

The Influence of Work Environment, Performance Appraisal, and Work Discipline on Employee Work Productivity in Tlogomas Village, Malang City

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INDEXING

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ABSTRACT

Organizational development in Indonesia is approaching a modern organization, where one element is connected to another. This study aims to determine the influence of the environment, performance appraisal, work discipline, work performance on employee work productivity, at the Tlogomas Village Office, Malang City. The research method uses multiple linear regression analysis with a saturated sampling technique of 32 employees at the Tlogomas Village Office, Malang City. The results of the study indicate that the work environment, performance appraisal and work discipline simultaneously (together) have a positive and significant effect on employee work productivity at the Tlogomas Village Office, Malang City.

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INTRODUCTION

Organizational development in Indonesia is approaching a modern organization, where one element is connected to another. Gunawan et al. (2024) emphasized that an organizational structure requires a connected or integrated system. Interconnected systems will result in more effective productivity than without a connection between systems and elements within the organization. Therefore, the importance of support from the entire system, especially from employees, is crucial for the organization's smooth running.

The Malang City Government, in this case Tlogomas Village, is one of the important pillars in the wheels of government in the city. This village is very strategically located in the campus area including Tribhuwana Tunggaladewi University, Gajayana, Islamic University of Malang and the College of Administrative Sciences. With this strategic location, it encourages human resources, especially employees in the Tlogomas village, to make a maximum contribution to community services.

This research begins with a phenomenon that the services of employees in the Tlogomas village of Malang City are not optimal, as evidenced by complaints from local residents about the slow service in the village. In early February 2025 researchers visited the village and local residents about the condition of services from the Tlogomas village.

Some studies that discuss the same topic include Septiani (2018), Munawaro (2021), Yaningtyas (2022), Azfa (2025), Syuhada (2025), Yusrandi (2025). However, they studied from the descriptive qualitative side with the interview method, while the current researcher

examines human resources in terms of work environment, performance appraisal, discipline towards employee work productivity. This research study is also supported by the latest literature in the field of Human Resources. Thus there is a lack of knowledge.

LITERATURE REVIEW

Work Environment

A positive work environment plays a crucial role in shaping employee satisfaction, productivity, and overall organizational success. It encompasses not only the physical setting, such as clean, safe, and well-equipped workspaces, but also the emotional and social atmosphere that influences how individuals feel and interact at work. Key elements of a healthy work environment include mutual respect, open communication, and a culture of collaboration. When team members feel valued and heard, they are more likely to contribute ideas, support one another, and take initiative. Leadership also plays a vital role: empathetic, transparent leaders foster trust and motivate employees to perform at their best. Work environments that prioritize psychological safety, where individuals can express concerns, admit mistakes, and ask questions without fear of ridicule—tend to be more innovative and resilient. Flexibility, whether in scheduling, remote work options, or task management, also contributes to a supportive atmosphere, helping employees balance personal and professional responsibilities. Moreover, diversity and inclusion are essential for a thriving workplace. When people from different backgrounds, experiences, and perspectives are welcomed and empowered, the organization benefits from richer ideas and stronger problem-solving. Ultimately, a work environment is more than just a place—it's a dynamic ecosystem that reflects the values, relationships, and aspirations of the people within it. Investing in a positive work culture not only enhances individual well-being but also drives long-term organizational growth and impact (Akinwale and George, 2020 ; Badrianto and Ekhsan, 2020).

Performance Appraisal

Performance appraisal is a systematic process used by organizations to evaluate and document an employee's job performance over a specific period. It serves multiple purposes: assessing individual contributions, identifying areas for improvement, guiding career development, and informing decisions related to promotions, compensation, and training. At its core, performance appraisal involves setting clear expectations, measuring outcomes against predefined goals, and providing constructive feedback. Common methods include self-assessments, peer reviews, supervisor evaluations, and, which gathers input from multiple sources. These approaches help ensure a more balanced and comprehensive understanding of an employee's strengths and challenges. Effective performance appraisals foster open communication between employees and managers. They create opportunities to recognize achievements, clarify misunderstandings, and align individual efforts with organizational objectives. When conducted thoughtfully, appraisals can boost morale, enhance motivation, and strengthen trust within teams (Luthra and Ranganathan, 2023; Ergülen, A and Çalık, 2024).

Work Discipline

Work discipline refers to the adherence to rules, standards, and behavioral expectations within a professional setting. It is a cornerstone of organizational effectiveness, ensuring that employees act responsibly, meet deadlines, and contribute positively to the workplace culture. Discipline is not merely about punishment or control—it's about cultivating habits that support consistency, accountability, and mutual respect. Work discipline also reflects ethical conduct. It involves respecting authority, honoring commitments, and maintaining integrity in decision-making. In community-based or educational initiatives (Campano *et al*, 2015). Organizations foster discipline through clear policies, consistent enforcement, and supportive leadership. Training, mentoring, and feedback mechanisms help employees understand expectations and improve performance. However, discipline should be balanced with empathy (Simorangkir *et al*, 2021). Understanding the root causes of lateness, absenteeism, or underperformance, such as personal challenges or unclear communication can lead to more constructive solutions, as well as explained by Aquino *et al* (2016). Work discipline is about aligning personal behavior with collective goals. When practiced with fairness and compassion, it strengthens trust, enhances efficiency, and builds a culture where everyone can thrive and contribute meaningfully (Ernest, 2021 ; Emsler, 2023; Puspitasari *et al*, 2025).

RESEARCH METHOD

This research was conducted in Tlogomas village, Malang City. The analysis used is multiple linear regression. The population at the research location was 32 people, and the researchers took saturated sampling so that the sample was 32 people (all employees). as for the multiple regression formula as follows:

$$\text{Formula : } Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Notes :

- Y = Employee Productivity
- a = Constanta
- b₁ = Regression coefficient X₁
- b₂ = Regression coefficient X₂
- b₃ = Regression coefficient X₃
- b₄ = Regression coefficient X₄
- X₁ = Work Environment
- X₂ = Performance assessment
- X₃ = Work Discipline

RESULT AND DISCUSSION

Multiple linear regression analysis is used to determine the magnitude of the influence of the independent variable on the dependent variable.

Table.1 Multiple Linear Regression Analysis

Variable	Unstandardized		Standardized	Result
	Coefficients (B)	Std. Error	Coefficients (Beta)	
Constanta	22,874	9,359		Positive
X ₁	0,480	0,180	0,285	Positive
X ₂	0,434	0,174	0,237	Positive

X ₃	0,511	0,188	0,323	Positive
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Source: Data processed, 2025

Based on Table 1, the regression equation model is obtained as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 22,874 + 0,480 + 0,434 + 0,511$$

Based on the regression equation, it can be explained as follows:

- The constant of 22.874 means that if the value of the independent variables consisting of work environment (X₁), performance appraisal (X₂), and work discipline (X₃), is 0, then the dependent variable, namely employee work productivity (Y), has a value of 22.874.
- The regression coefficient of the work environment variable (X₁) of 0.480 means that if the independent variable, namely the work environment (X₁), increases by 1%, the employee work productivity variable (Y) will increase by 0.480. This shows that the work environment has a positive effect on employee work productivity.
- The regression coefficient of the performance appraisal variable (X₂) of 0.434 means that if the independent variable, namely performance appraisal (X₂), increases by 1%, the employee work productivity variable (Y) will increase by 0.434. This shows that performance appraisal has a positive effect on employee work productivity.
- The regression coefficient of the work discipline variable (X₃) of 0.511 means that if the independent variable, namely work discipline (X₃), increases by 1, the employee work productivity variable (Y) will increase by 0.511. This shows that work discipline has a positive effect on employee productivity..

The results of multiple regression analysis obtained by the work discipline variable have a positive regression coefficient value, this means that there is a positive influence of the work discipline variable on employee work productivity, in other words, the higher the employee's work discipline, the higher the employee's work productivity, on the contrary, the lower the work discipline, the employee's work productivity will also be low. The results of this study are in line with or support previous research conducted by Maya et al (2015), Hardiyanti and Safri (2015), Lestari (2016), Supratmo (2016), Septiani (2018), Munawaroh (2021), David et al (2021), and Yaningtias (2022) which concluded that work discipline has a positive and significant effect on employee productivity.

The F test was conducted to determine the magnitude of the simultaneous influence (together) of the independent variables on the dependent variable. The magnitude of the influence value of the independent variable on the dependent variable can be seen in the following table.

Table.2 Simultaneous F Test Results

Variable	F _{hitung}	F _{tabel}	Sig F
Work environment (X ₁)			
Performance appraisal (X ₂)	6,414	2,947	0,000
Work discipline (X ₃)			

Source: Data processed, 2025

Based on Table 2, it shows that the results of hypothesis testing using the F test, it is known that the work environment variable (X₁), performance appraisal (X₂) and work discipline (X₃) have an F_{hitung} value ≥ F_{tabel} (6.414 ≥ 2.947) with a significant value of 0.000 (p value ≤ 0.05) so that it can be concluded that the H₄ hypothesis is accepted, namely

simultaneously (together) work environment variables, performance appraisal and work discipline have a significant effect on employee productivity at the Tlogomas Village Office.

A conducive work environment, providing a safe and comfortable feel will make every individual in it work effectively, where existing employees will work in a disciplined manner. When these two variables are supported by an assessment from superiors in the form of supervision, it will create good results/achievements in accordance with the plan. The work environment, performance appraisal and work discipline are interrelated to support the creation of employee productivity.

From the calculations above, it can be seen that the most motivating factor for Tlogomas village employees to work is the dominant work environment. A conducive work environment will encourage each employee to maximize their efforts to boost their productivity. Furthermore, the work environment must be supported by a leader who consistently protects and encourages employees to create a stable, conducive, and enjoyable working environment for them every day (Surianto dan Nurfahira, 2025).

On the other hand, maximum work improvement requires high work discipline. With high work discipline, employees will strive to push themselves to work well, be punctual, and complete their work thoroughly. This characteristic of discipline will encourage high productivity and benefit the community around Tlogomas.

By fostering a culture of responsibility, mutual respect, and continuous improvement. When individuals consistently uphold discipline in their work habits, they not only enhance their own performance but also contribute to a more efficient and harmonious workplace. In the context of Tlogomas, where community values and collective progress are deeply cherished, disciplined workers can become role models who inspire others to adopt similar standards. This ripple effect strengthens the social fabric, as neighbors, colleagues, and even local youth begin to emulate the positive behaviors they observe.

Moreover, disciplined employees are more likely to engage in proactive problem-solving, maintain clear communication, and uphold ethical standards in their professional conduct. These traits are essential for building trust within teams and between organizations and the wider community. For small businesses, educational institutions, and social initiatives in Tlogomas, such discipline translates into better service delivery, more reliable partnerships, and increased community engagement.

In the long term, high work discipline can also support local economic development. As productivity rises and work quality improves, businesses and institutions in Tlogomas may attract more investment, expand their operations, and create new job opportunities. This, in turn, empowers families and individuals, reduces unemployment, and enhances overall well-being. Furthermore, disciplined workers are more likely to participate in training programs, adapt to technological changes, and contribute to innovation—key ingredients for sustainable growth.

Ultimately, cultivating high work discipline is not merely a matter of personal achievement; it is a strategic investment in the collective future of Tlogomas. By embedding discipline into daily routines and organizational culture, the community can unlock its full potential and move toward a more prosperous, equitable, and resilient society.

Akinwumi (2024) explained that Performance appraisals must also be carried out continuously, because every job must be assessed or given valuable feedback on improving

employee performance. Continuous assessment will provide continuous enthusiasm because employees feel cared for and appreciated in the context of their work. Performance appraisals are carried out every month to provide high enthusiasm to employees (Kumar & Dubey, 2025).

With these three elements, a positive force can be drawn to increase employee productivity at the Tlogomas Malang office. This ensures that no one experiences lethargy, laziness, or other negative things in carrying out their duties at the office. High productivity will reflect a spirit of work and continue to provide benefits to the wider community, especially in the city of Malang and the village of Tlogomas.

CONCLUSION

Based on the results of research and discussion in the previous chapter, it can be concluded as follows:

1. The work environment partially has a positive and significant effect on employee productivity at the Tlogomas Village Office, Malang City.
2. Performance appraisal partially has a positive and significant effect on employee work productivity at the Tlogomas Village Office, Malang City.
3. Work discipline partially has a positive and significant effect on employee productivity at the Tlogomas Village Office, Malang City.
4. The work environment, performance appraisal and work discipline simultaneously (together) have a positive and significant effect on employee work productivity at the Tlogomas Village Office, Malang City.

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