

The Influence of Employee Quality, Non-Physical Work Environment and Discipline on Employee Performance at Class IIB Muara Bulian Penitentiary

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ARTICLE INFO

Keywords: Employee Quality, Non-Physical Work Environment, Discipline, Employee Performance

Received : 15, May

Revised : 30, May

Accepted: 21, June

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ABSTRACT

This study aims to determine the effect of employee quality, non-physical work environment and discipline on the performance of employees of Class IIB Muara Bulian Penitentiary. The analysis method used is quantitative descriptive analysis method. Data collection techniques through questionnaires. The sample in the study were all employees of Class IIB Muara Bulian Penitentiary totaling 63 employees. The data analysis technique in this study used Multiple Regression Test, t-test and F-test, and Determination Coefficient (R^2). Data processing in this study used SPSS software program version 28. The results of the study showed that partially employee quality influenced the performance of Class IIB Muara Bulian Penitentiary employees, non-physical work environment influenced the performance of Class IIB Muara Bulian Penitentiary employees, discipline influenced the performance of Class IIB Muara Bulian Penitentiary employees, while simultaneously employee quality, non-physical work environment, discipline had a positive and significant influence on employee performance at Class IIB Muara Bulian Penitentiary.

INTRODUCTION

One of the factors that achieves a company's goals is performance. Performance is a function of motivation and ability to complete tasks or work. A person should have a certain degree of willingness and level of ability. In general, performance is defined as a person's success in carrying out the tasks assigned to him to achieve work targets (Widodo and Yandi, 2022). Employees can work well if they have high performance so that they can produce good work, employee performance must receive attention from employee quality, non-physical work environment, and discipline, because declining employee performance can affect overall company performance.

Employee quality is the most important factor for the success of an organization. Without the human element in the organization, it is impossible for the organization to move and walk towards what is desired. Employee quality is the ability of employees to carry out their duties well, carefully and on time. According to Friady (2020) the indicators of employee quality are: Education, Training and Ethics.

Other factors besides employee quality that affect employee performance are non-physical work environments. According to Cahyati, Sasmita, and Hartono (2023), non-physical work environments are all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers or relationships with subordinates. Based on research conducted by Marlius and Sholihat (2022), if the condition of the non-physical work environment is good enough in the workplace, it will further improve employee performance. According to Siagian (2016), there are dimensions of the non-physical work environment consisting of several indicators, namely: Relationships between co-workers at the same level, Relationships between superiors and employees, Cooperation between employees.

In addition to the two factors above, work discipline also affects employee performance. According to Artiyany (2021), employee discipline is the nature of an employee who consciously obeys company rules and regulations, discipline greatly affects employee and company performance. According to Andrian (2023), there are four dimensions of work discipline that are followed by a number of indicators, namely: Compliance with Time Rules, Compliance with Company Regulations, Compliance with Rules of Conduct at Work, and Compliance with Other Company Rules.

Class IIB Muara Bulian Penitentiary is a technical implementation unit of corrections that has the task of carrying out part of the main tasks of the Ministry of Law and Human Rights in the field of corrections for prisoners/children. Class IIB Muara Bulian Penitentiary really needs employee performance to improve its services. Because with employees, activities at Class IIB Muara Bulian Penitentiary can be carried out properly.

The performance achievements of the Class IIB Muara Bulian Penitentiary in 2024 are as follows:

Table 1. Performance Achievement of Class Correctional Institutions IIB Muara Bulian 2024 based on the 2024 performance agreement

No	Activity Targets	Target	Realization	Achievements
1	2	3	4	5
1	Improving the Care Services for Prisoners/Detainees/Children, Controlling Infectious Diseases and Improving the Quality of Life of Prisoners Participating in Narcotics Rehabilitation in the Region	85.86%	50.53%	58.85%
2	Increasing Personality Development Services, Vocational Training, Education and Handling of High-Risk Prisoners	65.28%	58.25%	89.23%
3	Improving Security and Public Order Services in the Region According to Standards	93.75%	82.5%	88.00%
4	Increasing Support for Work Unit Management Services	1 Service	1 Service	100%
Average Achievement				84.02%

Source: Data processed 2024

Based on table 1, it can be seen that the average performance achievement of the Class IIB Muara Bulian Penitentiary in 2024 is suspected to still be suboptimal because the average achievement value obtained was only 84.02%, not reaching 100%.

The less than optimal achievement of the performance of the Class IIB Muara Bulian Penitentiary in 2024 was influenced by several factors, including the quality of employees. According to Friady (2020), data on employee quality can be seen from the level of education and training that has been attended by employees of the Class IIB Muara Bulian Penitentiary, namely as follows:

Table 1 Employee Quality Data Viewed From Education

No	Education	Amount	Percentage %
1	SENIOR HIGH SCHOOL	41	65.1%
2	D3	3	4.8%
3	S1	16	25.3%
4	S2	3	4.8%
Total		63	100%

Source: Class IIB Muara Bulian Penitentiary 2024

Based on the data in table 2, it can be seen that many of the employees of the Class IIB Muara Bulian Penitentiary are high school graduates, namely 41 people with a percentage of 65.1%. Apart from this education, many employees also participate in existing training, but for the type of training that focuses on prisoners such as psychological training, spiritual training, and training on how to develop the potential of prisoners while in prison, there is none .

Other factors besides employee quality that affect employee performance according to Ahmadi (2021) are the non-physical work environment. To obtain data on the non-physical work environment, researchers conducted an initial survey on November 28, 2024 on 10 employees of the Class IIB Muara Bulian Penitentiary, with the following results:

Table 2. Non-Physical Work Environment Survey Data at Class IIB Muara Bulian Penitentiary

No	Statement	STS	TS	N	S	SS	JP
		1	2	3	4	5	
Relationships With Coworkers							
1	All employees have good relationships with fellow co-workers.	2	4	1	2	1	10
Employee Relationship With Management							
2	Superiors treat all employees fairly and do not discriminate	3	3	1	2	1	10
Cooperation Between Employees							
3	Employees feel mutual support through cooperation in completing tasks.	3	4	1	1	1	10
Amount		8	11	3	5	3	
Presentation		26.6%	36.7%	10%	16.7%	10%	100%

Source: Data processed 2024

Based on table 3, it can be seen that out of 10 employees of Class IIB Muara Bulian Penitentiary, there are still 63.3% who strongly disagree and disagree. Based on the results of these observations, it can be concluded that the non-physical work environment at Class IIB Muara Bulian Penitentiary is not good, because there are still employees who answered strongly disagree and disagree.

In addition to the two factors above, according to Ahmadi (2021), work discipline also affects employee performance. To see employee discipline, the author took attendance data, namely as follows:

Table 3. Recapitulation of Employee Absences at Class IIB Muara Bulian Penitentiary in 2024

Month	Working days (HR)	Number of Employees (ORG)	HK Amount	Number of Days Absent	% TA
January	25	63	1,575	119	7.5
February	23	63	1,449	128	8.8
March	25	63	1,575	166	10.5
April	19	63	1,197	165	13.8
May	25	63	1,575	129	8.2
June	23	63	1,449	104	9
July	25	63	1,575	131	8.3
August	26	63	1,638	129	7.9
September	25	63	1,575	132	8.4
October	26	63	1,638	113	6.9
November	26	63	1,638	137	8.4
December	24	63	1,512	167	11
Average					9.06

Source: Data processed 2024

Based on table 5, it can be seen that the employee absence rate in 2024 has an average absence value of 9.06%. It can be concluded that the frequency of

employee absence is still not good because there are still employees who are absent during workdays.

Based on previous research conducted by Rifanki, et al. (2024) with the research title "The Influence of Non-Physical Work Environment and Work Discipline on Employee Performance at Perumda Tirta Darma Ayu Jatibarang Branch" with the results of the study that partially the non-physical work environment affects employee performance at Perumda Tirta Darma Ayu Jatibarang Branch. Partially work discipline affects employee performance at Perumda Tirta Darma Ayu Jatibarang Branch. There is an influence of the non-physical work environment and work discipline on employee performance together (simultaneously) at Perumda Tirta Darma Ayu Jatibarang Branch.

Research by Sari, Latif, Amiruddin (2025) with the title "The Influence of Discipline and Work Environment on the Performance of Employees at the Lembang Mesakada Village Office, Lembang District, Pinrang Regency". The results of the study showed that discipline had a positive and significant effect on employee performance. The work environment had a positive and significant effect on employee performance. Discipline and the work environment together had a positive and significant effect on employee performance.

This study is based on *the research gap* from the results of previous studies that have been described. Based on previous studies that researchers only use 2 x variables. In this study because there are suggestions for researchers to explore other variables, such as employee quality, to broaden understanding of the factors that influence employee performance as a whole. What distinguishes this study from previous studies is that this variable uses 3 x variables. In addition, this study is different in terms of objects, which are the center of this study, namely the Class IIB Muara Bulian Correctional Institution and the data obtained is the latest year data with a different number of samples.

Therefore, this study aims to determine the effect of employee quality, non-physical work environment and discipline on employee performance at Class IIB Muara Bulian Penitentiary. Specifically, this study aims to see how the description of employee performance, employee quality, non-physical work environment, and employee discipline at Class IIB Muara Bulian Penitentiary is, Does employee quality affect employee performance at Class IIB Muara Bulian Penitentiary, Does non-physical work environment affect employee performance at Class IIB Muara Bulian Penitentiary, Does discipline affect employee performance at Class IIB Muara Bulian Penitentiary, Does employee quality, non-physical work environment, discipline simultaneously affect employee performance at Class IIB Muara Bulian Penitentiary.

THEORETICAL REVIEW

Employee Performance

Performance is an important aspect in efforts to achieve a goal. Maximum goal achievement is the result of good team or individual performance, likewise failure to achieve predetermined targets is also the result of suboptimal individual or team performance (Estiana, et al. 2023). According to Ahmadi (2021), the factors that influence performance include: a) Employee quality ; b) Work environment ;

c) Discipline. The dimensions of employee performance according to Sopiah (2018) are: 1) Quality; 2) Quantity; 3) Punctuality; 4) Effectiveness; 5) Independence.

Employee Quality

According to Friady (2020) employee quality is a condition where employees can meet their important needs in working in an organization. Employee quality is the activity of carrying out employee duties that refers to the procedure for achieving goals in the organization where employees work by prioritizing the quality of work processes and the quality of service results for public services. The dimensions of employee quality according to Friady (2020) are: 1) Education; 2) Training; 3) Ethics.

H1: It is suspected that employee quality has a positive and significant effect on the performance of employees at the Class IIB Muara Bulian Penitentiary.

Non-Physical Work Environment

According to Cahyati, et al. (2022) non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers or relationships with subordinates. According to Siagian (2016) there are dimensions of non-physical work environment, namely: 1) Relationships between co-workers at the same level; 2) Relationships between superiors and employees; 3) Cooperation between employees.

H2: It is suspected that the non-physical work environment has a positive and significant effect on the performance of employees at the Class IIB Muara Bulian Penitentiary.

Discipline

According to Adinda., et al (2024) Discipline is a condition created through a training process that is developed into a series of behaviors that contain elements of obedience, compliance, loyalty, order and all of that is done as a form of responsibility for self-awareness. According to Sutrisno (2017), there are four dimensions of work discipline, namely: 1) Obeying time regulations; 2) Obeying company regulations; 3) Obeying behavioral regulations at work; 4) Obeying other regulations.

H3: It is suspected that discipline has a positive and significant effect on the performance of employees at the Class IIB Muara Bulian Penitentiary.

Framework of thinking

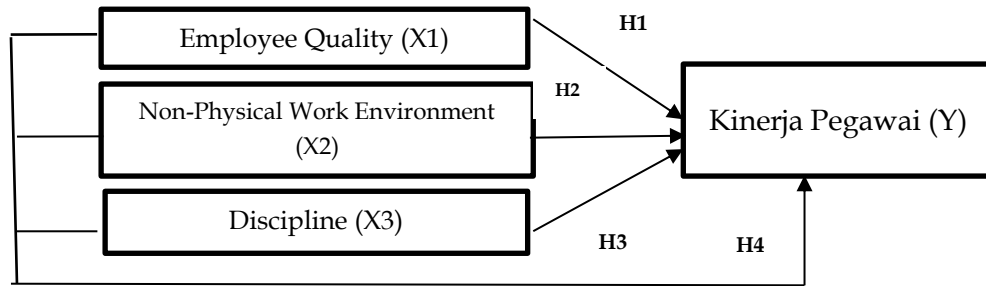


Figure 1. Thinking Framework

METHODOLOGY

The analysis method used in this study is a quantitative descriptive analysis method. The population in this study were all employees of the Class IIB Muara Bulian Penitentiary with a total of 63 employees. The sample in this study was all employees of the Class IIB Muara Bulian Penitentiary totaling 63 employees. The determination of the sample according to Arikunto (2019) for research subjects with less than 100 respondents, it is better to take all of them so that the research is a population study. The data collection technique used was through the distribution of questionnaires. The data analysis technique in this study used the Multiple Regression Test, t-Test and F-Test, and the Coefficient of Determination (R^2). Data processing in this study used the SPSS software program version 28.

RESULTS

Respondent Characteristics

Table 5. Respondent Characteristics

Category		Number of Respondents	Presentation
Age	25 - 30 Years	16	25.40%
	31 - 36 Years	15	23.81%
	37 - 42 Years	17	26.98%
	43 - 48 Years	10	15.87%
	49 - 54 Years	5	7.94%
Total		63	100%
Gender	Man	53	84.13%
	Woman	10	15.87%
Total		63	100%
Last education	SENIOR HIGH SCHOOL	41	65.08%
	D3	3	4.76%
	S1	16	25.40%
	S2	3	4.76%
Total		63	100%
Years of service	< 10 Years	26	41.27%
	> 10 Years	37	58.73%
Total		63	100%

Source: Processed data, 2025

In thickness 5 it can be seen that most of the respondents are male as many as 53 people or 84.13%. From the age aspect, it shows that the dominant respondents are aged 37 - 42 years as many as 17 people or 26.98%. Most of the respondents have a high school education background as many as 41 people or 65.08%. And the majority of employees have worked for more than 10 years as many as 37 people or 58.73%.

Table 6. Employee Performance Overview (Y)

Code	Statement	X	Amount	Note
Y.1	QUALITY			
Y.1.1	Employees can complete work according to the standards set by superiors.	f	63	Tall
		fx	251	
Y.1.2	Employees can minimize the level of errors in carrying out work	f	63	Tall
		fx	241	
Average of Each Dimension			246	Tall
Y.2	QUANTITY			
Y.2.1	Employees can complete tasks faster than targeted	f	63	Tall
		fx	243	
Y.2.2	The weight of the work done is in accordance with the employee's abilities	f	63	Tall
		fx	231	
Average of Each Dimension			237	Tall
Y.3	PUNCTUALITY			
Y.3.1	Employees never delay work and are always on time in completing tasks given according to the deadline.	f	63	Tall
		fx	244	
Y.3.2	Employees plan their time well so they can complete all tasks given by their superiors	f	63	Tall
		fx	244	
Average of Each Dimension			244	Tall
Y.4	EFFECTIVENESS			
Y.4.1	Employees are able to work efficiently and productively	f	63	Tall
		fx	243	
Y.4.2	Employees always achieve the performance targets that have been set	f	63	Tall
		fx	250	
Average of Each Dimension			246.5	Tall
Y.5	INDEPENDENCE			
Y.5.1	Employees always start and complete tasks without waiting for instructions.	f	63	Tall
		fx	247	
Y.5.2	Employees are brave in making their own decisions in resolving work problems	f	63	Tall
		fx	247	
Average of Each Dimension			247	Tall
Average – Overall			244.1	Tall

Source: Processed data, 2025

Based on table 6, it can be seen that the employee performance variable at the Class IIB Muara Bulian Penitentiary obtained an average value of 244.1 and is included in the high category when viewed from the quality, quantity, timeliness, effectiveness and independence.

Table 7. Employee Quality Overview (X1)

Code	Statement	x	Amount	Caption
X1.1	EDUCATION			
X1.1.1	Employees feel motivated to continue learning and developing themselves	f	63	Very good
		fx	280	
X1.1.2	The education that employees receive at the agency is relevant to the job	f	63	Very good
		fx	275	
Average of Each Dimension			277.5	Very good
X1.2	COACHING			
X1.2.1	The training I attended increased my knowledge about employee quality.	f	63	Good
		fx	261	
X1.2.2	The training methods used are interesting and effective.	f	63	Very good
		fx	281	
Average of Each Dimension			271	Very good
X1.3	ETHICS			
X1.3.1	Employees accept with pleasure all the work that employees carry out	f	63	Very good
		fx	267	
X1.3.2	The agency provides equal opportunities for all employees to develop themselves	f	63	Very good
		fx	284	
Average of Each Dimension			275.5	Very good
Overall Average			274.7	Very good

Source: Processed data, 2025

Based on table 7, it can be seen that the employee quality variable at the Class IIB Muara Bulian Penitentiary obtained an average value of 274.7 and is included in the very good category when viewed from education, training and ethics.

Table 8. Description of Non-Physical Work Environment (X2)

Code	Statement	X	Amount	Caption
X2.1	RELATIONSHIPS WITH CO-WORKERS			
X2.1.1	I have a good relationship with my co-workers.	F	63	Very Conductive
		Fx	269	
X2.1.2	I often work in teams to achieve common goals.	F	63	Very Conductive
		Fx	265	
Average of Each Dimension			267	Very Conductive
X2.2	EMPLOYEE RELATIONSHIP WITH LEADERSHIP			
X2.2.1	My supervisor treats me fairly and does not discriminate	F	63	Very Conductive
		Fx	273	
X2.2.2	I feel comfortable communicating with my boss about work issues.	F	63	Very Conductive
		Fx	276	
Average of Each Dimension			274.5	Very Conductive
X2.3	COOPERATION BETWEEN EMPLOYEES			
X2.3.1		F	63	

	I feel close and comfortable with my coworkers	Fx	282	Very Conductive
X2.3.2	I feel mutually supportive with cooperation in completing tasks	F	63	Very Conductive
		Fx	283	
Average of Each Dimension			282.5	Very Conductive
Overall Average			274.7	Very Conductive

Source: Processed data, 2025

Based on table 8, it can be seen that the non-physical work environment variables at the Class IIB Muara Bulian Penitentiary obtained an average value of 274.7 and are included in the very conducive category as seen from the relationship with co-workers, the relationship between employees and leaders and cooperation between employees .

Table 9. Discipline Description (X3)

Code	Statement	x	Amount	Caption
X3.1	COMPLIANCE WITH TIME RULES			
X3.1.1	Employees are always present on time, take breaks and go home according to agency regulations.	f	63	Discipline
		fx	264	
X3.1.2	Employees don't like to delay work	f	63	Discipline
		fx	252	
Average of Each Dimension			258	Discipline
X3.2	COMPLIANCE WITH COMPANY RULES			
X3.2.1	Employees always wear uniforms in accordance with established regulations.	f	63	Very Disciplined
		fx	270	
X3.2.2	Employees always attend morning and evening roll calls	f	63	Discipline
		fx	264	
Average of Each Dimension			267	Very Disciplined
X3.3	COMPLIANCE WITH BEHAVIOR AT WORK			
X3.3.1	Employees respect superiors and coworkers	f	63	Discipline
		fx	261	
X3.3.2	Employees always try to improve performance	f	63	Discipline
		fx	263	
Average of Each Dimension			262	Discipline
X3.4	COMPLY WITH OTHER RULES			
X3.4.1	Employees always report any violations they see.	f	63	Very Disciplined
		fx	272	
X3.4.2	Employees always respect officers and fellow inmates	f	63	Discipline
		fx	260	
Average of Each Dimension			266	Discipline
Overall Average			263.3	Discipline

Source: Processed data, 2025

Based on table 9, it can be seen that the discipline variable at the Class IIB Muara Bulian Penitentiary obtained an average value of 263.3 and is included in the discipline category as seen from compliance with time regulations, compliance with company regulations, compliance with work behavior and compliance with other regulations.

Classical Assumption Test

Normality Test

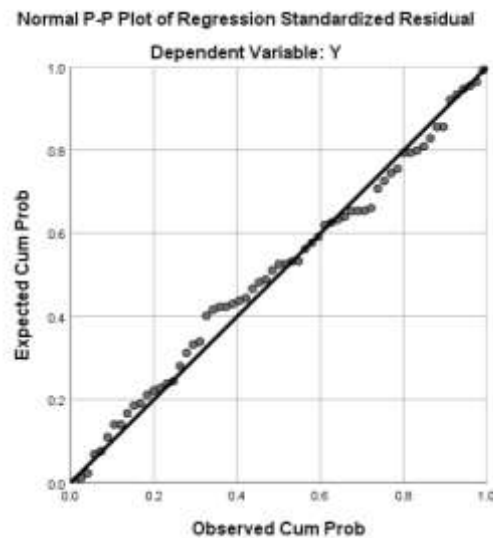


Figure 2. Normality Test

Based on Figure 2, we can see that the residual points are spread around the diagonal line. This means that the residuals are normally distributed, because the normality assumption is met.

Multicollinearity Test

Table 10. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.989	1.011
	X2	.984	1.017
	X3	.977	1.023
a. Dependent Variable: Y			

Source: SPSS Processing Results, 2025

From table 10 it can be seen that all independent variables produce VIF values that are smaller than 10 and tolerance values that are greater than 0.10, so it can be concluded that the non-multicollinearity assumption is met.

Heteroscedasticity Test

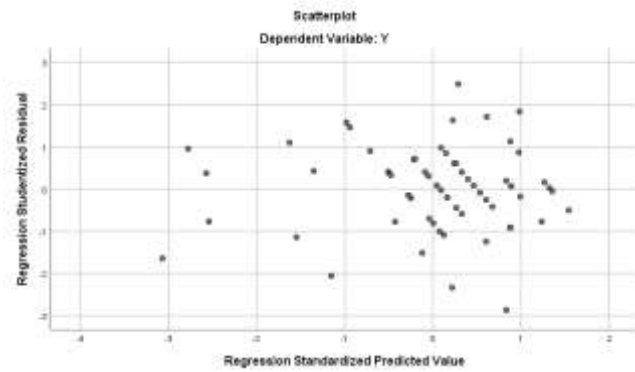


Figure 3. Heteroscedasticity Test

Based on Figure 3, it can be seen that the residual points are spread randomly. Thus, it can be concluded that the residuals produced by the regression model have a homogeneous variety, so that the assumption of non-heteroscedasticity is declared fulfilled.

Research Instrument Test

Validity Test

Table 11. Validity Test Results

Variables	Dimensions	Indicator	R Count	R Table	Note
Employee Performance (Y)	Quality	Y.1.1	0.2164	0.2012	Valid
		Y.1.2	0.2713	0.2012	Valid
	Quantity	Y.2.1	0.4743	0.2012	Valid
		Y.2.2	0.2471	0.2012	Valid
	Punctuality	Y.3.1	0.5509	0.2012	Valid
		Y.3.2	0.3022	0.2012	Valid
	Effectiveness	Y.4.1	0.4370	0.2012	Valid
		Y.4.2	0.3624	0.2012	Valid
	Independence	Y.5.1	0.3523	0.2012	Valid
		Y.5.2	0.2038	0.2012	Valid
Employee Quality (X1)	Education	X1.1.1	0.5474	0.2012	Valid
		X1.1.2	0.5262	0.2012	Valid
	Coaching	X1.2.1	0.5305	0.2012	Valid
		X1.2.2	0.2733	0.2012	Valid
	Ethics	X1.3.1	0.7619	0.2012	Valid
		X1.3.2	0.3451	0.2012	Valid
Non-Physical Work Environment (X2)	Relationship with Coworkers	X2.1.1	0.5118	0.2012	Valid
		X2.1.2	0.4274	0.2012	Valid
	Employee Relationship with Management	X2.2.1	0.3817	0.2012	Valid
		X2.2.2	0.5018	0.2012	Valid
	Cooperation between Employees	X2.3.1	0.3054	0.2012	Valid
		X2.3.2	0.3691	0.2012	Valid
Discipline (X3)	Compliance with time rules	X3.1.1	0.4959	0.2012	Valid
		X3.1.2	0.3473	0.2012	Valid
		X3.2.1	0.3964	0.2012	Valid

	Compliance with company rules	X3.2.2	0.4062	0.2012	Valid
	Adhere to work behavior	X3.3.1	0.3730	0.2012	Valid
		X3.3.2	0.2611	0.2012	Valid
	Comply with other regulations	X3.4.1	0.3565	0.2012	Valid
		X3.4.2	0.6235	0.2012	Valid

Source: Processed data, 2025

Based on Table 11 above, it can be seen that 4 variables, 15 dimensions and 30 indicators in the questionnaire are declared valid after being calculated using the formula in Microsoft Excel, where the results of the calculated r value are greater than the r table.

Reliability Test

Table 12. Reliability Test

Variables	Cronbach's Alpha	R Table	Caption
Employee Performance (Y)	0.168	> 0.06	Reliable
Employee Quality (X1)	0.421	> 0.06	Reliable
Non-Physical Work Environment (X2)	0.067	> 0.06	Reliable
Discipline (X3)	0.288	> 0.06	Reliable

Source: SPSS Processing Results, 2025

Based on table 12 above, it can be seen that the four variables obtained Cronbach Alpha values > 0.06, so all question items from the 4 variables studied are reliable.

Multiple Linear Regression Test

Table 13. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,841	2,097		3.263	.002
	X1	.245	.044	.281	5,596	.000
	X2	.132	.052	.129	2,566	.013
	X3	.660	.040	.832	16,445	.000

a. Dependent Variable: Y

Source: SPSS Processing Results, 2025

Based on table 13 above, the multiple regression equation can be known as follows: $Y = 6.841 + 0.245X_1 + 0.132X_2 + 0.660X_3$. The regression equation above can be explained as follows:

1. The constant value of 6.841 means that if the value of employee quality (X1), non-physical work environment (X2) and discipline (X3) is zero or has a value of 0, then employee performance will increase by 6.841.
2. The regression coefficient value of the employee quality variable (X1) is 0.245, meaning that if there is a 1% increase in employee quality, employee performance will increase by 0.245.
3. The regression coefficient value of the non-physical work environment variable (X2) is 0.132, meaning that if there is a 1% increase in the non-physical work environment, employee performance will increase by 0.132.
4. The regression coefficient value of the discipline variable (X3) is 0.660, meaning that if there is a 1% increase in discipline, employee performance will increase by 0.660.

Hypothesis Testing *Partial Test (T-Test)*

Table 14. Partial Test Results (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,841	2,097		3,263	.002
	X1	.245	.044	.281	5,596	.000
	X2	.132	.052	.129	2,566	.013
	X3	.660	.040	.832	16,445	.000
a. Dependent Variable: Y						

Source: SPSS Processing Results, 2025

Based on table 14, it can be concluded that the results of the hypothesis test conducted are as follows:

- 1) Employee Quality (X1) on Employee Performance (Y) In the table above, it can be seen that the significant value of X1 is 0.000. This shows that employee quality has a positive and significant influence on employee performance where the value (sig) $0.000 < 0.05$ means that H_1 is accepted.
- 2) Non-Physical Work Environment (X2) on Employee Performance (Y) The table above shows that the significant value of X2 is 0.013. This shows that the non-physical work environment has a positive and significant influence on employee performance, where the value (sig) $0.013 < 0.05$ means that H_2 is accepted.
- 3) Discipline (X3) on Employee Performance (Y) In the table above, it can be seen that the significant value of X3 is 0.000. This shows that discipline has a positive and significant influence on employee performance where the value (sig) $0.000 < 0.05$ means that H_3 is accepted.

Simultaneous Test (F Test)

Table 15. Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	356,054	3	118,685	113,564	.000 ^b
	Residual	61,660	59	1,045		
	Total	417,714	62			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Source: SPSS Processing Results, 2025

Based on table 15, it can be seen that the significant value is 0.000. This shows that employee quality, non-physical work environment and discipline together have a positive and significant effect on employee performance because the significant value is less than 0.05 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted.

Determination Coefficient Test (R^2)

Table 16. Test of Determination Coefficient (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.852	.845	1.02230
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: SPSS Processing Results, 2025

Based on table 16, it is known that the determination coefficient value is 0.852, meaning that 85.2% of the Performance of Class IIB Muara Bulian Penitentiary Employees is influenced by Employee Quality, Non-Physical Work Environment and Discipline factors. While 14.8% is influenced by other factors not included in this study.

DISCUSSION

Employee Performance Overview, Employee Quality, Non-Physical Work Environment, and Employee Discipline

The results of the research conducted by the researcher show that the employee performance variables at the Class IIB Muara Bulian Penitentiary are in the high category. In more detail, it can be seen from the quality dimension showing a high category. This indicates that employees can complete work according to the standards set by their superiors and employees can minimize the level of errors in carrying out work. The quantity dimension is in the high category. This shows that employees can complete tasks faster than targeted and the weight of the work done is in accordance with the employee's abilities. The punctuality dimension is in the high category. This shows that employees never delay work and are always on time in completing the tasks given according to the deadline

and employees plan their time well so that they can complete all tasks given by their superiors. The effectiveness dimension is in the high category. This shows that employees are able to work efficiently and productively and employees always achieve the performance targets that have been set. The independence dimension is in the high category. This shows that employees always start and complete tasks without waiting for instructions and employees dare to make their own decisions in solving work problems.

The variable of employee quality in Class IIB Muara Bulian Penitentiary is in the very good category. In more detail, the education dimension is in the very good category. This shows that employees feel motivated to continue learning and developing themselves and the education that employees receive at the agency is relevant to their work. The training dimension is in the very good category. This shows that the training that was attended increased my knowledge about employee quality and the training methods used were interesting and effective. The ethics dimension is in the very good category. This shows that employees accept with pleasure all the work that employees do and the agency provides equal opportunities for all employees to develop themselves.

The non-physical work environment variables at the Class IIB Muara Bulian Penitentiary are in the very conducive category. In more detail, the dimension of relationships with coworkers is in the very conducive category. This shows that all employees have good relationships with fellow coworkers and employees often work together in teams to achieve common goals. The dimension of employee relationships with leaders is in the very conducive category. This shows that superiors treat all employees fairly and non-discriminatory and employees feel comfortable communicating with superiors about work problems. The dimension of cooperation between employees is in the very conducive category. This shows that all employees feel close and comfortable with their coworkers and employees feel mutually supportive by working together in completing tasks.

Discipline variables at Class IIB Muara Bulian Penitentiary are in the discipline category. In more detail, the dimension of compliance with time rules falls into the discipline category. This shows that employees are always present on time, take breaks and go home according to agency regulations and employees do not like to delay work. The dimension of compliance with company regulations falls into the very disciplined category. This shows that employees always wear uniforms according to established regulations and employees always attend morning and evening roll calls. The dimension of obedience to work behavior falls into the discipline category. This shows that employees respect their superiors and coworkers and employees always strive to improve their performance. The dimension of obedience to other regulations falls into the discipline category. This shows that employees always report any violations they see and employees always respect officers and fellow inmates.

The Influence of Employee Quality on Employee Performance

This study was conducted to see how employee quality influences employee performance at the Class IIB Muara Bulian Penitentiary. From the results of the hypothesis test conducted by means of the t-test (partial) there is a significant influence on the employee quality variable (X1) on employee performance (Y). This

can be seen from the test results obtained for the X1 variable obtained a result of 0.000 which is less than $\alpha = 0.05$ and is positive. From these results it can be concluded that partially the employee quality variable influences employee performance at the Class IIB Muara Bulian Penitentiary.

The results of this study are supported by the results of previous research conducted by Kina Atika and Nisa' Ulul Mafr (2021) which stated that partially employee quality has a significant influence on employee performance.

The Influence of Non-Physical Work Environment on Employee Performance

This study was conducted to see how the non-physical work environment influences employee performance at the Class IIB Muara Bulian Penitentiary. From the results of the hypothesis test conducted by means of the t-test (partial) there is a significant influence on the non-physical work environment variable (X2) on employee performance (Y). This can be seen from the test results obtained for the X2 variable obtained a result of 0.013 which is smaller than $\alpha = 0.05$ and is positive. From these results it can be concluded that partially the non-physical work environment variable influences employee performance at the Class IIB Muara Bulian Penitentiary.

The results of this study are supported by the results of previous studies conducted by Doni Marlius and Iis Sholihat (2022) which stated that the non-physical work environment has a positive and significant effect on employee performance. In addition, research conducted by Panggabean et al (2021) also stated that the non-physical work environment has a positive and significant effect on employee performance.

The Influence of Discipline on Employee Performance

This study was conducted to see how discipline influences employee performance at the Class IIB Muara Bulian Penitentiary. From the results of the hypothesis test conducted by means of the t-test (partial) there is a significant influence on the discipline variable (X3) on employee performance (Y). This can be seen from the test results obtained for variable X1 obtained a result of 0.000 which is less than $\alpha = 0.05$ and is positive. From these results it can be concluded that partially the discipline variable influences employee performance at the Class IIB Muara Bulian Penitentiary.

The results of this study are supported by the results of previous research conducted by Megawhati Artiyany (2021) which stated that discipline has a significant influence on employee performance.

The Influence of Employee Quality, Non-Physical Work Environment, Discipline on Employee Performance at Class IIB Muara Bulian Penitentiary.

Based on the determination coefficient test, it can be seen that the determination coefficient value is 0.852, meaning that 85.2% of the Performance of Class IIB Muara Bulian Penitentiary Employees is influenced by Employee Quality, Non-Physical Work Environment and Discipline factors. While 14.8% is influenced by other factors not included in this study.

The results of simultaneous testing can be obtained that employee quality, non-physical work environment, discipline have a positive and significant influence on employee performance at the Muara Bulian Class IIB Penitentiary. This can be proven by the results of simultaneous testing (F test) with a value of 0.000 less than 0.05. These results indicate that to improve employee performance cannot only be with the influence of employee quality, non-physical work environment and discipline individually, but must be together to be able to improve employee performance. Therefore, the relationship between employee quality, non-physical work environment and work discipline is very closely related and can affect employee performance in carrying out the responsibilities of the company. If the quality of employees is very good supported by a very conducive non-physical work environment and very disciplined discipline, of course it will have a very good impact on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the discussion that has been conducted regarding the Influence of Employee Quality, Non-Physical Work Environment and Discipline on the Performance of Class IIB Muara Bulian Penitentiary, the conclusions in this study are as follows:

1. The description of employee performance variables at the Muara Bulian Class IIB Penitentiary is in the high category. The employee quality variables at the Muara Bulian Class IIB Penitentiary are in the very good category. The non-physical work environment variables at the Muara Bulian Class IIB Penitentiary are in the very conducive category. The discipline variables at the Muara Bulian Class IIB Penitentiary are in the discipline category.
2. Employee quality partially has a positive effect on employee performance at Class IIB Muara Bulian Penitentiary. This means that the better the quality of employees, the higher the employee performance will be.
3. The non-physical work environment partially has a positive and significant effect on employee performance at the Class IIB Muara Bulian Penitentiary. This means that the better the non-physical work environment, the higher the employee performance.
4. Discipline partially has a positive and significant effect on employee performance at the Muara Bulian Class IIB Penitentiary. This means that the better the level of discipline, the higher the employee performance will be. Conversely, if employees are less disciplined, they will not be able to do their jobs well so that the resulting performance is less than optimal.
5. The results of simultaneous testing can be obtained that the quality of employees, non-physical work environment, discipline have a positive and significant influence on employee performance at the Class IIB Muara Bulian Penitentiary. This means that the quality of employees, non-physical work environment and discipline have an important influence in improving employee performance.

Suggestion

After discussing and concluding, the researcher put forward several suggestions, namely as follows:

1. In the employee performance variable, it is recommended that leaders reduce the weight of work done by employees according to the abilities of the employees so that employee performance can improve, because the more work weight is given, the more burdened employees will feel and their performance will be worse.
2. In the employee quality variable, it is recommended that employees take part in existing training to improve their knowledge about employee quality. Leaders are expected to facilitate training for employees, especially training that focuses on prisoners, such as psychological training, spiritual training, and training on how to develop the potential of prisoners while in prison.
3. In the non-physical work environment variable, it is recommended that employees often work together in teams to achieve common goals, because with good cooperation in the team, the work done will be more optimal and performance will also increase.
4. In the discipline variable, it is suggested that employees do not like to postpone existing work so that employees can complete their work well according to the existing task deadline, because the faster the existing task is completed, the better the performance.

FURTHER STUDY

It is suggested for further research to use this research as input in conducting their research and achieving better research results. From this research, it was found that employee quality, non-physical work environment and discipline affect employee performance by 85.2%. Therefore, suggestions for further researchers are to be able to develop their research by expanding research problems, adding research objects, and adding other variables.

ACKNOWLEDGMENT

This research was completed with the support and contributions of various individuals and institutions whose assistance was invaluable throughout the study process. The successful completion of this paper was made possible by the access to data and information provided by the Class IIB Muara Bulian Penitentiary, as well as the cooperation of all participating employees. The author also acknowledges the resources, time, and encouragement extended by relevant parties that helped in the formulation, analysis, and finalization of this study.

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