Employee Performance of National Population and Family Planning Board North Sumatera, Based on: Internal Work Environment, Training and Corrective Discipline

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Abstract

The purpose of this study is to examine how the internal work environment, training, and corrective discipline affect the performance of the staff at the North Sumatra National Population and Family Planning Board. Quantitative research is the method employed. In this survey, 89 employees made up the population. employing saturated samples drawn from the entire population for sampling. Observation, documentation studies, and questionnaires were the data collection methods employed. Multiple linear regression using the statistical product software solution (SPSS) program is the analytical approach used in this study. The study's findings demonstrate that the National Population and Family Planning Board of North Sumatra's employees perform better as a result of their internal working environment in a favorable and significant way. The performance of the staff of the National Population and Family Planning Board of North Sumatra is positively and significantly impacted by training. The effectiveness of the North Sumatra National Population and Family Planning Board's personnel is significantly and favorably impacted by corrective discipline. The National Population and Family Planning Board of North Sumatra's staff perform better as a result of their internal working environment, training, and corrective discipline. The internal work environment, training, and corrective discipline may all account for 63.3% of employee performance according to this study's coefficient of determination ($R2$), which is 0.633.

Keywords: Internal work environment, Training, Corrective Discipline, Employee Performance.

1. Introduction

Technology and scientific advancements have improved human abilities to do tasks as required by an organization. The ability of an organization or institution to fulfill its objectives is inextricably linked to the human resources it has on hand to do so. Organizational management includes human resource management (HRM), which concentrates on the human resource component. The organization's role is to effectively handle the human aspect in order to obtain employees who are happy with their jobs. The organization's use of its human resources can make a big difference in whether it succeeds or fails in reaching its objectives.

The National Population and Family Planning Board is a government organization that handles activities related to family planning and population management. The National Population and Family Planning Board performs a number of activities, including training, research, and development in the areas of population control and family planning by the Deputy for Training, Research, and Development.

Based on the Decree of the President of the Republic of Indonesia Number 8 of 1970, the National Population and Family Planning Board was established with the idea that the family planning program needed to be improved by making better use of and extending the capabilities of facilities from available sources. The implementation of the program, which is accompanied

by the National Family Planning Consideration Meeting, must involve the entire community and the government to the fullest extent possible and be carried out regularly, planned, and directed in order to realize the goals and objectives that have been set. The internal work environment can be improved, which is one of the aspects that can boost employee performance. The performance of the workforce will suffer if the workplace is unfriendly. This results from a lack of internal staff desire to perform well. Employees must perform at their highest level in order to carry out the National Population and Family Planning Board of North Sumatra's primary duties and responsibilities. The National Population and Family Planning Board regularly evaluates staff performance to ascertain and gauge it. The following is a list of the employee data for the North Sumatra National Population and Family Planning Board, which is shown in Table 1:

Table 1. Data on Employees of the National Population and Family Planning Board of North Sumatra

Work unit	Amount
Secretariat	28
Training and development	14
Advocacy, Mobilization and Information	17
Population Control	10
Prosperous Family and Prosperous Development	10
Family Planning and Reproductive Health	10
Total	**89**

Source: National Population and Family Planning Board, 2022

The effectiveness of the work unit of the National Population and Family Planning Board is highly dependent on employee performance. Employee performance is the outcome of an employee's work. The individual performance of a worker inside an organization must be carefully considered in the study of performance management since it might have an impact on the agency's overall performance. According to Government Regulation Number 30 of 2019 about Performance Assessment of Civil Servants, employee performance is evaluated using standards that are transparent, accountable, measurable, and objective. Civil servants' performance is evaluated through planning, coaching, and assessment.

Laws and regulations protect civil servants' day-to-day activities as well as their performance of duties and functions. These rules serve as guidance for employees' attitudes, behaviors, and actions as they carry out their primary responsibilities and activities with the intention of upholding the dignity and honor of the workforce, the country, and the state. The Code of Ethics for Civil Servants serves the same purpose as a guideline for carrying out their everyday tasks and activities as well as their duties and functions. Therefore, it is required of civil servants to follow laws and codes of ethics when performing their responsibilities and serving the community.

A pre-survey questionnaire was given to 30 workers of the Medan City Population and Civil Registry Office in order to assess the performance of staff at the National Population and Family Planning Board of North Sumatra. The pre-survey findings were obtained based on how the questionnaire was distributed, and they are shown in Table 2:

Table 2. Results of Pre-survey of Employee Performance of the National Population and Family Planning Board of North Sumatra

No	Statement	Agree	%	Don't agree	%
1.	I always finish my job successfully	12	40%	18	60%
2.	I always finish my work on time	13	43%	17	57%
3.	When there is a challenging work, as an employee, I constantly encourage employee cooperation.	25	83%	5	17%
4.	I receive oversight while working.	23	77%	7	23%
5.	I'm driven to finish my assignment and produce the best results possible.	15	50%	15	50%
6.	I operate independently to fulfill corporate objectives.	19	63%	11	37%
7.	I always work with good planning	20	67%	10	33%
8.	I consistently receive work coaching to help the organization succeed.	21	70%	9	30%
9.	The leadership always rates my performance on the task I've done.	22	73%	8	27%

Source: Employees of the National Population and Family Planning Board, 2022

Explanation from Table 2: Of the 18 respondents that chose "disagree" to the claim that "I always finish my job successfully," 60% did so. This is due to the fact that the National Population and Family Planning Board's present staff members are still unable to produce work of a high caliber. Researchers have shown that some employees are unaware of their obligations and functions. Problems finishing work are caused by a lack of job appraisal and coaching.

Table 3 contains the findings of the pre-survey conducted on the National Population and Family Planning Board of North Sumatra's internal working environment.

Table 3. Results of the Internal Work Environment Pre-Survey of the National Population and Family Planning Board of North Sumatra

No	Statement	Agree	%	Don't agree	%
1.	Coworker relationships assist me in working and completing duties inside the agency.	23	77%	7	23%
2.	I always have a good relationship with the leader	24	80%	6	20%
3.	I am always expected to keep the National Population and Family Planning Board's office space tidy.	11	37%	19	63%
4.	I consider the National Population and Family Planning Board to be in excellent operating condition.	17	57%	13	43%
5.	I feel safe at work since the National Population and Family Planning Board has a security guard.	16	53%	14	47%
6.	The leadership always pays attention to me and encourages me to complete the task.	18	60%	12	40%
7.	I always collaborate with my coworkers to complete tasks that are challenging to handle alone.	15	50%	15	50%
8.	I always communicate clearly when I'm serving the community.	13	43%	17	57%

Source: Employees of the National Population and Family Planning Board, 2022

Table 3 reveals that 19 respondents (63%), or more, indicated their "disagreement" with the statement, " I am always expected to keep the National Population and Family Planning Board's office space tidy." This demonstrates that there is still a low level of employee knowledge of a positive work environment. According to theory, a nice workplace atmosphere can make employees feel at ease and encourage them to work hard to meet their objectives. Achieving goals is both a method and a way to achieve performance that is in line with the goals. Table 4 contains the results of the pre-survey on training.

Table 4. Results of the Training Pre-survey of the North Sumatra National Population and Family Planning Board

No	Statement	Agree	%	Don't agree	%
1.	My interactions with the training instructor are always positive and inspiring.	20	67%	10	33%
2.	I am eligible for training since I am an employee.	17	57%	13	43%
3.	I feel compelled to participate in the agency's training program.	14	47%	16	53%
4.	I follow the agency's offered training protocol, which is consistent with the work completed.	22	73%	8	27%
5.	I may use the offered training materials for my job.	21	70%	9	30%
6.	The training objectives align with my professional needs.	19	63%	11	37%

Source: Employees of the National Population and Family Planning Board, 2022

According to Table 4, 16 respondents (53%), or "disagree," responded to the statement, " I feel compelled to participate in the agency's training program." The National Population and Family Planning Board's staff members are currently not very enthusiastic about taking advantage of the training that the organization offers. The National Population and Family Planning Board of North Sumatra still does not mandate that staff attend training sessions and does not impose strong penalties for those who do not. As a result, this issue exists. The main goal of training is to provide a solution to the challenges that people or groups of people have when trying to acquire and advance the skills required to do a job. Table 5 shows the results of the pre-survey questionnaire on remedial discipline at the North Sumatra National Population and Family Planning Board.

Table 5. Results of the Corrective Discipline Pre-survey of the National Population and
Family Planning Board of North Sumatra

No	Statement	Agree	%	Don't agree	%
1.	I always record my attendance before starting my shift.	16	53%	14	47%
2.	I always abide by the guidelines established by the organization.	13	43%	17	57%
3.	As a worker, I take great care to do my tasks.	15	50%	15	50%
4.	The leadership constantly issues a verbal warning to me as an employee if I make a mistake.	18	60%	12	40%
5.	When I made a critical error, my superior sent me a written declaration of displeasure.	19	63%	11	37%

Sumber: Pegawai Badan Kependudukan Dan Keluarga Berencana Nasional, 2022

Table 5 reveals that 17 (57%) of respondents who selected Disagree were told to follow the statement, "I always abide by the guidelines established by the organization." Employee performance is currently affected by the National Population and Family Planning Board of North Sumatra's employees' continued lack of adequate corrective discipline, which includes obeying agency regulations, respecting and efficiently using time, and orienting oneself toward established goals.

2. Literature Review
2.1. Internal Work Environment
The internal work environment is a collection of elements produced internally by the organization that have an impact on how human resource management functions or activities are performed (Sofyandi, 2018). According to Ginting and Syamsuri (2021) and Sedarmayanti (2017), researchers employ indicators of the internal work environment, which include: 1) Relationships with coworkers, 2) Work relations between superiors and subordinates, 3) Cleanliness in the workplace, 4) Peace in the workplace. 5) Workplace security. 6) Leadership in attention. 7) Intergroup cooperation. 8) Effective conversation

2.2. Training
According to Priansa (2014), training is a procedure intended to assist employees in acquiring new abilities, knowledge, or attitudes; as a result, these employees will go through modifications or transformations that will further enhance their performance. The following training indicators have been proposed by Dessler (2015) and Mangkunegara (2014): 1) Instructors, 2) Participant Qualifications, 3) Participant Motivation, 4) Methods, 5) Materials, and 6) Training Objectives.

2.3. Corrective Discipline

Corrective discipline is a measure used to deal with rule violations and stop them from happening again (Mangkunegara, 2014). The following corrective discipline indicators were used by the researchers: 1) Attendance, 2) Compliance with work standards, 3) High level of alertness, 4) Verbal warning, and 5) Written statement of dissatisfaction by superiors direct. These indicators were suggested by Septiawati (2014) and Mangkunegara (2014).

2.4. Employee Performance

Performance is the outcome of an employee's achievement of work in both quality and quantity while carrying out his obligations as assigned. Mangkunegara (2015). (2015). According to Robbins (2016), Kasmir (2016), Mangkunegara (2015), and Government Regulation Number 30 of 2019, researchers use performance indicators that include: 1) Quality, 2) Time, 3) Employee Cooperation, 4) Supervision, 5) Willingness, 6) Independence, 7) Work Planning, 8) Work Development, and 9) Job Assessment.

3. Methodology

This study was carried out at the National Population and Family Planning Board of North Sumatra, which is situated at Pulo Brayan Darat II, East Medan District, Gunung Krakatau Street No. 110, Medan City, North Sumatra. Research of this kind is quantitative. 89 employees of the North Sumatra National Population and Family Planning Board made up the study's population. The complete population of the study, or 89 persons, was used as the basis for the sampling (sampling quota). Observation, documentation studies, and questionnaires were the data collection methods employed. Multiple linear regression using the statistical product software solution (SPSS) program is the analytical approach used in this study.

4. Results and Discussion

Before doing research on the original sample, a validity test is run to evaluate the data that has been collected. By giving questionnaires to 30 employees of the Medan City Population and Civil Registration Office at Iskandar Muda Street No. 270, Central Petisah, Medan Petisah District, Medan City, North Sumatra Province, the validity test of the research was conducted. Table 6 contains the results of the validity test using the measurement criteria of 0.5:

Table 6. Validity Test Results

Variable	Indicator	Correlation Pearson	Value Measurement	Information
Internal Work Environment	Relationships with coworkers	0,829	0,5	Valid
	Work relations between superiors and subordinates	0,631	0,5	Valid
	Cleanliness in the workplace	0,702	0,5	Valid
	Peace in the workplace	0,679	0,5	Valid
	Workplace security	0,604	0,5	Valid
	Leadership in attention	0,706	0,5	Valid
	Intergroup cooperation	0,884	0,5	Valid
	Effective conversation	0,723	0,5	Valid
Training	Instructors	0,894	0,5	Valid
	Participant Qualifications	0,893	0,5	Valid
	Participant Motivation	0,935	0,5	Valid

Variable	Indicator	Correlation Pearson	Value Measurement	Information
	Methods	0,935	0,5	Valid
	Materials	0,935	0,5	Valid
	Training Objectives	0,811	0,5	Valid
Corrective Discipline	Attendance	0,864	0,5	Valid
	Compliance with work standards	0,879	0,5	Valid
	High level of alertness	0,862	0,5	Valid
	Verbal warning	0,892	0,5	Valid
	Written statement of dissatisfaction by superiors direct	0,815	0,5	Valid
Employee Performance	Quality	0,761	0,5	Valid
	Tim	0,753	0,5	Valid
	Employee Cooperation	0,794	0,5	Valid
	Supervision	0,757	0,5	Valid
	Willingness	0,634	0,5	Valid
	Independence	0,757	0,5	Valid
	Work Planning	0,758	0,5	Valid
	Work Development	0,750	0,5	Valid
	Job Assessment	0,623	0,5	Valid

Source: Research Results, 2022

The test of all statements has a value larger than 0.5, as shown in Table 6. All employed metrics for the internal working environment, training, corrective action, and employee performance are thus valid.

A reliability test was run to evaluate the answers' consistency. By examining the Cronbach Alpha value > 0.7, one can evaluate reliability with internal consistency. Table 7 contains the findings from this study's reliability test:

Table 7. Reliability Test Results

Variable	Cronbach Alpha	Value Measurement	Information
Internal Work Environment	0,776	0,7	Reliabel
Training	0,815	0,7	Reliabel
Corrective Discipline	0,819	0,7	Reliabel
Employee Performance	0,776	0,7	Reliabel

Source: Research Results, 2022

Because Cronbach's Alpha > 0.7, the reliability test findings in Table 7 demonstrate the reliability of the study variable. As a result, the study's measurement tool passed the reliability test and is suitable for use as a measurement tool.

The purpose of a normality test is to determine if the residual, confounding variable, or both have a normal distribution. The P-Plot Normal Graph and the One-Sample Kolmogrov Smirnov Test can be used to determine whether the data are normally distributed. Figure 1 can be loaded with the results of the P-Plot Normal Graph's normality test.
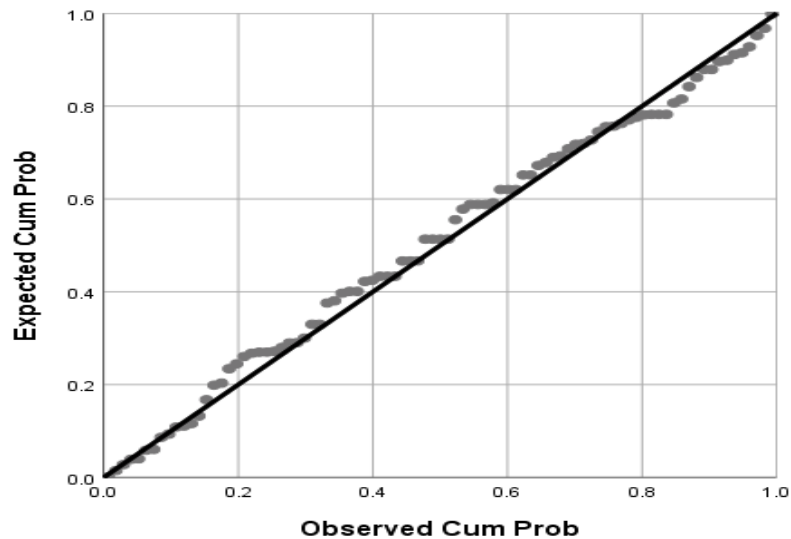
Figure 1. P-Plot Normal Graph
Source: Research Results, 2022

Figure 1 demonstrates that the distribution pattern tends to be normal; the data displays points that are dispersed about the diagonal line and move in that direction; the regression model then meets the requirement for normality. Table 8 contains the results of the one-sample Kolmogrov-Smirnov test for normality:

Table 8. Results of the One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		89
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.07440706
Most Extreme Differences	Absolute	.056
	Positive	.056
	Negative	-.055
Test Statistic		.056
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Research Results, 2022

Table 8 proves that the significance value of Asymp. Sig. (2-tailed) all variables are 0.200. If the significance is greater than 0.05 then the residual value is normal, so that all variables are normally distributed.

Testing for multicollinearity was done using tolerance and the VIF (Variance Inflation Factor). The tolerance value > 0.10 or equal to the VIF value 10 is the cutoff value typically used to indicate the presence of multicollinearity. Table 9 contains a list of the outcomes of the multicollinearity assumption test:

Table 9. Multicollinearity Test Results

	Coefficients^a					
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	2.747	2.977			
	Internal Work Environment	.176	.072	.170	.901	1.110
	Training	.575	.140	.378	.509	1.967
	Corrective Discipline	.686	.143	.425	.547	1.829
a. Dependent Variable: Employee Performance						

Source: Research Results, 2022

Table 9 shows that there is no evidence of multicollinearity between the independent variables in the regression model, with the tolerance values of the internal work environment (0.901 > 0.10), training (0.509 > 0.10), and corrective discipline (0.547 > 0.10), and the VIF values of the internal work environment (1.110 10), training (1,967 10), and corrective discipline (1,829 10).

Glejser test can be used to examine heteroscedasticity tests. The Glejser test's goal is to foretell the exact value of the residual on the independent variable. If the significance probability is greater than 0.05, the regression model is said to be homoscedastic, and vice versa. In addition to the Glejser test, scatterplot graphs can be used to test for heteroscedasticity by analyzing the distribution of points on the graph that do not clearly form a pattern (no heteroscedasticity). Figure 2 displays the outcomes of the heteroscedasticity test using the scatter plot graph:
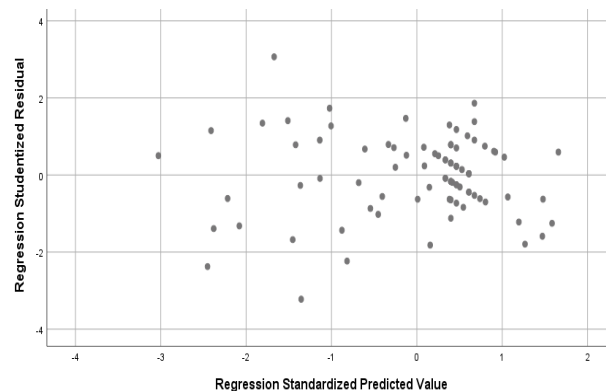

Figure 2. Scatterplot Graph
Source: Research Results, 2022

The Scatter Plot Graph demonstrates that the data disperses randomly and lacks any discernible pattern, demonstrating that this regression model is free of heteroscedasticity symptoms. Table 10 contains the results of the glejser method for testing heteroscedasticity:

Table 10. Glejser Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.513	1.724		4.357	.000
	Internal Work Environment	-.044	.042	-.113	-1.059	.293
	Training	-.159	.081	-.278	-1.958	.053
	Corrective Discipline	-.030	.083	-.050	-.362	.718
a. Dependent Variable: abs_res						

Source: Research Results, 2022

According to the heteroscedasticity test performed using the glejser method, the internal work environment has a significant value of 0.293 greater than 0.05, the training is 0.053 greater than 0.05, and the corrective discipline has a significant value of 0.718 greater than 0.05. This explains why heteroscedasticity is absent. Table 9 contains the findings of the study's multiple linear regression test:

Table 11. Multiple Linear Regression Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	2.747	2.977			
	Internal Work Environment	.176	.072	.170	.901	1.110
	Training	.575	.140	.378	.509	1.967
	Corrective Discipline	.686	.143	.425	.547	1.829
a. Dependent Variable: Employee Performance						

Source: Research Results, 2022

With respect to the multiple linear regression equation $Y = 2.747 + 0.176 X_1 + 0.575 X_2 + 0.686 X_3 + e$, Table 11 reveals that the value of constant (a) is 2.747, b1 is 0.176, b2 is 0.575, and b3 is 0.686. The regression equation leads to the following conclusions: Constant (a) = 2.747, indicating that the employee's performance is 2.747 if the internal work environment, training, and corrective discipline are all 0. Internal work environment regression coefficient is 0.176, indicating a 0.176 improvement in performance for every unit increase in the internal work environment. Employee performance will increase by 0.575 if training is increased by 1 unit, according to the training regression coefficient of 0.575. Employee performance will rise by

0.686 if corrective discipline is increased by one unit, according to the corrective discipline regression coefficient of 0.686.

The t-test is used to examine how the independent variable affects the dependent variable partially. The t-test findings from the SPSS test are as follows:

Table 12. t test results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.747	2.977		.923	.359
	Internal Work Environment	.176	.072	.170	2.462	.016
	Training	.575	.140	.378	4.101	.000
	Corrective Discipline	.686	.143	.425	4.783	.000
a. Dependent Variable: Employee Performance						

Source: Research Results, 2022

At a significance level of 5% (0.05), the value of the t table at n = 89 is 1.6621. The internal work environment's coefficient value is 0.170, with t-count > t-table (2.462 > 1.6621) and is significant at 0.016, smaller than 0.05, indicating that it significantly and favorably affects employee performance. The training coefficient is 0.378, with a significance 0.000 less than 0.05 and t-count > t-table (4.101 > 1.6621), indicating that training has a positive and substantial impact on employee performance. Corrective discipline has a positive and statistically significant impact on employee performance, according to the coefficient value of 0.425, with t-count > t-table (4.783 > 1.6621) and significant at 0.000, less than 0.05.

The influence of the independent variables combined on the dependent variable was examined using the F test (simultaneous). Table 13 contains the findings from this study's F test:

Table 13. F Test Results

		Sum of Squares	df	Mean Square	F	Sig.
Model						
1	Regression	652.850	3	217.617	48.847	.000[b]
	Residual	378.678	85	4.455		
	Total	1031.528	88			
a. Dependent Variable: Kinerja Pegawai						
b. Predictors: (Constant), Corrective Discipline, Internal Work Environment, Training						

Source: Research Results, 2022

Fcount has a value of 48,847. produced Ftable value of 2.71 with = 5%, dk of numerator: 3, dk of denominator: 89-3-1 (5%; 3; 85). The internal work environment, training, and corrective discipline all have an impact on employee performance variables at the same time, according to

the F test results, which demonstrate that Fcount (48.847) > Ftable (2.71) and a significance value of 0.000 0.05.

The independent variable's contribution to the regression model's capacity to account for variation in the dependent variable can be seen based on the coefficient of determination test. The coefficient of determination can be calculated using the R2 value from the Summary Model. Table 14 contains the findings from this study's investigation of the coefficient of determination:

Tabel 14. R^2 Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.633	.620	2.111
a. Predictors: (Constant), Corrective Discipline, Internal Work Environment, Training				
b. Dependent Variable: Employee Performance				

Source: Research Results, 2022

R Square's modified coefficient of determination is 0.633. This demonstrates that the independent variable can explain 63.3% of the dependent variable, while other variables outside the variables under study account for the remaining 36.7% (100% - 63.3% = other variables).

According to Lubis (2019) research findings, the work environment has a favorable and significant impact on employee performance. If the internal work environment offered is capable of increasing the efficacy of employees' work, it is very supportive in promoting work results. Umam (2019) also provides evidence on the simultaneous effects of training, workplace discipline, and environment on employee performance. In other words, if you want to increase employee performance, you must correctly execute training, discipline, and work environment.

5. Conclusion

The study's findings are: based on the findings of the analysis and discussion. Internal working conditions have a positive and significant impact on employee performance, in part. Employee performance is significantly and positive affected by training. Employee performance is positively and significantly impacted by corrective discipline. The National Population and Family Planning Board of North Sumatra's staff perform significantly better as a result of their internal working environment, training, and corrective discipline.

6. Acknowledgement

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