discipline [21].

Mechanistically, the non-physical elements of the work environment operate through psychosocial and normative pathways that influence disciplinary behavior [4]. Leadership support helps form the internalization of norms and task commitment [6]. When employees feel guided and encouraged, they tend to assume greater responsibility and comply with rules without constant supervision [8]. Harmonious relationships and teamwork create positive social control (peer accountability), discouraging indiscipline through group expectations [5]. Clear communication reduces role and expectation ambiguity, minimizing procedural violations [1]. The perception of justice strengthens the legitimacy of rules, as fair task and reward distribution make compliance both a rational and emotional choice [25]. The interaction of these elements explains why the effect of the non-physical work environment is greater than that of workload. Social resources serve as a buffer against work stress, enabling employees to maintain disciplined behavior even when facing job demands [12].

As a public institution responsible for training, placement, and industrial relations programs, the Department of Manpower internalizes public service values and administrative compliance, both of which demand standardized behavior among civil servants [2]. External pressure for service accountability, combined with bureaucratic culture that promotes orderliness, reinforces the norm of discipline. Although formal instruments such as performance evaluations sometimes show a higher proportion of neutral responses (indicating inconsistency in formal assessments), informal influences—leadership motivation, colleague support, functional communication, and perceptions of fairness—are dominant enough to encourage compliance and disciplinary routines. This social-organizational configuration at the Department provides empirical grounds for explaining why the non-physical work environment exerts a positive and significant effect on the work discipline of civil servants [4].

The Effect of Workload on Work Discipline

The SEM-PLS results indicate a positive and significant influence of workload on work discipline ($\beta = 0.253$; $t = 2.157$; $p = 0.031$). This finding is consistent with expert opinions asserting that the factors shaping work discipline include both internal and external aspects of individuals, one of which is the workload faced by employees [15]. This is supported by previous studies which have demonstrated that workload partially exerts a positive and significant effect on the improvement of work discipline [26][9][27][12].

These findings are aligned with the questionnaire response distribution, in which almost all workload-related items received a combined “Agree” and “Strongly Agree” proportion exceeding 80%. Examples include completing work volume, time pressure, physical and psychological burden, and social aspects, indicating that employees face tangible work demands that have been internalized as part of their professional role. This empirical condition demonstrates that workload at the Department is not merely a passive obstacle but serves as a functional stimulus that encourages employees to organize their work behavior more discipline-oriented to meet performance targets [28].

Psychologically and organizationally, several mechanisms explain this positive relationship. A measurable workload accompanied by clear time targets stimulates self-control, priority management, and structured work habits (time management), which are essential components of disciplined behavior [26]. The presence of performance expectations and formal or informal supervision creates instrumental pressure that encourages employees to adhere to procedures and schedules to meet service standards and avoid administrative sanctions or reputational loss [27]. Challenging dimensions of workload (challenge stressors) are not merely barriers but can enhance task engagement when sufficient supporting resources are available [12]. In the case of the Department of Manpower of North Sumatra Province, data on the non-physical work environment show strong leadership support, interpersonal relationships, and perceptions of fairness. These factors facilitate the conversion of job demands into adaptive behavior rather than passive exhaustion [25].

The duties of the Department of Manpower of North Sumatra Province—such as labor placement, vocational training, and industrial relations supervision—have measurable outputs and strict deadlines that require consistent realization of administrative and operational activities [1]. The bureaucratic culture emphasizing public service accountability and performance evaluation mechanisms encourages employees to respond to workload through procedural compliance and timeliness [27]. Moreover, the combination of quantitative workload and qualitative pressure fosters positive coping efforts (such as task distribution, delegation, and prioritization), which are reflected in discipline indicators like attendance, effective use of work time, and adherence to instructions [26]. Workload at the Department thus functions as a trigger for the organization of work behavior, intensifying disciplinary practices

as long as the demands are perceived as achievable and supported by organizational resources [29][30][31].

Conclusion

Based on the SEM-PLS analysis results, this study demonstrates that the non-physical work environment and workload have positive and significant effects on the work discipline of civil servants at the Department of Manpower of North Sumatra Province. A conducive work environment, effective communication, leadership support, and harmonious social relationships are proven to enhance employee discipline. Additionally, measurable and appropriate workload encourages employees to work more orderly, on time, and in compliance with organizational rules to achieve the established performance targets.

The Department of Manpower of North Sumatra Province should continue to strengthen aspects of the non-physical work environment through improved communication, clear instructions, and recognition of employee performance. Moreover, workload distribution should be arranged proportionally so that it remains challenging but does not cause excessive pressure. Regular supervision and feedback are also essential to ensure that employees remain disciplined, motivated, and consistent in maintaining performance in delivering public services.

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