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The Influence of Work Discipline, Employee Engagement, and Work Culture on Employee Performance at the Buleleng District Office

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Abstract: This study aims to determine the influence of work discipline, employee engagement, and work culture on employee performance. This research employs a quantitative approach using a survey method. The population in this study consists of all employees, with the sampling technique using a saturated sampling method. Data were collected through the distribution of questionnaires using a Likert scale. The data analysis technique used in this study is multiple linear regression analysis with the assistance of SPSS software. The results show that partially, work discipline has a positive and significant effect on employee performance. Employee engagement also has a positive and significant effect on employee performance. In addition, work culture has a positive and significant effect on employee performance. Simultaneously, work discipline, employee engagement, and work culture influence employee performance. The research model indicates that the independent variables are able to explain employee performance, although there are other factors outside the research model that also influence it.

Keywords: work discipline, employee engagement, work culture, employee performance.

INTRODUCTION

The existence of increasingly competitive government organizations demands high-quality human resources because human resources play a strategic role in determining organizational performance (Suparyawan & Suarmanayasa, 2024; Suryadi & Foeh, 2022). In the public service sector, employee performance is a key indicator in realizing quality services (Purbadharmaja et al., 2023). The Buleleng District Office as the frontline of public services is required to provide fast, accurate, and responsive services to various community administrative needs. However, the existing phenomenon shows that employee work discipline is still low, such as delays and rule violations, which have an impact on decreasing service quality. This indicates the need to improve supervision, motivation, and employee involvement. This study

is based on the theory of performance by Campbell (1990), which states that performance is influenced by ability, motivation, and work environment.

The variables of work discipline, employee engagement, and work culture are selected because they represent motivational and work environment aspects. Work discipline reflects employee responsibility and has been proven to influence performance (Tafsir et al., 2025). Employee engagement shows employees' emotional attachment and has a significant effect on performance (Bagia et al., 2020; Salmiati & Endratno, 2023; Wardhati, 2018; Widiastini et al., 2023). Low engagement can lead to lack of efficiency, low readiness to face changes, and decreased performance (Suwena et al., 2023; Semet, 2022; Okadarma et al., 2024). In addition, work culture as a system of organizational values and norms also plays an important role in shaping employee behavior and performance (Handayani, 2021). Research shows that work culture has a significant effect on employee performance (Dewi & Heryanda, 2018; Abdulah & Badrianto, 2023; Abadi & Heryanda, 2023). However, poor communication, low cooperation, and unbalanced workload can reduce work quality and create ambiguity in employee roles within the organization.

Table 1. Attendance Data of Buleleng Sub-district Office Employees January-August 2023-2025

Recap of Officer Attendance				Absence Tolerance
Moon	**2023**	**2024**	**2025**	
January	89,5%	87,3%	87%	2-3%
February	89%	87,8%	88%	2-3%
March	92,2%	93,1%	92,5%	2-3%
April	91,2%	90,5%	90%	2-3%
May	91,5%	89,5%	91%	2-3%
June	90,2%	89,5%	89%	2-3%
July	85,5%	87,1%	87%	2-3%
August	86,1%	86,3%	86,5%	2-3%

Source: Buleleng Sub-district Office, 2025

Based on Table 1, the attendance rate of employees at the Buleleng District Office for the period January–August 2023–2025 shows fluctuations with an average of 86–93 percent and an absence tolerance of 2–3 percent per month. In general, it is still within reasonable limits, but if it exceeds 3 percent it may indicate a decline in work discipline which impacts performance. The data show a slight downward trend, from 89.4 percent (2023), 88.9 percent (2024), to 88.5 percent (2025). The highest attendance occurred in March (92.5 percent), but decreased in July–August to around 86.5 percent, reflecting instability in employee work discipline. The main problem lies in inconsistent work discipline, as seen from attendance fluctuations that tend to decline from the beginning to the end of the year. This indicates weak supervision, declining work motivation, and suboptimal implementation of the reward and punishment system.

In addition, problems are also found in the aspect of employee engagement, where employee involvement is still low both emotionally and physically. This condition impacts decreased productivity and service quality, influenced by lack of communication, minimal feedback, and limited career development opportunities. In terms of work culture, employees tend to work individually and lack collaboration, thereby hindering work efficiency. A bureaucratic organizational culture, minimal innovation, and lack of openness further weaken synergy and reduce work morale. If not addressed, this condition has the potential to reduce employee performance and the quality of public services.

This research is important to conduct because previous studies are still limited to large sectors, while studies at the sub-district level are still rare. In addition, there are inconsistencies in previous research results, such as Tafsir et al. (2025) who found the influence of work discipline on performance, in contrast to Ramadani & Abadi (2025). In employee engagement,

Rahmawati (2022) found a significant effect, while Sitorus (2023) did not. Likewise, for work culture, Widodo (2020) found a significant effect, while Lestari (2023) did not find a direct effect.

Work discipline is one of the important factors influencing employee performance because it reflects the level of compliance with rules, responsibility, and consistency in carrying out tasks according to operational standards. Employees with high discipline tend to work effectively and efficiently, resulting in optimal performance. This is supported by research by Yudha (2022) which states that work discipline has a significant effect on employee performance, and is reinforced by Samaun Alil Yana Fajriah et al. (2025) who found that work discipline has a positive and significant effect on employee performance both directly and through organizational commitment.

H1: work discipline has a positive and significant effect on employee performance

In addition to work discipline, employee engagement is also an important factor in improving employee performance. Employee engagement describes the level of emotional involvement, motivation, and commitment of employees to their work and organization. Employees who have high engagement tend to be more productive, loyal, and able to provide maximum contribution to the organization. Fidyah & Setiawati (2020) state that employee engagement aims to create a strong relationship between employees and the organization, while Wardani (2021) emphasizes that employee involvement can improve performance through active contribution and loyalty. This is reinforced by research by Agil Zakita Wardhati & Sulaimah (2025) and Saranga Rezky (2022) which show that employee engagement has a positive and significant effect on employee performance.

H2: employee engagement has a positive and significant effect on employee performance

Furthermore, work culture also has an important role in shaping employee behavior and performance. Work culture is a system of values, norms, and beliefs that serve as guidelines in carrying out organizational activities. A positive work culture will encourage the creation of cooperation, responsibility, and a conducive work environment. Asep Ahmad Rifa'i (2020) explains that work culture is a guideline in dealing with organizational problems, while Ainanur and Satria Tirtayasa (2018) state that organizational culture becomes a rule that shapes employee behavior. This is reinforced by research by Irsyad (2024) and Ningsih & Heryanda (2019) which show that work culture has a positive and significant effect on employee performance.

H3: work culture has a positive and significant effect on employee performance

Overall employee performance is not only influenced by one factor, but is the result of the interaction between work discipline, employee engagement, and work culture that complement each other. These three variables play a role in shaping productive work behavior, increasing employee involvement, and creating a work environment that supports optimal performance. Research by Ritonga et al. (2025) shows that employee engagement, organizational culture, and work-life balance simultaneously have a positive and significant effect on employee performance. In addition, Rezky (2022) found that these three variables can have a significant influence through job satisfaction as an intervening variable. Meanwhile, Samaun Fajriah et al. (2025) emphasize that work discipline and organizational culture have a significant effect on performance, both directly and through organizational commitment. Thus, it can be concluded that work discipline, employee engagement, and work culture are the main determinants in improving employee performance sustainably.

H4: work discipline, employee engagement, and work culture simultaneously affect employee performance

Based on the description of empirical phenomena, theoretical studies, and previous research results that still show inconsistencies, it can be concluded that work discipline, employee engagement, and work culture have a very important role in influencing employee

performance, especially in the context of government organizations oriented toward public services. The problems that occur at the Buleleng District Office indicate that there are still gaps in human resource management, both in terms of discipline, employee engagement, and work culture that are not yet fully optimal in supporting performance improvement.

In addition, the limitations of previous research which were mostly conducted in the private sector or large-scale organizations, as well as differences in research results, indicate the need for further testing in the context of sub-district government organizations which have bureaucratic characteristics and different complexities of public services. Therefore, this study is expected to provide empirical contributions in explaining the relationship between work discipline, employee engagement, and work culture on employee performance more comprehensively.

METHODS

This study aims to test hypotheses regarding the influence of work discipline (X1), employee engagement (X2), and work culture (X3) on employee performance (Y) using a quantitative approach (Sugiyono, 2022). The quantitative method is chosen because it is able to test theories through variable measurement and statistical analysis systematically (Sugiyono, 2022). The research was conducted at the Buleleng District Office for three months with the research subjects being all civil servant employees totaling 106 people, using a saturated sampling technique because the entire population was used as the sample (Sugiyono, 2022).

The research variables consist of independent variables, namely work discipline, employee engagement, and work culture, as well as the dependent variable, namely employee performance (Sugiyono, 2022). Each variable is measured using predetermined indicators and assessed using a Likert scale. The data used consist of primary data obtained through questionnaires and secondary data from related institutions, with data collection techniques in the form of surveys using questionnaire instruments based on Google Form (Sugiyono, 2022).

The research instrument was tested using validity and reliability tests to ensure data accuracy and consistency. The validity test was conducted using the Corrected Item-Total Correlation method with criteria >0.30 (Sugiyono, 2022; Ghozali, 2018; Arikunto, 2019), while the reliability test used Cronbach's Alpha with a value of ≥0.70 (Sugiyono, 2022; Sekaran & Bougie, 2020).

Data analysis was carried out using multiple linear regression to test the effect of independent variables on the dependent variable both partially and simultaneously (Sugiyono, 2022). Before hypothesis testing, classical assumption tests were conducted, including the normality test using Kolmogorov-Smirnov (sig >0.05), multicollinearity test with tolerance value >0.10 and VIF <10, and heteroscedasticity test using the Glejser test (sig >0.05) (Ghozali, 2012).

Furthermore, hypothesis testing was conducted through the F-test to examine the simultaneous effect, the t-test for partial effects, and the coefficient of determination test (Adjusted R^2) to determine the contribution of independent variables to employee performance (Ghozali, 2012). Thus, this analytical method is expected to provide an accurate description of the relationship between work discipline, employee engagement, and work culture on employee performance at the Buleleng District Office.

RESULTS AND DISCUSSION

This research was conducted at the Buleleng District Office, which is a regional apparatus in Buleleng Regency, Bali Province, with a strategic role in public services and governance at the sub-district level. As the frontline of administrative services, this office is responsible for providing effective, efficient, transparent, and accountable services to the community. Supported by an organizational structure consisting of the head of district, secretary, section

heads, and administrative staff, employee performance becomes a key factor in determining the quality of public services. Therefore, the Buleleng District Office was chosen as the research location because it is relevant for examining the influence of work discipline, employee engagement, and work culture on employee performance. The respondent description shows that out of a total of 106 employees, the majority are male at 65.1 percent, while females account for 34.9 percent. In terms of age, most employees fall into the ≥50 years category at 46.2 percent, followed by ages 45–49 at 33 percent, 40–44 at 17.9 percent, and ≤39 at 2.8 percent. This indicates that employees are dominated by late productive age with relatively high work experience.

Validity testing was conducted to determine the extent to which the research instrument is able to accurately and precisely measure the variables being studied. A valid instrument indicates that each statement item in the questionnaire is able to represent the construct of the variables being examined (Sugiyono, 2022). In this study, validity testing was carried out using the Corrected Item-Total Correlation method, where an item is considered valid if it has a correlation value greater than 0.30 (Ghozali, 2018). The results of the validity test for each statement item in the research variables can be seen in Table 2.

Table 2. Validity Test

Variable	Statement Items	r table (n=30)	*Pearson Correlation*	Verdict
Work discipline (X_1)	1	0,361	0,900	Valid
	2	0,361	0,884	Valid
	3	0,361	0,834	Valid
	4	0,361	0,794	Valid
Employee engagement (X_2)	1	0,361	0,827	Valid
	2	0,361	0,846	Valid
	3	0,361	0,845	Valid
Work culture (X_3)	1	0,361	0,777	Valid
	2	0,361	0,865	Valid
	3	0,361	0,813	Valid
	4	0,361	0,746	Valid
	5	0,361	0,806	Valid
	6	0,361	0,804	Valid
	7	0,361	0,881	Valid
Employee performance (Y)	1	0,361	0,687	Valid
	2	0,361	0,760	Valid
	3	0,361	0,888	Valid
	4	0,361	0,895	Valid
	5	0,361	0,855	Valid

Source: SPSS, 2026

Based on Table 2, the results of the validity test indicate that all statement items in each research variable are declared valid. This is shown by the Pearson Correlation value of each item which is greater than the r-table value of 0.361. In the work discipline variable (X1), all items have correlation values ranging from 0.794 to 0.900. The employee engagement variable (X2) shows correlation values ranging from 0.827 to 0.846, while the work culture variable (X3) has correlation values ranging from 0.746 to 0.881. Furthermore, in the employee performance variable (Y), the Pearson Correlation values range from 0.687 to 0.895. Thus, all statement items in the four research variables have met the validity criteria because they have correlation values greater than the r-table value. This indicates that the research instrument used is able to measure the variables accurately and is appropriate to be used in the next stage of analysis. The reliability test aims to ensure the consistency of the instrument in measuring research constructs. The results of the reliability test are presented in Table 3.

Table 3. Reliability Test

Variable	*Cronbach's Alpha*	Verdict	Verdict
Work discipline (X_1)	0,875	0,70	Reliable
Employee engagement (X_2)	0,790	0,70	Reliable
Work culture (X_3)	0,914	0,70	Reliable
Work culture (Y)	0,877	0,70	Reliable

Source: SPSS, 2026

Based on Table 3, the results of the reliability test show that all research variables have Cronbach's Alpha values greater than the minimum threshold of 0.70. The work discipline variable (X1) has a Cronbach's Alpha value of 0.875, employee engagement (X2) is 0.790, work culture (X3) is 0.914, and employee performance (Y) is 0.877. These values indicate that all research instruments have a good level of consistency and can be considered reliable. The classical assumption test is conducted as a prerequisite before performing multiple linear regression analysis. In quantitative research, fulfilling classical assumptions is very important to ensure that the regression model produces unbiased, consistent, and properly interpretable estimates. If these assumptions are not met, the regression analysis results may lead to less accurate conclusions. In this study, the classical assumption tests include the normality test, multicollinearity test, and heteroscedasticity test. The results of each classical assumption test will be presented and interpreted step by step. The normality test as the initial stage of testing can be seen in Table 4.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		106
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.51807691
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.057
Test Statistic		.065
Asymp. Sig. (2-tailed)		.200[c,d]

Source: SPSS, 2026

Based on Table 4, the results of the normality test using the One-Sample Kolmogorov-Smirnov Test show that the number of samples (N) analyzed is 106 data. The test statistic value is 0.065 with an Asymp. Sig. (2-tailed) value of 0.200. This significance value is above the critical threshold of 0.05, indicating that the residual data distribution does not significantly deviate from a normal distribution. In addition, the mean residual value of 0.0000000 indicates that the average error is close to zero, which is one of the characteristics of a good residual distribution in a regression model. The standard deviation value of 1.51807691 reflects the level of dispersion of residual data around its mean value.

The multicollinearity test is conducted to determine whether there is a high correlation among independent variables in the regression model. A good regression model should not have multicollinearity, as a strong relationship among independent variables can interfere with the accuracy in estimating the effect of each variable on the dependent variable. The multicollinearity test in this study is carried out by examining the Tolerance value and the Variance Inflation Factor (VIF). If the Tolerance value is greater than 0.10 and the VIF value is less than 10, then the regression model is declared free from multicollinearity. The results of the multicollinearity test in this study can be seen in Table 5.

Table 5. Multicollinearity Test

Variable	*Collinearity Statistics*		Verdict
	Tolerance	VIF	
Work discipline ($X_{1)}$	0,958	1,044	Symptom-free of multicollinearity
Employee engagement (X_2)	0,968	1,015	Symptom-free of multicollinearity
Work culture (X_3)	0,971	1,029	Symptom-free of multicollinearity

Source: SPSS, 2026

Based on Table 5, the results of the multicollinearity test show that all independent variables have high Tolerance values, namely work discipline (X1) of 0.958, employee engagement (X2) of 0.968, and work culture (X3) of 0.971. These values are above the minimum threshold of 0.10, indicating that each independent variable has a low level of correlation with other independent variables. In addition, the Variance Inflation Factor (VIF) values for each variable are also within a low range, namely work discipline (X1) of 1.044, employee engagement (X2) of 1.015, and work culture (X3) of 1.029. These VIF values are far below the maximum limit of 10, indicating that there is no variance inflation due to strong linear relationships among independent variables. Tolerance values close to 1 and VIF values close to 1 indicate that each independent variable provides distinct information in the regression model, so there is no redundancy or overlap of information among variables. Thus, the structure of relationships among independent variables in the regression model can be considered stable and does not interfere with the parameter estimation process.

The heteroscedasticity test is conducted to determine whether there is an inequality of residual variance across observations in the regression model. A good regression model should have constant residual variance or no heteroscedasticity, so that the estimation results are more accurate and reliable. In this study, the heteroscedasticity test is carried out using the Glejser test by examining the significance value of each independent variable. If the significance value is greater than 0.05, then the regression model does not exhibit heteroscedasticity symptoms. The results of the heteroscedasticity test in this study can be seen in Table 6.

Table 6. Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	*(Constant)*	1.144	.643		1.780	.078
	Work Discipline	.031	.029	.104	1.061	.291
	Employee Engagement	-.006	.042	-.014	-.139	.890
	Work Culture	-.009	.018	-.052	-.525	.601

Source: SPSS, 2026

Based on Table 6, the results of the heteroscedasticity test using the Glejser method show that the significance values for each independent variable are above 0.05. The work discipline variable has a significance value of 0.291, employee engagement is 0.890, and work culture is 0.601. These values indicate that there is no significant relationship between the independent variables and the absolute residual values. In addition, the regression coefficient (B) values for each variable are relatively small, namely work discipline at 0.031, employee engagement at -0.006, and work culture at -0.009. This indicates that changes in the independent variables do not have a meaningful effect on residual variation. The t-values for each variable are also relatively low, namely 1.061 for work discipline, -0.139 for employee engagement, and -0.525 for work culture, which further confirms that there is no specific pattern in the distribution of residuals.

After all stages of the classical assumption tests have been fulfilled, including normality, multicollinearity, and heteroscedasticity tests, the regression model in this study is declared suitable for further analysis. The fulfillment of these classical assumptions indicates that the data used have met the criteria for testing the relationships among variables more deeply. Furthermore, multiple linear regression analysis is used to determine the effect of work discipline, employee engagement, and work culture on employee performance, both partially and simultaneously. The results of the multiple linear regression test in this study can be seen in Table 7.

Table 7. Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	*(Constant)*	4.751	2.102		2.260	.026
	Work Discipline	.298	.091	.274	3.267	.001
	Employee Engagement	.401	.119	.279	3.364	.001
	Work Culture	.218	.048	.378	4.526	.000

a. *Dependent Variable*: Employee Performance

Source: SPSS, 2026

Based on Table 7, the results of multiple linear regression analysis show that there is an influence of work discipline, employee engagement, and work culture variables on employee performance. The regression equation obtained is:

$$Y = 4.751 + 0.298X_1 + 0.401X_2 + 0.218X_3$$

The constant value of 4.751 indicates that when the variables of work discipline (X_1), employee engagement (X_2), and work culture (X_3) are at zero, employee performance remains at 4.751. The regression coefficient of work discipline at 0.298 indicates that every one-unit increase in work discipline will be followed by an increase in employee performance of 0.298 units, assuming other variables remain constant. The significance value of 0.001, which is smaller than 0.05, indicates a significant effect. Furthermore, the regression coefficient of employee engagement at 0.401 shows that an increase in employee engagement will increase performance by 0.401 units, with a significance value of 0.001 < 0.05 indicating a significant effect. Meanwhile, the regression coefficient of work culture at 0.218 indicates that an increase in work culture will increase employee performance by 0.218 units, with a significance value of 0.000 < 0.05, which also indicates a significant effect.

In the coefficient of determination test, the R Square value of 0.311 indicates that the model is able to explain 31.1% of the variation in employee performance influenced by work discipline, employee engagement, and work culture simultaneously. The Adjusted R Square value of 0.290 shows that after adjusting for the number of variables in the model, the contribution of these three variables remains relatively similar. Meanwhile, 68.9% of the variation in employee performance is influenced by other factors outside the research model, indicating that there are still other variables that may affect employee performance but are not included in this study.

The results of the study show that work discipline has a positive and significant effect on employee performance at the Buleleng District Office. Work discipline reflected in attendance, punctuality, use of official uniforms, and compliance with regulations indicates the level of responsibility and obedience of employees in carrying out their duties (Supadmi et al., 2025). This condition is able to create work order, improve efficiency, and minimize errors in task implementation (Mahayasra & Heryanda, 2026; Iskandar & Widiastini, 2026). Work discipline

as a form of control over work behavior has been proven to improve performance through consistency and responsibility of employees (Hasibuan, 2019; Ago et al., 2025; Arisudana et al., 2025). These results are in line with previous studies which state that work discipline has a significant effect on employee performance (Fajriah et al., 2025; Yudha, 2022), and support the theory of performance which emphasizes the importance of work behavior in determining performance (Campbell, 1990).

Employee engagement is also proven to have a positive and significant effect on employee performance. Employee engagement reflected through vigor, dedication, and absorption encourages enthusiasm, commitment, and focus in work, thereby increasing productivity and quality of work. Employees with high engagement tend to be more proactive, loyal, and able to provide maximum contribution to the organization (Susila et al., 2024; Bakker & Albrecht, 2018). These findings are in line with previous studies which state that employee engagement has a significant effect on employee performance (Bagia et al., 2021; Mutiara et al., 2025; Pitriyani & Melia, 2025). This also supports the theory of performance which explains that psychological involvement and work motivation play an important role in shaping individual performance (Campbell, 1990).

In addition, work culture also shows a positive and significant effect on employee performance. Work culture which includes innovation, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability is able to shape productive work behavior aligned with organizational goals (Awan et al., 2024; Luky et al., 2025; Elashinta et al., 2026). A good work culture creates a conducive work environment, enhances cooperation, and encourages employee effectiveness (Susila et al., 2024; Robbins & Judge, 2020). These results are in line with previous studies which state that work culture has a significant effect on employee performance (Epayani et al., 2024; Ningsih & Heryanda, 2019; Muqtafin, 2024; Jauhary, 2024), and support the theory of performance which places work culture as an organizational context influencing work behavior (Campbell, 1990).

Simultaneously, work discipline, employee engagement, and work culture are proven to have a positive and significant effect on employee performance. These three variables complement each other in shaping productive work behavior, where discipline creates order, employee engagement increases emotional involvement, and work culture shapes organizational values and norms. The combination of these three results in an integrated and sustainable work system in improving employee performance (Bagus et al., 2025; Suwena et al., 2023). These findings are in line with previous studies which state that these three variables simultaneously have a significant effect on performance (Epayani et al., 2024; Mutiara et al., 2025; Pitriyani & Melia, 2025), and strengthen the theory of performance which emphasizes that performance is the result of the interaction between motivation, work behavior, and organizational context (Campbell, 1990).

CONCLUSION

Based on the results of the analysis and discussion, this study concludes that work discipline, employee engagement, and work culture have an important role in improving employee performance at the Buleleng District Office. Work discipline has been proven to have a positive and significant effect on performance, where employees with a high level of discipline, as seen from attendance, punctuality, and compliance with regulations, are able to carry out their duties in an orderly and responsible manner. In addition, employee engagement also has a positive and significant effect, reflected in the enthusiasm, dedication, and emotional attachment of employees in performing their duties, thereby encouraging improvements in service quality. Work culture that emphasizes professionalism, cooperation, and result orientation is also proven to contribute positively to performance, as it is able to shape consistent and directed work behavior. Simultaneously, these three variables show a positive

and significant effect on employee performance, confirming that performance is not only influenced by individual factors but also by the environment and organizational systems that support it.

Based on these findings, future research is recommended to expand the study by adding other variables such as job satisfaction, motivation, leadership, or work environment to obtain a more comprehensive understanding. In addition, the use of different methodological approaches such as qualitative or mixed methods can also provide deeper insights. For the Buleleng District Office, it is recommended to continuously strengthen work discipline, enhance employee engagement, and build a positive and sustainable work culture. Consistent enforcement of rules, improvement of communication and employee participation, as well as strengthening the values of cooperation and responsibility are expected to create a productive work environment and support sustainable improvement in employee performance.

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