

The Effect of Work Placement, Discipline and Work Climate on Employee Performance at the Regional Financial and Assets Management Agency in Lubuklinggau City

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Abstract

The purpose of research to determine the influence of work placements, discipline and work climate to employee placements in Of Office of Regional Financial and Asset Management Lubuklinggau City both simultaneously and partially. The sample in this research as many as 50 employees in Office of Regional Financial and Asset Management Lubuklinggau City. Data analysis technique used in this research is multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves work placements has a significant effect on employee performance where $t_{count} 3,624 > t_{table} 2,008$ and also $sig\ 0,024 < 0,05$. 2). Discipline significantly influence the performance where $t_{count} 4,061 > t_{table} 2,008$ and also $sig\ 0,018 < 0,05$. 3). Work Climate significantly influence the performance where $t_{count} 4,661 > t_{table} 2,008$ and also $sig\ 0,012 < 0,05$. 4). Work Placements, Discipline and Work Climate have significant influence simultaneously to employee performance in Office of Regional Financial and Asset Management Lubuklinggau City, where $F_{count} 6,208 > F_{table} 2,81$ and also $sig\ 0,006 < 0,05$.

Keywords: work placement, discipline, work climate and employee performance

1. Introduction

Human resources are one of the important factors in development. The results of various studies show that the quality of human resources is a determining factor (determinant factor) of productivity, both at the macro and micro levels. Human resources at the macro level are the age of the workforce that has the potential to behave productively (with or without education) that are able to meet their own needs and those of their families. Micro human resources are people who work within an organization called employees. Talking about human resources in relation to employees as the main component, it cannot be separated from performance. Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contradicting morals and ethics. Performance is a multi-dimensional concept which includes three aspects, namely: attitude, ability and achievement.

The performance of employees at the Lubuklinggau City Regional Financial and Asset Management Agency is still not optimal. Less than optimal employee performance is influenced by factors such as the disproportionate staffing process, educational

background that is not linear with the duties and responsibilities received, and the low level of work discipline possessed by employees. Performance problems that exist in the Lubuklinggau City Regional Financial and Asset Management Agency, include: employees who delegate their duties and responsibilities to others. the low quantity of performance produced, the quality of periodic reports that are not optimal and the process of carrying out tasks and responsibilities that are not in accordance with existing standard procedures. Employee placement is the appointment of employees to occupy or do a new job. (Suwatno & Priansa, 2019) defines placement as the process of placing employees as elements of implementing work in positions that are in accordance with their abilities, skills and expertise. Placement can occur if a new employee or old employee gets a promotion, transfer or demotion.

The process of assigning employees to strategic positions (Head of Agency, Head of Division and Head of Section) is generally filled by employees who still have a family relationship (nepotism) or have emotional closeness (collegial) with the Regional Head. This condition is the impact of regional autonomy, where the Regional Head has the prerogative right in the process of placing employees.

Order is the hallmark of organization, and discipline is one method of maintaining that order. The main aim of discipline is to increase efficiency as much as possible by preventing wastage of time and energy. Discipline tries to overcome errors and omissions caused by inattention, incompetence and tardiness. In short, discipline seeks to protect good behavior by establishing the desired response (Krietner, 2018). Employee work discipline within the Financial Management Agency and Regional Assets of Lubuklinggau City is still not optimal and requires improvement. Lack of work discipline level owned by employees are reflected in the level of employee discipline towards working hours. There are still employees who do not comply with the determined working hours. This can be seen from employees who enter and leave work not on time, employees who are not at work during working hours, and employees who do not come to work without explanation.

Enforcement of work discipline is impossible without an example from the leadership. A leader must be a role model in implementing employee work discipline. The process of enforcing discipline (discipline enforcement) and giving sanctions (punishment) to employees who violate work discipline rules must be imperative and impartial. A conducive work climate will linearly improve employee performance. Work climate is a series of behavioral variables that refer to values, trust, and main principles which act as a basis for an organization's management system (Robbins, 2018). Work climate is something that is perceived, as a subjective influence of the formal system, management style, and other factors in the organization that affect attitudes, beliefs, values, and motivation of people who work in a particular organization (Stringer, 2018). The work climate should be defined clearly and in detail so that it can be understood by every employee in carrying out their duties.

The working climate conditions that developed in the Lubuklinggau City Regional Financial and Asset Management Agency were still not conducive. Unhealthy competition that brings each other down is a strong indicator of a less conducive working climate. Differences in interpretation of the vision and mission of the organization are often the triggering factors for the emergence of problems between internal division.

2. Literature Review

Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results (Andi Ratna Sari Dewi, 2017). Performance is the appearance of the work of personnel in an organization. Performance can be an individual performance or a work group of personnel. The appearance of the work is not limited to personnel holding functional or structural positions, but also to the entire range of personnel within the organization [5]. Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results (Rivai, 2018). The indicators used to measure the level of employee performance are as follows: Quality, Quantity, Punctuality, Effectiveness, Independence.

Placement as a process of assigning tasks and jobs to workers who have passed the selection to be carried out according to a predetermined scope, and be able to account for all risks and possibilities that occur for the tasks and work, authority and responsibility (Muchlis et al., 2017). placement as a follow-up to selection, namely placing prospective employees who are accepted in the positions or jobs they need and at the same time delegating authority to that person (Runtunuwu et al., 2015). Placement of employees is the process of distributing tasks and jobs to workers who have passed the selection to be carried out in accordance with a predetermined scope, and are able to account for all risks and possibilities that occur for their duties and work, authority and responsibility (Dwiyanto, 2018). The indicators used to measure the level of work placement are as follows: Education, Working Knowledge, Work Skills, Work Experience.

The work environment as a whole of work facilities and infrastructure around employees who are doing work that can affect the implementation of work (Sutrisno, 2020). The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. The work environment is a very important component when employees carry out work activities (Sulistiawan et al., 2017). By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work. The work environment is the whole of the tools and materials faced by the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2017). The indicators used to measure the level of discipline are as follows: urpose and Capability, Exemplary Leader, Refund, Justice, Internal Supervision, Sanctions and Punishments, Firmness, Human Relations

The work environment as a whole of work facilities and infrastructure around employees who are doing work that can affect the implementation of work (Sutrisno, 2020). The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. The work environment is a very important component when employees carry out work activities (Sulistiawan et al., 2017). By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work. The work environment is the whole of the tools and materials faced by the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2017). The

indicators used to measure the level of work environment are as follows: Structure, Standard, Responsibility, Awards, Support, Commitment.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: work placement, discipline and work climate. Based on the results of research conducted (Runtunuwu et al., 2015), (Runtunuwu, Hiskia Jonest, 2015) and (Muchlis et al., 2017) work placement and discipline partially or simultaneously have a positive and significant effect on performance. The influence of work climate variables on performance is supported by the results of research conducted (Rahsel, 2016) and research (Pratama & Pasaribu, 2020) which prove the significant effect of work climate variables on performance.

3. Research Method

The research design used is a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design is used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this study the first independent variable (X1) is work placement, the second independent variable (X2) is discipline, the third independent variable (X3) is work climate and the dependent variable (Y) is employee performance.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions [14]. The population is the entire object of research [15]. The population in this study were all employees in the Regional Financial and Asset Management Agency of Lubuklinggau City. The sample is part of the number and characteristics possessed by the population [14]. So the sampling technique is a saturated sample. Saturated sample is a sampling technique when the population is used as a research sample [14]. Where all members of the population are used as samples in the study. The object of research were 50 civil servants at the Regional Financial and Asset Management Agency for Lubuklinggau City.

Multiple linear regression analysis according to (Sugiyono, 2019) is used by researchers, if the researcher intends to predict the state (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (up and down in value). So multiple regression analysis will be carried out if the number of independent variables is at least 2 (two).

4. Findings and Discussions

The Lubuklinggau City Regional Financial and Asset Management Agency has a position as a supporting element for the Mayor's duties with the main task of carrying out the preparation and implementation of regional policies in the field of Regional Finance and Asset Management as well as carrying out co-administration tasks given by the City Government or Provincial Government. The functions attached to the Lubuklinggau City Regional Financial and Asset Management Agency include formulating technical policies and planning, implementing and coordinating and cooperating with relevant agencies/institutions in the context of regional financial and asset management..

The reliability test was carried out to measure the construct level of each measurement item for each variable. The level of reliability of measurement items can be seen from the value of Cronbach's Alpha. The level of reliability for each research variable can be seen in the table below:

Table 1. Performance Variable Reliability Test Results

No.	Variable	Cronbach's Alpha Value	Level of Reliability
1	Placement	0,768	High Reliability
2	Discipline	0,736	High Reliability
3	Work Climate	0,782	High Reliability
4	Employee Performance	0,842	High Reliability

From the results of data analysis, the Cronbach's Alpha value for the placement variable was 0.768. the Cronbach's Alpha value for the discipline variable is 0.736, the Cronbach's Alpha value for the work climate variable is 0.782, and the Cronbach's Alpha value for the employee performance variable is 0.842. All Cronbach's Alpha values are above 0.60. Thus, it can be concluded that all research variables have a high level of reliability

Multiple linear regression is used to determine the multiple linear regression equation and calculate the magnitude of the influence of Work Placement, Discipline and Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City. From the results of the questionnaire that was distributed to 50 respondents, the answers were obtained from the results of processing the data with the SPSS Ver. program. 24 for Windows obtained the following results.

Table 2. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	53.381	13.357		3.997	.000
	PENEMEPATAN	.349	.179	.097	3.624	.024
	DISIPLIN	.415	.165	.009	4.061	.018
	IKLIM KERJA	.481	.164	.104	4.661	.012

a. Dependent Variable: KINERJA

Based on the calculation results above, it can be seen that the Job Placement value has a tcount value of 3.624 > ttable 2.008 and a Sig value of 0.024 < 0.05. This shows that the

Job Placement variable partially has a significant effect on performance. Discipline has a tcount of 4.061 > ttable of 2.008 and a Sig value of 0.018 < 0.05, this shows that the Discipline variable partially has a significant effect on performance. Working climate has a tcount of 4.661 > ttable of 2.008 and a Sig value of 0.012 < 0.05, this shows that the working climate variable partially has a significant effect on performance. From the table, the value a = 53.381, b1 = 0.349, b2 = 0.415 and the value b3 = 0.481. Then the values a and b are arranged into a multiple linear regression equation Performance = a + b1 Work Placement + b2 Discipline + b3 Work Climate, then the regression equation is: $Y = b1 X1 + b2 X2 + b3 X3 + a$. The regression coefficient value representing the Job Placement variable obtained indicates that any change in the Job Placement variable results in increased performance. The regression coefficient value representing Discipline obtained indicates that any change in the Discipline variable will increase performance. The regression coefficient value representing the Work Climate obtained indicates that any change in the Working Climate variable will increase performance.

Based on the results of the data processing above, it is known that the coefficient of determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the response variable Performance (Y) with all explanatory variables, Work Placement, Discipline and Work Climate.

Table 3. Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632a	.440	.384	3.61709

a. Predictors: (Constant), WORK CLIMATE, DISCIPLINE, PLACEMENT

b. Dependent Variable: PERFORMANCE

From the calculation of the coefficient of determination, it is obtained that the value of R is 0.632. This means that there is a positive relationship between the variables of Work Placement, Discipline and Work Climate on employee performance at the Financial Management Agency and Regional Assets of Lubuklinggau City which is very strong. If Work Placement, Discipline and Work Climate increase then Performance will also increase. Then from the calculation of the coefficient of determination (R²) of 0.440. It means that the magnitude of the influence of Work Placement, Discipline and Work Climate on Performance in the Financial Management Agency and Regional Assets of Lubuklinggau City, is 0.384 or 38.4%, while the remaining 61.6% is influenced by other variables not included in this study such as cultural variables organization, work environment, commitment, and so on.

Table 4. Simultaneous Significance Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	342.465	2	132.232	8.094	.010 ^b
	Residual	614.915	47	13.083		
	Total	617.380	49			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), DISCIPLINE, PLACEMENT

Based on the recapitulation of the results of the F test above, it can be explained that the variable Work Placement and Discipline with Performance at the Financial and Asset Management Agency for the City of Lubuklinggau, with a value of $F_{count} = 8.094 > F_{table} = 3.20$ with a significance level of $Sig = 0.010b < \alpha = 0, 05$ with a significance level of 95% and $\alpha = 5\%$. This means that together the variables of Work Placement and Discipline have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

Table 5. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	343.091	2	154.527	4.118	.009 ^b
	Residual	614.289	47	13.070		
	Total	617.380	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), IKLIM KERJA, DISIPLIN

Based on the recapitulation of the results of the F test above, it can be explained that the variables of Discipline and Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, with a value of $F_{count} = 4.118 > F_{table} = 3.20$ with a significance level of $Sig = 0.009b < \alpha = 0, 05$, with a significance level of 95% and $\alpha = 5\%$. This means that together the variables of Discipline and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

Table 6. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	338.202	2	144.101	6.316	.012 ^b

Residual	609.178	47	12.961
Total	617.380	49	

a. Dependent Variable: KINERJA

b. Predictors: (Constant), IKLIM KERJA, PENEMEPATAN

Based on the recapitulation of the results of the F test above, it can be explained that the variable Work Placement and Work Climate has on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, with a value of $F_{count} = 6.316 > F_{table} = 3.20$ with a significance level of $Sig = 0.012b < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$. This means that together the variables of Job Placement and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

Table 7. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	382.251	3	152.750	6.208	.006 ^b
	Residual	609.129	46	13.242		
	Total	617.380	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), IKLIM KERJA, DISIPLIN, PENEMEPATAN

Based on the recapitulation of the results of the F Test above, it can be explained that the variables of Work Placement, Discipline and Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, with a value of $F_{count} = 6.208 > F_{table} = 2.81$ with a significance level of $Sig = 0.006b < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and denominator $db = n - k - 1 = 50 - 3 - 1 = 46$ and db quantifier $k = \text{number of variables} - 1$ ($k = 3$). This means that together the variables of Work Placement, Discipline and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

The Effect of Placement on Performance. Based on the recapitulation of the t test above, it can be explained that the variable Job Placement on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, shows a t_{count} of $3.624 > t_{table}$ of 2.008 and a Sig value of $0.024 < 0.05$. This shows the research hypothesis is proven and the hypothesis is accepted. The results of this study are in accordance with the results of research conducted by (Runtunuwu et al., 2015), showing that work placement has a positive and significant effect on performance. The placement process at the Lubuklinggau City Regional Financial and Asset Management Agency is not yet

optimal. The close kinship in the organizational environment often creates a culture of premordiality and collegialism. Placements that are made no longer prioritize the principle of the right man in the right place, but are more inclined to those who have connections with superiors and organizational leaders.

The Effect of Discipline on Performance. The results of the t test show that the Discipline variable on employee performance at the Financial and Asset Management Agency for the City of Lubuklinggau shows a tcount value of 4.061 > ttable of 2.008 and a Sig value of 0.018 < 0.05. This value can be interpreted that partially the Work Discipline variable has a significant influence on the Performance of the Lubuklinggau City Regional Financial and Asset Management Agency. This shows the hypothesis in the research is proven and the hypothesis is accepted. The results of this study are in accordance with the results of research conducted by (Al Faruq, Amin Kunefi El Fachmi dan Herry Suherman, 2017), which stated that work discipline has a positive and significant effect on employee performance. The level of employee attendance is an indicator of employee work discipline. The level of employee absenteeism at the Regional Financial and Asset Management Agency for the City of Lubuklinggau still ranges from 5% to 8%. Theoretically, the maximum tolerable absenteeism rate is 3%. Thus it can be concluded that the level of work discipline of employees in the Financial Management Agency and Regional Assets of Lubuklinggau City still needs to be improved.

The Effect of Work Climate on Performance. Based on the recapitulation of the t-test above, it can be explained that the variable Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, shows a tcount value of 4.661 > ttable of 2.008 and a Sig value of 0.012 < 0.05. This shows the research hypothesis is proven and the hypothesis is accepted. Work climate aims to increase the perceptions of organizational members both individually and in groups regarding what is or happens in the internal environment of the organization on a regular basis, which influences organizational attitudes and behavior and the performance of organizational members in achieving goals (Wirawan, 2015). The results of this study are in accordance with the results of research conducted by (Rahsel, 2016) which stated that the work climate has a positive, significant and simultaneous effect on the performance of Central Administration employees at Padjadjaran University, Bandung. A conducive and mutually supportive work climate is a determining factor for the success of organizational performance.

The Effect of Placement and Discipline on Performance. Testing the hypothesis on work placement and work discipline variables in this study obtained a value of Fcount = 8.094 > Ftable = 3.20 with a significance level of Sig = 0.010 < α = 0.05, with a significance level of 95% and a = 5% and the denominator db = n-k-1 = 50 – 2 – 1 = 47 and db quantifier k = number of variables – 1 (k = 3). This means that together the variables of Job Placement and Discipline have a significant influence on employee performance at the Lubuklinggau City Regional Financial and Asset Management Agency. Thus the hypothesis in the research is proven and acceptable. Placement is the allocation of employees to certain work positions. For this reason, the work placement process carried out must pay attention to a series of influential factors, so that the placement carried out can be effective according to the expected goals. The results of this study are in accordance with the opinion of (Kurniawan et al., 2018) which states that work placement (X1) and discipline

(X2) simultaneously have a positive effect on employee performance at PT. Bank Capital Indonesia Tbk. Branch of Kuningan Tower Jakarta. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location.

The Effect of Discipline and Work Climate on Performance. Summary of the results of the F test on the variables of Discipline and Work Climate on employee performance at the Financial and Asset Management Agency for the City of Lubuklinggau, yields a value of $F_{count} = 4.118 > F_{table} = 3.20$ with a significance level of $Sig = 0.009 < \alpha = 0.05$, with a significance level 95% and $\alpha = 5\%$. This means that together the variables of Work Discipline and Remuneration have a significant influence on the performance of the Lubuklinggau City Regional Financial and Asset Management Agency. Thus the hypothesis in the research is proven and acceptable. The results of this study are in accordance with the results of research conducted (Runtunuwu, Hiskia Jonest, 2015) which concluded that discipline has a positive and significant effect on employee performance at the Manado City Tepadu Licensing Service Agency. Thus the hypothesis in this study is proven and acceptable.

The Effect of Placement and Work Climate on Performance. The results of the recapitulation of the results of the F test on the variables of Work Placement and Work Climate on Performance at the Financial and Asset Management Agency for the City of Lubuklinggau, yield a value of $F_{count} = 6.316 > F_{table} = 3.20$ with a significance level of $Sig = 0.012 < \alpha = 0.05$, with a level 95% significance and $\alpha = 5\%$. This means that together the variables of Job Placement and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. The results of this study are in accordance with the results of research conducted by (Rahsel, 2016) proving that either partially or simultaneously the work climate has a positive and significant effect on employee performance in the General Administration Section of UNPAD. Work Placement is the dominant variable in the research mentioned above. Thus the hypothesis proposed in this study is proven and acceptable.

The Effect of Placement, Discipline, and Work Climate on Performance. The results of multiple linear regression calculations obtained the following equation: value $a = 53.381$, $b_1 = 0.349$, $b_2 = 0.415$ and $b_3 = 0.481$ values then the values a and b are arranged into a multiple linear regression equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, then the regression equation is as follows: $Performance = 53.381 + 0.349 \text{ Work Placement} + 0.415 \text{ Discipline} + 0.481 \text{ Work Climate}$. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 53.381. This illustrates that without being influenced by the independent variables Work Placement, Discipline and Work Climate, the performance value is $\beta/a = 53.381$. Testing the hypothesis in this study obtained a value of $F_{count} = 6.208 > F_{table} = 2.81$ with a significance level of $Sig = 0.006 < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and denominator $db = n - k - 1 = 50 - 3 - 1 = 46$ and db quantifier $k = \text{number of variables} - 1$ ($k = 3$). This means that together the variables of Work Placement, Discipline and Work Climate have a significant influence on performance in the Lubuklinggau City Regional Financial and Asset Management Agency. Thus the hypothesis in the research is proven and acceptable.

5. Conclusion

Based on the research results obtained, the researchers submit suggestions that can be used as material for consideration for the organization for future improvements, as follows: (1) The work placement process carried out by the organization should be improved periodically and continuously. The process of job placement carried out by the organization must pay attention to a series of indicators such as the knowledge and experience possessed by employees, the personality characteristics of employees and the duties and responsibilities that will be accepted by employees at the place of assignment. In addition, the independence and integrity of personnel who have authority in work placements are also important factors that determine the success and effectiveness of placements by organizations. (2) From the results of field observations, the majority of employees who lack discipline at work are due to having a side business outside of their position as civil servants. Even though the state has provided a salary, the income received has not been able to cover monthly expenses, especially children's education and social costs (wedding invitations, funerals, community gatherings). For this reason, the enforcement of sanctions and disciplinary punishment cannot be imposed unilaterally. It is necessary to study further the causes of employees violating discipline. (3) Working climate conditions greatly determine the success of achieving organizational goals. For this reason, a conducive and mutually supportive work climate is absolutely necessary in supporting the successful achievement of organizational goals. This can be implemented through activities aimed at fostering togetherness between employees and parts of the organization such as outbound training, motivational seminars and employee union forums. Conflict as a triggering factor for the breakdown of the work climate must be resolved immediately so as not to affect the existing work climate. (4) Performance as a major factor in organizational success is influenced by several factors including work placement, discipline and work climate. Therefore, organizations should pay attention to the factors that affect employee performance. Efforts to improve and improve the factors that influence employee performance are absolute things that must be done. Improvements and improvements made can be internal or external.

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