

Original Research Article

Work Discipline and Civil Servant Loyalty as Drivers of Employee Performance: Evidence from a Regional Inspectorate in Indonesia

Milka Astaria^{1*}, Sukardi¹, Yustina Ndung¹¹Universitas Merdeka Malang, Indonesia

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Abstract: Regional inspectorates are expected to embody the discipline they audit, and Indonesia's Government Regulation No. 30 of 2019 treats discipline and commitment as behavioural components of civil servant performance. This study examines the partial and simultaneous effects of work discipline and civil servant loyalty on employee performance at the Regional Inspectorate of West Kutai Regency. Using an explanatory quantitative design, a closed Likert-scale questionnaire grounded in Hasibuan's discipline and loyalty indicators and Robbins and Judge's performance dimensions was administered to all 87 non-structural employees through saturated sampling. Data were analysed using descriptive statistics, assumption tests, and multiple linear regression. Work discipline had a positive and significant effect on performance ($\beta = 0.894$, $p < 0.001$), whereas loyalty had no significant partial effect ($\beta = -0.018$, $p = 0.815$). Jointly, the two variables were significant ($F = 145.538$, $p < 0.001$) and explained 77.6% of performance variance. Further decomposition shows that loyalty correlates substantially with performance on its own ($r = 0.647$) yet adds no explanatory power once discipline is controlled, suggesting that loyalty registers in performance only when it is expressed as rule-compliant conduct. The findings call for appraisal practices that recognise commitment beyond compliance.

Keywords: Work Discipline, Civil Servant Loyalty, Employee Performance, Regional Inspectorate, Performance Appraisal, Indonesia.

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1. INTRODUCTION

Bureaucratic reform in Indonesia has placed the performance of the State Civil Apparatus (*Aparatur Sipil Negara*, ASN) at the centre of efforts to build effective, efficient, and accountable local government. Law No. 5 of 2014 obliges civil servants to uphold basic values, codes of ethics, and codes of conduct, and to carry out official duties with devotion, allegiance, and obedience (Government of the Republic of Indonesia, 2014). Government Regulation No. 94 of 2021 translates the discipline side of this obligation into concrete duties and graduated sanctions (Government of the Republic of Indonesia, 2021), while Government Regulation No. 30 of 2019 requires that civil servant appraisal combine output targets with behavioural aspects such as integrity, cooperation, commitment, and discipline (Government of the Republic of Indonesia, 2019). In the normative architecture of the Indonesian civil service, therefore, discipline and loyalty are not optional virtues but codified expectations that are expected to show up in measured performance.

The expectation weighs most heavily on the Government Internal Supervisory Apparatus (*Aparat Pengawasan Intern Pemerintah*, APIP). As the unit responsible for auditing, reviewing, evaluating, and monitoring every regional apparatus, a regional inspectorate can hardly demand compliance and accountability from others unless its own staff model them. The Regional Inspectorate of West Kutai Regency, East Kalimantan, holds this position: it reports to the Regent through the Regional Secretary and oversees the full range of regional government affairs across a large and geographically demanding territory (Regent of West Kutai, 2021). Previous work in the same institution concluded that organisational performance is essentially the accumulation of each employee's performance in carrying out supervisory functions (Tallona *et al.*, 2023).

Preliminary observation at the Inspectorate, however, indicated persistent problems: some employees arrived late, some tasks were not completed optimally, and a portion of staff displayed weak responsibility

towards and attachment to the organisation. Similar symptoms have been reported in other inspectorates, where performance has been constrained by delays in completing assignments and uneven quality of audit reports (Yusuf *et al.*, 2023). Theoretically, these symptoms point to two familiar drivers of public-sector performance. Work discipline reflects employees' compliance with rules, procedures, and standards (Hasibuan, 2017; Mangkunegara, 2017), whereas loyalty captures allegiance, dedication, and a sense of belonging to the institution (Hasibuan, 2017; Robbins & Judge, 2016). Public-management scholarship has long argued that such individual-level attitudes and behaviours aggregate into organisational performance in government agencies (Kim, 2005).

Empirical findings on these two drivers are, however, uneven. Studies in Indonesian public organisations generally report a positive and significant effect of discipline on performance (Ispik, 2019; Tallona *et al.*, 2023; Yusuf *et al.*, 2023). Evidence on loyalty is more divided: some studies find a positive effect (Hadrawi & Mas, 2022; Budiarta *et al.*, 2022), while others find none (Zulfikri & Trisninawati, 2022). Internationally, meta-analytic evidence shows that attitudinal commitment is only modestly related to job performance, and more strongly to extra-role than to in-role behaviour (Ricketta, 2002; Meyer *et al.*, 2002). Moreover, most local studies examine discipline and loyalty separately or combine them with other variables in different organisational settings, and studies that jointly test both constructs in a district-level inspectorate in Kalimantan remain scarce.

This study therefore analyses (1) the effect of work discipline on employee performance, (2) the effect of civil servant loyalty on employee performance, and (3) the simultaneous effect of both variables on employee performance at the Regional Inspectorate of West Kutai Regency, as a basis for evaluating the implementation of Government Regulation No. 30 of 2019. Beyond testing these hypotheses, the article asks a more interpretive question that emerged from the data: why does loyalty, which is rated as highly as discipline and is strongly associated with performance on its own, lose its explanatory power once discipline is taken into account? The answer, we argue, says something about how a compliance-oriented appraisal regime shapes which forms of commitment become visible as performance. Theoretically, the study contributes to public human resource management by showing how discipline and loyalty overlap in an audit organisation; practically, it offers the Inspectorate's leadership evidence for designing discipline development and loyalty-building policies.

2. LITERATURE REVIEW

2.1 Human Resources and Performance in Public Organisations

Human resource management is the process of planning, organising, directing, and controlling the

workforce so that organisational, employee, and societal goals are achieved (Hasibuan, 2017). In the public sector, the link between human resource practices and organisational outcomes is mediated by employees' attitudes and behaviours, including the trust and commitment that those practices generate (Gould-Williams, 2003). Individual-level factors such as commitment and public service motivation have been shown to contribute to the perceived performance of government organisations (Kim, 2005), and motives specific to public service—commitment to the public interest, civic duty, and self-sacrifice—form part of what distinguishes public from private employment (Perry & Wise, 1990). Against this background, this study examines two individual-level drivers that Indonesian civil service regulation explicitly codifies: discipline and loyalty.

2.2 Work Discipline

Hasibuan (2017) defines discipline as an employee's awareness of and willingness to obey all organisational rules and prevailing social norms. Mangkunegara (2017) similarly describes work discipline as a mental attitude and behaviour showing readiness to comply with written and unwritten work regulations, and Simamora (2014) frames it as a process that directs employees to follow rules so that consistent, standard-conforming behaviour emerges. In the organisational-behaviour literature, discipline is also treated as a managerial instrument for correcting and preventing undesirable conduct, whose effectiveness depends on perceived fairness and consistency of enforcement (Arvey & Jones, 1985).

This study follows Hasibuan's (2017) model of work discipline, which comprises five indicators: (a) attendance, namely the level of presence and punctuality in line with working hours; (b) obedience to work rules, namely compliance with all regulations in force; (c) obedience to work standards, namely performing tasks according to defined standards with responsibility for their completion; (d) high vigilance, namely being meticulous, careful, and alert so that work is effective and efficient; and (e) ethical conduct, namely behaving according to ethical, moral, and professional values and avoiding actions contrary to organisational norms. For an APIP organisation, the ethical and vigilance components carry particular weight because audit work requires accuracy, independence, and adherence to professional codes.

2.3 Civil Servant Loyalty

Loyalty denotes an employee's allegiance, commitment, and attachment to the organisation, shown not merely by length of service but by behaviour reflecting a wish to remain, to work optimally, to protect the organisation's good name, and to contribute to its goals. Robbins and Judge (2016) associate this disposition with affective commitment and willingness to exert extra effort, while Hasibuan (2017) emphasises

employees' acceptance of organisational values, goals, and rules. Meyer and Allen's (1991) three-component model is useful for sharpening the concept: attachment can be affective (wanting to stay), continuance (needing to stay because of the costs of leaving), or normative (feeling obliged to stay). Only the affective component shows a reliably positive association with performance, whereas continuance commitment is unrelated or negatively related to it (Meyer *et al.*, 2002). Hirschman (1970) adds that loyalty, in its classic sense, is primarily a disposition to stay rather than exit, which need not translate into higher output.

This study measures loyalty using Hasibuan's (2017) three indicators: (a) allegiance to the institution, reflected in pride and a wish to continue serving; (b) dedication and sacrifice, reflected in willingness to give time and effort beyond minimum requirements; and (c) safeguarding the institution's reputation, reflected in professional conduct and avoidance of actions that could harm the organisation.

2.4 Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out assigned responsibilities (Mangkunegara, 2017).

Bernardin and Russell (1993) propose that performance be assessed through criteria such as quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact. Building on this tradition, Robbins and Judge (2016) identify six indicators namely work quality, work quantity, timeliness, effectiveness, independence, and work commitment which have been applied to Indonesian public offices (Ananda & Rahman, 2025) and are adopted here. This definition largely captures task or in-role performance. Borman and Motowidlo (1993) distinguish such task performance from contextual performance volunteering, helping, persisting, and supporting organisational objectives which Organ (1988) earlier described as organisational citizenship behaviour. The distinction matters because formal appraisal systems in the public sector tend to privilege what is countable and target-based (Behn, 2003; Van Dooren *et al.*, 2015), and Government Regulation No. 30 of 2019 anchors civil servant appraisal in the Employee Performance Targets (*Sasaran Kinerja Pegawai*, SKP) (Government of the Republic of Indonesia, 2019; Widiyanto, 2022).

2.5 Previous Studies

Table 1 summarises previous studies relevant to the relationships examined in this research.

Table 1: Summary of Previous Studies

Author (year)	Focus and setting	Method	Main findings
Ispik (2019)	Discipline and performance, Ministry of Religious Affairs Office, Pekanbaru City	Quantitative survey	Discipline had a significant effect on employee performance.
Tallona <i>et al.</i> , (2023)	Factors affecting employee performance at the Regional Inspectorate of West Kutai Regency	Quantitative, multiple regression	Work ability, motivation, discipline, communication, work environment, and job satisfaction affected performance.
Yusuf <i>et al.</i> , (2023)	Discipline, organisational culture, and career development of civil servants, West Sulawesi Provincial Inspectorate	Quantitative, multiple regression	Work discipline was a dominant variable in improving civil servant performance.
Hadrawi & Mas (2022)	Work culture, motivation, and loyalty of civil servants, Regional Inspectorate of Bantaeng Regency	Quantitative, multiple regression	Loyalty had a positive effect on performance by strengthening dedication and responsibility.
Budiarta <i>et al.</i> , (2022)	Work discipline and loyalty, Abang District Office, Karangasem Regency	Quantitative, multiple regression	Discipline and loyalty simultaneously had a significant effect on performance.
Paerah (2023)	Loyalty, job involvement, and discipline, Disperindagkop and SME Secretariat, Papua Province	Quantitative, multiple regression	The combination of discipline and loyalty improved the effectiveness of apparatus task execution.
Zulfikri & Trisninawati (2022)	Loyalty and work motivation, PT TIKI Palembang	Quantitative, multiple regression	Loyalty had no significant effect on employee performance.
Riketta (2002)	Attitudinal organisational commitment and job performance	Meta-analysis	Commitment was only modestly correlated with performance, more strongly with extra-role than in-role performance.

Source: Compiled from the cited studies.

The pattern in Table 1 is consistent for discipline but mixed for loyalty. Local studies that find a

loyalty effect typically examine it alongside other attitudinal variables, whereas the null result of Zulfikri

and Trisninawati (2022) and the modest meta-analytic correlations reported by Riketta (2002) suggest that the loyalty–performance link depends on how performance is defined and on what else is in the model. The present study responds to this ambiguity by testing both constructs together in an audit organisation.

2.6 Conceptual Framework and Hypotheses

The conceptual framework rests on the premise that employee performance in an internal supervisory agency is shaped by both structural and attitudinal

factors. Work discipline functions as a structural, externally anchored mechanism that aligns behaviour with regulations, standard operating procedures (SOPs), and professional codes. Loyalty functions as an internal, attitudinal driver that motivates employees to contribute their best effort over time. Employees who are disciplined but not loyal may work routinely and mechanically, whereas those who are loyal but undisciplined may perform inconsistently; the two are therefore expected to complement each other. Figure 1 presents the framework.

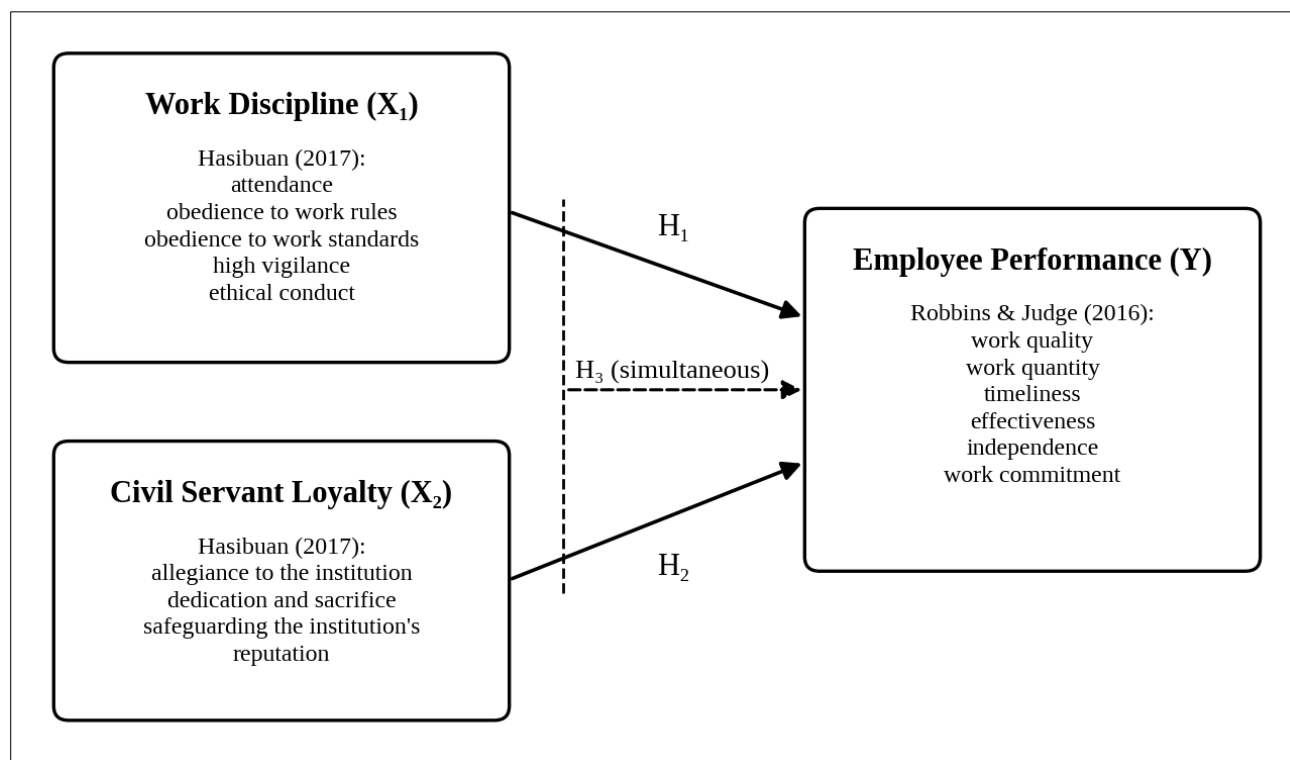


Figure 1: Conceptual Framework

Source: Developed by the authors based on Hasibuan (2017) and Robbins and Judge (2016).

Drawing on the theoretical review and previous findings, the following hypotheses are proposed:

H₁: Work discipline has a positive and significant effect on employee performance at the Regional Inspectorate of West Kutai Regency.

H₂: Civil servant loyalty has a positive and significant effect on employee performance at the Regional Inspectorate of West Kutai Regency.

H₃: Work discipline and civil servant loyalty simultaneously have a significant effect on employee performance at the Regional Inspectorate of West Kutai Regency.

3. RESEARCH METHODS

3.1 Research Design and Setting

The study adopted a quantitative approach with an explanatory, causal-associative design, as it seeks to test hypothesised relationships between independent and dependent variables derived from theory (Sugiyono, 2019). A survey method was used: data were collected

from respondents about conditions that had already occurred (*ex post facto*), without any manipulation of variables by the researcher (Bougie & Sekaran, 2020). The research was conducted at the Regional Inspectorate of West Kutai Regency, located in the West Kutai Regency Government Office Complex, Sendawar, Barong Tongkok District, East Kalimantan Province, beginning in May 2026.

3.2 Population and Sample

The population comprised all 94 civil servants of the Inspectorate, consisting of 7 structural officials and 87 non-structural employees. The study focused on the 87 non-structural employees because they are the principal executors of operational and supervisory activities and therefore have the most direct experience of complying with rules, applying organisational policies, and meeting performance targets; structural officials are few in number and perform primarily managerial tasks. Because the non-structural population

was within reach of the researcher, saturated (total) sampling was used, in which all members of the population become respondents (Sugiyono, 2019). This choice eliminates sampling error for the target group, although it limits generalisation beyond it.

3.3 Instrument and Measurement

Data were collected through a closed questionnaire using a five-point Likert scale ranging

from 1 (strongly disagree) to 5 (strongly agree), supplemented by documentation (organisational structure, attendance records, SOP documents, and activity archives) and structured observation guided by the indicators of each variable. Documentation and observation were used to contextualise, not to replace, the questionnaire data. Table 2 presents the operationalisation of the variables and the distribution of items in the final instrument.

Table 2: Operationalisation of Variables

Variable	Indicator	Operational description	Items
Work discipline (X_1)	Obedience to work rules	Compliance with regulations, leadership policies, and SOPs	1–3
	Attendance	Punctuality and completion of tasks within deadlines	4–5
	Obedience to work standards	Performing tasks according to job description, SKP targets, and output standards	6–8
	High vigilance	Meticulousness, carefulness, and minimising errors	9–11
	Ethical conduct	Upholding the APIP code of ethics, professionalism, avoiding unethical acts	12–14
Civil servant loyalty (X_2)	Safeguarding reputation	Professional conduct inside and outside the institution; not harming the organisation	15–16
	Allegiance to the institution	Pride, wish to continue serving, support for goals and policies	17–19
	Dedication and sacrifice	Willingness to give best effort and complete additional tasks	20–21
Employee performance (Y)	Work quality	Output meets quality standards, is accurate, and conforms to IKI	22–24
	Work quantity	Achievement of SKP targets; productivity matches workload	25–26
	Timeliness	Completion within time targets; no delays	27–28
	Effectiveness	Efficient use of resources; optimal achievement of targets; prioritisation	29–31
	Independence	Working without dependence; initiative; decisions within authority	32–34
	Work commitment	Commitment to SKP targets; responsibility for results	35–36

Source: Adapted from Hasibuan (2017) and Robbins and Judge (2016).

Content validity was ensured by deriving items from the theoretical indicators described above. Construct validity was tested empirically in a pilot study with 20 randomly selected Inspectorate employees who were willing to complete the questionnaire, using Pearson product-moment item–total correlations; an item was considered valid if its correlation exceeded the

critical value of $r = 0.444$ ($N = 20$, $\alpha = 0.05$). Of the 42 items tested, 36 were valid and six were discarded (Table 3). Reliability of the 36 retained items was assessed with Cronbach's alpha (Cronbach, 1951), using 0.60 as the minimum and 0.70 as the threshold for good reliability (Iqbal & Salsabila, 2023). The coefficient of 0.978 indicates excellent internal consistency at the pilot stage.

Table 3: Results of the Pilot Validity and Reliability Tests ($N = 20$)

Criterion	Result
Items tested	42
Critical value (r_{table} , $N = 20$, $\alpha = 0.05$)	0.444
Items discarded (item no., r_{xy})	5 (0.427); 16 (0.310); 24 (0.435); 29 (0.226); 33 (0.435); 42 (0.107)
Items retained	36
Cronbach's alpha (36 items)	0.978

Source: Pilot data processed with SPSS 25 (2026).

3.4 Data Analysis

Data were processed with IBM SPSS Statistics version 25. The analysis proceeded in three stages. First, descriptive statistics (frequency distributions,

percentages, and item means) were used to profile respondents and variables. Second, classical assumption tests were performed: normality with the one-sample Kolmogorov–Smirnov test on unstandardised residuals,

multicollinearity with tolerance and variance inflation factor (VIF) values, and heteroscedasticity with the Glejser test, regressing absolute residuals on the predictors (Hair *et al.*, 2019). Third, multiple linear regression was estimated in the form $Y = a + b_1X_1 + b_2X_2 + e$, followed by the *t*-test for partial effects (critical $t = 1.989$, $df = 84$), the *F*-test for the simultaneous effect (critical $F = 3.11$, $df = 2; 84$), and the coefficient of determination (R^2). To interpret the divergence between the partial and simultaneous results, zero-order and partial correlations and single-predictor models were additionally computed from the respondent-level data set.

4. RESULTS

4.1 Respondent Profile

All 87 non-structural employees returned usable questionnaires. Table 4 summarises their characteristics. The respondent group is mature and experienced: nearly half (47.1%) are aged 36–45 years, 73.6% hold a bachelor's degree and a further 20.7% a master's degree, and 77.0% have served for more than ten years. Men make up 64.4% of respondents, reflecting the high mobility required by field audit, examination, and monitoring assignments. This profile matters for interpretation: a workforce with long tenure in a stable civil service career is likely to report high allegiance to the institution for reasons that may be partly independent of day-to-day performance.

Table 4: Respondent Characteristics (N = 87)

Characteristic	Category	Frequency	%
Age (years)	26–35	18	20.7
	36–45	41	47.1
	46–55	22	25.3
	>55	6	6.9
Gender	Male	56	64.4
	Female	31	35.6
Education	Senior high school	2	2.3
	Diploma III	3	3.4
	Bachelor (S-1)	64	73.6
	Master (S-2)	18	20.7
Length of service	<5 years	5	5.7
	5–10 years	15	17.2
	11–20 years	39	44.8
	21–30 years	23	26.4
	>30 years	5	5.7

Source: Processed from primary data (2026).

4.2 Descriptive Analysis of Variables

Table 5 presents the distribution of responses on work discipline. Of the 1,218 responses, 69.2% fell in the agree (41.1%) or strongly agree (28.2%) categories, 30.5% were neutral, only four responses (0.3%) indicated disagreement, and none indicated strong disagreement. The highest-rated item was carefulness in carrying out work (X_{1.10}; mean 4.10; 75.9% positive), followed by professional conduct (X_{1.13}; mean 4.06;

74.7% positive), reflecting the premium placed on caution and professionalism in audit work. The lowest-rated items were completing work according to output standards (X_{1.8}; mean 3.90), working in accordance with SOPs (X_{1.3}; mean 3.92), and minimising errors (X_{1.11}; mean 3.92), where roughly one-third of responses were neutral. Punctual attendance (X_{1.4}), the symptom that originally motivated the study, received 71.3% positive responses, with no respondent disagreeing.

Table 5: Distribution of Responses on Work Discipline (X₁)

Code	Statement	2 n (%)	3 n (%)	4 n (%)	5 n (%)	Mean
X1.1	I always comply with the regulations in force at the Inspectorate	0 (0.0)	26 (29.9)	38 (43.7)	23 (26.4)	3.97
X1.2	I always comply with policies set by the leadership	2 (2.3)	26 (29.9)	34 (39.1)	25 (28.7)	3.94
X1.3	I carry out work in accordance with the Inspectorate's SOPs	1 (1.1)	30 (34.5)	31 (35.6)	25 (28.7)	3.92
X1.4	I arrive on time according to official working hours	0 (0.0)	25 (28.7)	41 (47.1)	21 (24.1)	3.95
X1.5	I complete tasks within the stipulated deadlines	0 (0.0)	28 (32.2)	33 (37.9)	26 (29.9)	3.98
X1.6	I perform duties in line with my job description	0 (0.0)	26 (29.9)	35 (40.2)	26 (29.9)	4.00
X1.7	I carry out work according to my SKP targets	1 (1.1)	25 (28.7)	35 (40.2)	26 (29.9)	3.99

Code	Statement	2 n (%)	3 n (%)	4 n (%)	5 n (%)	Mean
X1.8	I complete work according to the defined output standards	0 (0.0)	30 (34.5)	36 (41.4)	21 (24.1)	3.90
X1.9	I work meticulously when performing tasks	0 (0.0)	27 (31.0)	38 (43.7)	22 (25.3)	3.94
X1.10	I am always careful when carrying out work	0 (0.0)	21 (24.1)	36 (41.4)	30 (34.5)	4.10
X1.11	I always try to minimise errors at work	0 (0.0)	28 (32.2)	38 (43.7)	21 (24.1)	3.92
X1.12	I uphold the APIP code of ethics	0 (0.0)	30 (34.5)	31 (35.6)	26 (29.9)	3.95
X1.13	I always act professionally in carrying out work	0 (0.0)	22 (25.3)	38 (43.7)	27 (31.0)	4.06
X1.14	I avoid actions that contravene rules and work ethics	0 (0.0)	27 (31.0)	36 (41.4)	24 (27.6)	3.97
	Total responses	4 (0.3)	371 (30.5)	500 (41.1)	343 (28.2)	3.97

Source: Processed from primary data (2026). No respondent chose category 1 (strongly disagree); 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

Table 6 shows that loyalty was rated at virtually the same level as discipline. Of the 609 responses, 68.6% were positive (39.4% agree; 29.2% strongly agree), 31.4% were neutral, and none were negative. Professional conduct inside and outside the institution (X_{2.1}), refraining from actions that harm the organisation (X_{2.2}), and support for organisational goals and policies

(X_{2.5}) had the highest means (4.00 each), whereas the wish to continue serving (X_{2.4}; mean 3.94) and willingness to complete additional tasks (X_{2.7}; mean 3.97, with 35.6% neutral) were the lowest. The relatively high neutral share on the dedication items suggests that allegiance is more readily affirmed than extra effort.

Table 6: Distribution of Responses on Civil Servant Loyalty (X₂)

Code	Statement	2 n (%)	3 n (%)	4 n (%)	5 n (%)	Mean
X2.1	I behave professionally both inside and outside the institution	0 (0.0)	26 (29.9)	35 (40.2)	26 (29.9)	4.00
X2.2	I do not commit acts that could harm the organisation	0 (0.0)	27 (31.0)	33 (37.9)	27 (31.0)	4.00
X2.3	I am proud to be part of the West Kutai Inspectorate	0 (0.0)	28 (32.2)	33 (37.9)	26 (29.9)	3.98
X2.4	I wish to continue serving this institution	0 (0.0)	26 (29.9)	40 (46.0)	21 (24.1)	3.94
X2.5	I always support organisational goals and policies	0 (0.0)	26 (29.9)	35 (40.2)	26 (29.9)	4.00
X2.6	I am willing to give my best effort at work	0 (0.0)	27 (31.0)	36 (41.4)	24 (27.6)	3.97
X2.7	I am willing to complete additional tasks when needed	0 (0.0)	31 (35.6)	28 (32.2)	28 (32.2)	3.97
	Total responses	0 (0.0)	191 (31.4)	240 (39.4)	178 (29.2)	3.98

Source: Processed from primary data (2026). No respondent chose category 1 (strongly disagree).

Table 7 shows the distribution of responses on employee performance. Of the 1,305 responses, 68.5% were positive (40.9% agree; 27.6% strongly agree), 31.2% were neutral, and four responses (0.3%) indicated disagreement. Using resources efficiently (Y.8) and completing work within time targets (Y.6) had the highest means (4.10 and 4.09), followed by conformity

with Individual Performance Indicators (Y.3; mean 4.06). Notably, the lowest-rated item was the ability to achieve SKP targets (Y.4; mean 3.74), the lowest mean in the entire instrument, with 44.8% neutral responses—the highest neutral share of any item. The item that most directly mirrors the formal appraisal metric is thus the one on which employees were least confident.

Table 7: Distribution of Responses on Employee Performance (Y)

Code	Statement	2 n (%)	3 n (%)	4 n (%)	5 n (%)	Mean
Y.1	My work meets established quality standards	0 (0.0)	30 (34.5)	30 (34.5)	27 (31.0)	3.97
Y.2	My work is accurate with minimal errors	0 (0.0)	27 (31.0)	39 (44.8)	21 (24.1)	3.93
Y.3	My work conforms to Individual Performance Indicators (IKI)	0 (0.0)	21 (24.1)	40 (46.0)	26 (29.9)	4.06
Y.4	I am able to achieve my SKP targets	0 (0.0)	39 (44.8)	32 (36.8)	16 (18.4)	3.74
Y.5	My productivity matches the workload assigned	0 (0.0)	31 (35.6)	27 (31.0)	29 (33.3)	3.98
Y.6	I complete work within the set time targets	1 (1.1)	16 (18.4)	44 (50.6)	26 (29.9)	4.09
Y.7	I am not late in completing tasks	0 (0.0)	29 (33.3)	37 (42.5)	21 (24.1)	3.91
Y.8	I use resources efficiently in completing work	0 (0.0)	34 (39.1)	27 (31.0)	26 (29.9)	3.91
Y.9	I achieve organisational targets optimally	0 (0.0)	18 (20.7)	42 (48.3)	27 (31.0)	4.10

Code	Statement	2 n (%)	3 n (%)	4 n (%)	5 n (%)	Mean
Y.10	I complete work according to priority	0 (0.0)	31 (35.6)	30 (34.5)	26 (29.9)	3.94
Y.11	I can work without depending on colleagues	1 (1.1)	22 (25.3)	38 (43.7)	26 (29.9)	4.02
Y.12	I show initiative in completing tasks	1 (1.1)	26 (29.9)	34 (39.1)	26 (29.9)	3.98
Y.13	I make decisions within my delegated authority	0 (0.0)	26 (29.9)	45 (51.7)	16 (18.4)	3.89
Y.14	I am committed to achieving SKP targets	0 (0.0)	32 (36.8)	34 (39.1)	21 (24.1)	3.87
Y.15	I take responsibility for the results of my work	1 (1.1)	25 (28.7)	35 (40.2)	26 (29.9)	3.99
	Total responses	4 (0.3)	407 (31.2)	534 (40.9)	360 (27.6)	3.96

Source: Processed from primary data (2026). No respondent chose category 1 (strongly disagree).

Taken together, the three variables share a strikingly similar descriptive profile: item means cluster tightly around 3.96–3.98 on a five-point scale, and roughly seven in ten responses are positive in each case

(Table 8). At the level of descriptive statistics alone, discipline and loyalty appear equally strong candidates for explaining performance.

Table 8: Summary Statistics of Research Variables

Variable	Items	Mean	SD	Range	Item mean	% positive	% neutral
Work discipline (X ₁)	14	55.59	2.83	50–61	3.97	69.2	30.5
Civil servant loyalty (X ₂)	7	27.85	1.85	23–33	3.98	68.6	31.4
Employee performance (Y)	15	59.37	3.05	53–65	3.96	68.5	31.2

Source: Processed from primary data (2026). % positive = agree + strongly agree.

4.3 Classical Assumption Tests

Table 9 reports the classical assumption tests. The Kolmogorov–Smirnov statistic of 0.095 with an asymptotic significance of 0.053 (> 0.05) indicates that the residuals are normally distributed. Both predictors have a tolerance of 0.448 (> 0.10) and a VIF of 2.234 (< 10), so the model does not violate the conventional

multicollinearity criterion, although the tolerance value implies that 55.2% of the variance in each predictor is shared with the other—a point taken up in the Discussion. The Glejser test yields significance values of 0.191 for discipline and 0.730 for loyalty (both > 0.05), indicating no heteroscedasticity. The model is therefore suitable for regression analysis.

Table 9: Results of Classical Assumption Tests

Test	Variable	Result	Criterion	Conclusion
Normality (one-sample K–S)	Unstandardised residual	K–S = 0.095; Asymp. Sig. = 0.053	Sig. > 0.05	Normal
Multicollinearity	Work discipline (X ₁)	Tolerance = 0.448; VIF = 2.234	Tol. > 0.10; VIF < 10	No multicollinearity
	Civil servant loyalty (X ₂)	Tolerance = 0.448; VIF = 2.234	Tol. > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity (Glejser)	Work discipline (X ₁)	Sig. = 0.191	Sig. > 0.05	Homoscedastic
	Civil servant loyalty (X ₂)	Sig. = 0.730	Sig. > 0.05	Homoscedastic

Source: SPSS 25 output, processed from primary data (2026).

4.4 Multiple Linear Regression and Partial Tests

Table 10 presents the regression estimates. The resulting equation is $Y = 6.772 + 0.961X_1 - 0.030X_2$. The constant of 6.772 is the predicted performance score when both predictors are held at zero. The coefficient for work discipline ($b = 0.961$; $\beta = 0.894$) indicates that each one-unit increase in the discipline score is associated with a 0.961-unit increase in performance, holding loyalty constant. The loyalty coefficient is negative but negligible ($b = -0.030$; $\beta = -0.018$).

For H_1 , the t value for work discipline is 11.588, exceeding the critical value of 1.989, with a significance of 0.000 (< 0.05). H_1 is therefore supported: work discipline has a positive and significant effect on employee performance. For H_2 , the absolute t value for loyalty is 0.235, below 1.989, with a significance of 0.815 (> 0.05). H_2 is therefore not supported: civil servant loyalty has no significant partial effect on employee performance.

Table 10: Multiple Linear Regression and Partial Test (t -test) Results

Model	B	SE	β	t	Sig.	Decision
(Constant)	6.772	3.090	—	2.191	0.031	
Work discipline (X ₁)	0.961	0.083	0.894	11.588	0.000	H_1 supported
Civil servant loyalty (X ₂)	-0.030	0.127	-0.018	-0.235	0.815	H_2 not supported

Source: SPSS 25 output (2026). Dependent variable: employee performance (Y); critical $t = 1.989$.

4.5 Simultaneous Test and Coefficient of Determination

Table 11 shows that the F value is 145.538 with a significance of 0.000, well above the critical F of 3.11. H_3 is therefore supported: work discipline and civil servant loyalty jointly have a significant effect on employee performance. The model yields $R = 0.881$, R^2

$= 0.776$, and adjusted $R^2 = 0.771$, meaning that the two predictors together account for 77.6% of the variance in performance, with the remaining 22.4% attributable to factors outside the model. The small gap between R^2 and adjusted R^2 indicates that the model's explanatory power is not inflated by the number of predictors.

Table 11: Simultaneous Test (F -test) and Model Summary

Source	Sum of squares	df	Mean square	F	Sig.
Regression	619.463	2	309.731	145.538	0.000
Residual	178.767	84	2.128		
Total	798.230	86			

Source: SPSS 25 output (2026). $R = 0.881$; $R^2 = 0.776$; adjusted $R^2 = 0.771$; SE of estimate = 1.459; critical $F = 3.11$.

5. DISCUSSION

The hypothesis tests yield a clear verdict— H_1 and H_3 supported, H_2 rejected—but a linear reading of this verdict conceals the most informative feature of the data. Loyalty was rated as highly as discipline (Table 8), yet it received a coefficient indistinguishable from zero. At the same time, loyalty and discipline share more than half of their variance. This section therefore uses the tension between loyalty's descriptive strength and its statistical silence as the connecting thread for interpreting all three results.

5.1 Loyalty in the Shadow of Discipline

Table 12 decomposes the relationship. On its own, loyalty correlates at $r = 0.647$ with performance,

and a single-predictor model with loyalty alone explains 41.8% of performance variance with a highly significant coefficient ($b = 1.063$, $t = 7.814$, $p < 0.001$). Loyalty is therefore not unrelated to performance. What happens is that loyalty's association with performance is almost entirely shared with discipline: discipline alone explains 77.6% of the variance, exactly the same as the two-predictor model, and the partial correlation between loyalty and performance after controlling for discipline falls to -0.026 . In other words, the variance in performance that loyalty can explain is variance that discipline already explains, and loyalty contributes nothing unique.

Table 12: Decomposition of the Relationships Between Predictors and Performance

Statistic	Work discipline (X_1)	Civil servant loyalty (X_2)
Zero-order correlation with performance (r)	0.881	0.647
Correlation between predictors ($r_{X_1X_2}$)	0.743	0.743
Partial correlation with performance, controlling for the other predictor	0.784	-0.026
R^2 , single-predictor model	0.776	0.418
R^2 , two-predictor model	0.776	0.776
Unique contribution (ΔR^2 when added last)	0.358	0.000

Source: Computed by the authors from the respondent-level data set ($N = 87$).

The indicator-level correlations in Table 13 show where the overlap lies. Within discipline, performance is most closely associated with ethical conduct ($r = 0.678$), obedience to work rules ($r = 0.674$), and obedience to work standards ($r = 0.629$); attendance, the most visible form of discipline and the problem that prompted the study, is only weakly related to performance ($r = 0.178$). Within loyalty, the facet most

associated with performance is allegiance to the institution ($r = 0.583$), which is also the loyalty facet most strongly correlated with overall discipline ($r = 0.644$). By contrast, dedication and sacrifice—the facet that conceptually goes beyond compliance, capturing willingness to give extra effort and take on additional tasks—shows the weakest association with performance ($r = 0.281$) and with discipline ($r = 0.320$).

Table 13: Indicator-Level Correlations with Performance and Discipline

Variable	Indicator	Items	r with performance (Y)	r with discipline (X_1 total)
Work discipline (X_1)	Obedience to work rules	3	0.674	0.755
	Attendance	2	0.178	0.384
	Obedience to work standards	3	0.629	0.588
	High vigilance	3	0.489	0.432
	Ethical conduct	3	0.678	0.823

Variable	Indicator	Items	<i>r</i> with performance (Y)	<i>r</i> with discipline (X ₁ total)
Civil servant loyalty (X ₂)	Safeguarding reputation	2	0.357	0.445
	Allegiance to the institution	3	0.583	0.644
	Dedication and sacrifice	2	0.281	0.320

Source: Computed by the authors from the respondent-level data set ($N = 87$). Indicator scores are item sums; correlations of discipline indicators with the X₁ total include the indicator's own items.

5.2 Discipline as the Normative Core of Audit Work

The support for H₁ is consistent with Hasibuan's (2017) proposition that discipline—conscious readiness to obey organisational rules and social norms—is a principal determinant of work achievement, and with Mangkunegara's (2017) view that discipline makes task execution more directed and standard-conforming. It also replicates earlier findings in Indonesian public organisations (Ispik, 2019; Yusuf *et al.*, 2023) and, importantly, in the same Inspectorate (Tallona *et al.*, 2023). The magnitude of the effect ($\beta = 0.894$) is, however, unusually large, and the indicator analysis qualifies what kind of discipline matters. It is not punctuality that carries the relationship but the normative core of discipline: ethical conduct and obedience to rules and standards. This is theoretically sensible for an audit body. Supervisory work is performed against the Indonesian Government Internal Audit Standards and the APIP code of ethics, so the behaviours that constitute discipline in this setting are largely the same behaviours that constitute competent audit work. The finding also carries a practical warning: policies that equate discipline with attendance control—a common response to tardiness under Government Regulation No. 94 of 2021 (Government of the Republic of Indonesia, 2021)—would target the facet of discipline least related to performance.

5.3 Why Loyalty Loses Its Voice

The rejection of H₂ contradicts studies reporting a positive loyalty effect (Hadrawi & Mas, 2022; Budiarta *et al.*, 2022) and aligns with the null finding of Zulfikri and Trisninawati (2022). The decomposition above allows a more precise interpretation than the conclusion that loyalty is simply irrelevant. Three mechanisms, each grounded in theory, make sense of the pattern.

First, in a compliance-oriented appraisal regime, loyalty becomes observable as performance mainly when it takes the form of rule-conforming conduct. The loyalty facet that overlaps with performance—allegiance, expressed as support for organisational goals and policies—is behaviourally almost indistinguishable from obedience to rules and standards. Under Government Regulation No. 30 of 2019, performance is assessed against SKP targets and behavioural expectations such as commitment and discipline (Government of the Republic of Indonesia, 2019), so loyal employees register as high performers largely through the disciplined behaviour that their loyalty produces. Once that behaviour is measured directly as discipline, loyalty has nothing left to explain.

This is consistent with Behn's (2003) and Van Dooren *et al.*'s (2015) observation that public performance systems see what they are designed to count, and with Kerr's (1975) classic argument that organisations obtain the behaviour they reward rather than the behaviour they hope for.

Second, the form of loyalty prevalent in a lifetime civil service may be more continuance or normative than affective. With 77.0% of respondents having served more than ten years, much of the reported allegiance may reflect the cost of leaving a secure career or a sense of obligation, which Meyer and Allen (1991) distinguish from affective attachment. Meta-analytic evidence shows that only affective commitment reliably predicts performance, while continuance commitment does not (Meyer *et al.*, 2002). Hirschman's (1970) framing points in the same direction: loyalty as a disposition to stay rather than exit need not be a disposition to perform better. The lowest-rated loyalty item, the wish to continue serving, and the high neutral share on the willingness to take on additional tasks suggest that staying and striving are not the same thing for these employees.

Third, the component of loyalty that is conceptually distinct from compliance dedication and sacrifice is precisely the component least related to measured performance. This matches Riketta's (2002) finding that commitment relates more strongly to extra-role than to in-role performance, and Borman and Motowidlo's (1993) distinction between task and contextual performance. The performance instrument in this study, anchored in Robbins and Judge's (2016) indicators and in SKP targets, mainly captures task performance. Extra effort, helping behaviour, and willingness to absorb additional assignments the forms of organisational citizenship that Organ (1988) associates with loyal employees fall largely outside what the instrument, and arguably the appraisal system, records. Social exchange theory suggests that such discretionary contributions are sustained by perceived reciprocity from the organisation (Blau, 1964); where appraisal ignores them, they are unlikely to be either reinforced or measured.

5.4 Joint Effects: Complementarity or Nesting?

The support for H₃ confirms that discipline and loyalty together explain a large share (77.6%) of performance variance, in line with Budiarta *et al.*, (2022) and Paerah (2023), who report that the combination of discipline and loyalty strengthens apparatus

performance. The decomposition, however, shows that the joint effect is essentially the effect of discipline: the simultaneous test is significant because one of the two predictors is strongly related to performance, not because the two combine synergistically. This is a common feature of *F*-tests with correlated predictors and should caution against reading a significant simultaneous test as evidence that each variable contributes (Hair *et al.*, 2019). The empirical picture is thus less one of complementarity—the framework's initial premise—than of nesting: in this organisation, the performance-relevant part of loyalty is expressed through discipline.

There is a risk in the other direction as well. When compliance becomes the dominant route through which commitment is recognised, organisations may drift towards what Merton (1940) called bureaucratic ritualism, in which adherence to rules becomes an end in itself, and towards goal displacement, in which employees prioritise measurable targets over the purposes those targets were meant to serve (Bohte & Meier, 2000). The finding that employees were least confident about achieving SKP targets (Y.4), even while rating their compliance behaviour highly, hints at a gap between procedural conformity and substantive target attainment that deserves further investigation. For an inspectorate whose value lies in the quality of its audit judgements and recommendations, a performance culture built solely on compliance may secure consistency while under-recognising the proactive, public-service-motivated effort (Perry & Wise, 1990) that distinguishes excellent supervision from adequate supervision.

5.5 Limitations

Several limitations should be acknowledged. The design is cross-sectional and based on a single institution, so causal claims rest on theory rather than temporal ordering, and the findings cannot be generalised to other inspectorates without replication. All variables, including performance, were self-reported by the same respondents at the same time, which exposes the estimates to common method variance and may inflate the associations among variables (Podsakoff *et al.*, 2003); future studies should use supervisor ratings or official SKP scores as the performance measure. Instrument reliability was established at the pilot stage, and re-estimation of internal consistency and construct validity on the full sample—for example, through confirmatory factor analysis—is recommended. Finally, although the VIF values meet conventional thresholds, the substantial overlap between discipline and loyalty means that their separate coefficients should be interpreted with care; VIF rules of thumb do not guarantee that closely related constructs can be cleanly separated (O'Brien, 2007).

6. CONCLUSION

This study examined the effects of work discipline and civil servant loyalty on employee

performance among all 87 non-structural employees of the Regional Inspectorate of West Kutai Regency. Three conclusions follow. First, work discipline has a positive and significant effect on employee performance ($t = 11.588, p < 0.001$), and its effect is carried mainly by ethical conduct and obedience to rules and standards rather than by attendance. Second, civil servant loyalty has no significant partial effect on performance ($t = -0.235, p = 0.815$), even though it is rated as highly as discipline and is substantially correlated with performance on its own. Third, discipline and loyalty jointly have a significant effect on performance ($F = 145.538, p < 0.001$) and explain 77.6% of its variance, but this joint effect is essentially attributable to discipline.

The central insight is that in a compliance-oriented appraisal regime, loyalty becomes visible as performance only when it speaks the language of rules. For the Inspectorate's leadership, this implies two complementary agendas. The first is to strengthen the normative core of discipline—consistent application of SOPs, adherence to output standards and the APIP code of ethics, and fair enforcement—rather than focusing narrowly on attendance control. The second is to broaden what counts as performance under Government Regulation No. 30 of 2019 so that dedication, extra effort, and contributions beyond SKP targets are recognised, for example through behavioural assessments that capture contextual performance, career development, and reward systems that reciprocate discretionary effort. Without such recognition, the forms of loyalty that go beyond compliance are likely to remain invisible and, over time, underproduced.

Future research should use supervisor-rated or administrative performance data, distinguish affective, continuance, and normative forms of loyalty, measure contextual performance alongside task performance, and extend the analysis to other inspectorates to test whether the nesting of loyalty within discipline is specific to audit organisations or a broader feature of Indonesian civil service appraisal. Variables such as leadership, work motivation, competence, organisational culture, and job satisfaction may also help explain the 22.4% of performance variance not accounted for here.

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