

Employee Performance in the Perspective of Discipline, Motivation, and Work Infrastructure Environment: A Qualitative Approach at PT. PLN (Persero) ULP Siborongborong

1st Abdul Rahman Harahap
Master of Management
Universitas Pembangunan Panca Budi
Medan, Indonesia
rahmanharahap23@gmail.com

2nd Sri Rahayu
Master of Management
Universitas Pembangunan Panca Budi
Medan, Indonesia
srirahayu@dosen.pancabudi.ac.id

3rd Kiki Farida Ferine
Master of Management
Universitas Pembangunan Panca Budi
Medan, Indonesia
kikifaridaferinesyarif@gmail.com

Abstract This research aims to understand employee performance from the perspective of work discipline, work motivation, and work infrastructure conditions at PT. PLN (Persero) ULP Siborongborong. With a qualitative approach to case studies, data is collected through in-depth interviews, direct observations, and documentation. The findings show that employee discipline is influenced by organizational culture and leadership supervision. Work motivation arises from intrinsic factors such as a sense of responsibility as well as extrinsic factors such as incentives and recognition. The condition of work infrastructure also plays an important role in supporting the effectiveness of daily work. This study recommends the need for a holistic approach in managing human resources, paying attention to the integration between discipline, motivation, and the work environment.

Keywords: Employee Performance, Work Discipline, Motivation, Work Infrastructure, Qualitative Approach.

I. INTRODUCTION

Employee performance is an important indicator in organizational success, especially in the public service sector such as PT. PLN (Persero). Some of the main determinants of performance are work discipline, work motivation, and supporting infrastructure conditions. At PT. PLN (Persero) ULP Siborongborong, the effectiveness of customer service depends on discipline in responding to disturbances, motivation for fieldwork, and the feasibility of operational facilities. However, previous studies have largely used quantitative approaches, which have not fully described employee experiences and perceptions in depth. Therefore, this study aims to explore these factors through a qualitative approach.

One of the factors that affect performance is work discipline, which is the extent to which an employee complies with the company's rules and regulations in carrying out their duties.

Employees who have high discipline tend to be more productive and responsible in their work (Rahayu, 2018). In addition to discipline, work motivation is also an important internal factor in encouraging employees to work optimally. High motivation is able to increase employee morale, loyalty, and involvement in carrying out their responsibilities (Ferine, 2021).

However, not only individual factors affect performance, but work environment factors such as work infrastructure also have a significant role. Adequate work infrastructure, such as the availability of equipment, workplace comfort, and a good support system, can mediate the relationship between discipline and motivation to employee performance (Mesra, 2022). A good work environment will support a more effective and efficient work process, thereby maximizing work results.

Employee performance plays an important role in the operational effectiveness of the organization, especially in the public service sector such as PT. PLN (Persero). Work discipline, work motivation, and adequate facilities are the three main aspects that interact with each other to shape employee performance (Kirana, Sriathi, & Suwandana, 2022)

Work discipline refers to adherence to rules, punctuality, and responsibility in carrying out tasks. Kirana et al. (2022) found that work discipline has a positive and significant influence on the performance (positive and significant) of other studies at PT. Adhiguna Putera Padang also emphasized the significant influence of discipline on employee performance (Adhiansyah, 2015)

Work motivation is the inner drive of employees to achieve professional goals. A number of studies have shown that work motivation significantly improves performance, both individually and with other variables (Priyatmono, 2017; Kirana et al., 2022)

In addition, work facilities such as nuisance reporting applications, operational vehicles, and PPE (personal protective equipment) are considered important in supporting employee



efficiency and productivity. According to Almita, Tahir, and Hajjad (2022), work facilities contribute positively and significantly to employee performance (positive and significant)

However, most of the studies above use a quantitative approach that is general. The method has not provided an in-depth understanding of how employees experience and explain the relationship between factors subjectively. For example, how discipline and motivation are internalized, as well as how infrastructure affects their perception in the field.

Therefore, this study uses a qualitative approach of case studies to explore the subjective meaning behind the interaction between work discipline, work motivation, and the work infrastructure environment, as well as its impact on employee performance at PT. PLN (Persero) ULP Siborongborong. These findings are expected to be not only of academic value, but also provide contextual practical recommendations for management decision-making.

II. THEORETICAL FOUNDATION

A. Employee Performance

Employee performance is the result of work achieved by a person in carrying out his or her duties and responsibilities, which is measured based on certain standards set by the organization. According to Robbins and Judge (2021), performance is closely related to work behavior geared towards achieving organizational goals, which includes productivity, efficiency, and quality of work output. In modern human resource management, employee empowerment must be aligned with organizational cultural values and participatory leadership patterns (Ferine, 2021).

"Employee performance is a function of ability, motivation, and opportunity, which must be aligned with organizational goals" (Robbins & Judge, 2021, p. 106).

Performance is not only the end result, but also reflects the process that is influenced by various factors, such as motivation, discipline, work environment, and the availability of facilities (Mangkunegara, 2017).

B. Work Discipline

Work discipline is defined as an employee's attitude that shows compliance with work regulations and procedures in the organization. Discipline includes attendance, punctuality, responsibility, and adherence to work values (Siagian, 2016). Good discipline will create order in the organization and encourage improved performance.

"Discipline is a form of training that enforces organizational rules and fosters consistency in behavior" (Siagian, 2016, p. 59).

High work discipline and motivation are prerequisites for improving employee performance in public and private organizations (Rahayu, 2023).

C. Work Motivation

Motivation is an internal or external drive that affects a person's enthusiasm and direction of behavior at work. According to Herzberg (2003), motivation is divided into two: intrinsic factors (awards, achievements) and extrinsic factors (salary, working conditions, company policies).

"Employees are motivated when they perceive their work as meaningful and see a direct link between their efforts and rewards" (Herzberg, 2003, p. 91).

In the context of a company like PLN, strong motivation is needed to maintain morale in the midst of complex operational challenges. Strong work motivation can strengthen employees' mental resilience in facing daily work pressure (Yohny, 2022).

D. Work Infrastructure

Work infrastructure includes all physical and supporting facilities provided by the company to help carry out employee duties, such as work equipment, official vehicles, work applications, and workspace comfort. Sedarmayanti (2018) stated that adequate work facilities are able to increase effectiveness, efficiency, and work comfort.

"Work facilities are physical and environmental elements provided to support the completion of tasks effectively and efficiently" (Sedarmayanti, 2018, p. 72).

A good infrastructure environment not only supports productivity, but also has an impact on morale and job satisfaction.

Effective organizational development requires a strategy to strengthen work culture, reward systems, and improve internal infrastructure (Mesra, 2022).

E. Intervariable Linkages

Discipline and work motivation as individual factors interact with work infrastructure as environmental factors. These three aspects synergistically affect employee performance. In a qualitative approach, this relationship is understood through the narrative of workers' experiences and perceptions, not just numbers or statistical correlations.

III. RESEARCH METHODS

This research uses a qualitative approach of case studies. The location of the research is PT. PLN (Persero) ULP Siborongborong. Data collection techniques include:

1. In-depth interviews with 10 informants from various sections (technical, administrative, and supervisory).
2. Direct observation of daily work activities.
3. Documentation study of SOPs, attendance reports, and performance evaluation reports.

Data analysis uses the Miles & Huberman model which includes data reduction, data presentation, and conclusion

drawn. The validity of the data was tested through triangulation of sources and methods.

This research uses a qualitative approach with a case study type that aims to describe in depth and contextually the experience of employees in understanding their performance through the perspective of work discipline, work motivation, and work infrastructure environment. This approach was chosen because it is appropriate to explore the subjective meaning and dynamics of relationships between variables in a real-life work environment (Creswell & Poth, 2018).

IV. LOCATION AND RESEARCH SUBJECT

The location of the research was conducted at PT. PLN (Persero) ULP Siborongborong, North Sumatra, Indonesia. The research subjects consisted of 10 informants who were selected purposively, consisting of field technical employees, administrative staff, and direct supervisors. The criteria for selecting informants include a minimum of two years of service, direct involvement in the service process, and willingness to actively participate in in-depth interviews.

A. Data Collection Techniques

Data is collected through three main techniques:

1. In-depth interviews: Use semi-structured interview guidelines to explore the informants' experiences, perceptions, and attitudes towards work discipline, motivation, and infrastructure conditions.
2. Non-participatory observation: The researcher directly observed daily work activities, interactions between employees, and the use of work facilities, in order to obtain contextual data.
3. Documentation: Includes a study of internal organizational documents such as attendance lists, service SOPs, disturbance reports, and performance evaluations.

B. Data Analysis Techniques

Data analysis was carried out interactively following the model from Miles, Huberman, and Saldaña (2014) which includes three main steps:

1. Data reduction: Sorting, summarizing, and focusing data from interviews and observations relevant to the topic.
2. Data presentation: Organize data into narrative forms, tables, and thematic matrices.
3. Drawing conclusions and verification: Constructing patterns of relationships between concepts to draw substantive meanings from the data obtained.

C. Data Validity Test

To ensure the validity and reliability of the data, the researcher used the technique of triangulation of sources, methods, and time (Patton, 2002). In addition, member checking is carried out by confirming the results of the interview transcript to the informant to ensure the accuracy of interpretation.

V. RESULTS AND DISCUSSION

A. Research Results

1) Respondent Characteristics

This study involved 8 (eight) informants consisting of employees and superiors within PT. PLN (Persero) ULP Siborongborong. The characteristics of the respondents were selected purposively based on their direct involvement in operational activities and technical maintenance of electricity services.

The following table illustrates a summary of respondent characteristics:

Informant Code	Gender	Age	Final Education	Position	Tenure
1	Man	45	S1 Electrical Engineering	Operational Supervisor	18 years old
2	Man	38	D3 Electrical Engineering	Senior Technician	12 years
3	Woman	34	S1 Management	Administrative Staff	10 years
4	Man	40	S1 Mechanical Engineering	Field Team Coordinator	15 years
5	Man	29	D3 Electrical Engineering	Service Technician	6 years
6	Man	51	S1 Management	Manager ULP	25 years
7	Woman	36	S1 Law	HR Staff	11 years old
8	Man	33	D3 Electrical Engineering	Network Technician	8 years

The selection of informants is carried out strategically based on work functions, in order to obtain a comprehensive view of employee performance from various positions. The data collection technique was carried out through in-depth

interviews, field observations, and PLN's internal documentation.

2) Thematic Findings

Based on the results of in-depth interviews with eight informants, three main themes were obtained that represented factors that affect employee performance at PT. PLN (Persero) ULP Siborongborong, namely: (1) Work Discipline, (2) Work Motivation, and (3) Work Infrastructure Environment.

3) Work Discipline

The informants generally admit that the level of discipline affects the smooth delivery of service to customers. Employees who are disciplined in attendance, punctuality, and adherence to SOPs (Standard Operating Procedures) tend to show more optimal performance. As stated by Informant 1:

"We in the field must be on time, especially if there is an electrical disturbance. If it's late, customers can get angry. So discipline at that time is absolute." (1)

However, complaints were also found about weak supervision of disciplinary violations, especially in terms of delays in entering work.

4) Work Motivation

Work motivation is influenced by internal (sense of responsibility, pride in the company) and external factors (incentives, promotional opportunities, and praise from superiors). Most of the informants consider that the reward system implemented is not fully transparent and equitable.

"We are enthusiastic about work if we know that there is an award or that the boss appreciates the results of the work. But sometimes the reward is not clear who gets it and why." (5)

Motivation is also influenced by job stability and the existence of competency development training which is considered to be still lacking.

5) Work Infrastructure Environment

A decent working environment, including the completeness of work tools, rest room facilities, operational vehicles, and work safety devices, greatly determines the effectiveness of performance in the field. Informant 4 stated:

"If the equipment is incomplete or damaged, we will be slow to go to the location. Especially if it rains, the road is slippery, but our PPE (personal protective equipment) shoes are worn." (4)

Some informants said that operational vehicles often experience technical problems and lack of maintenance, resulting in delays in handling electrical disturbances.

B. Discussion

The findings of this study confirm that work discipline is an important foundation in supporting employee performance, as stated by Rahayu (2023) that discipline is an attitude of responsibility that reflects commitment to the organization. Without discipline, performance cannot be expected to be optimal.

In terms of work motivation, these results support Herzberg's theory which distinguishes between motivating factors (achievement, recognition) and hygienic factors (working conditions, job safety). Intrinsic motivation was found to be the main driver, but it still requires the support of a fair reward system (Ferine, 2021).

Meanwhile, the work infrastructure environment is an important contextual factor in technical service-based organizations. This is in line with the view of Sedarmayanti (2017) who emphasizes that supportive work facilities are part of efforts to increase productivity and work safety.

With a qualitative approach, these results provide an in-depth picture of employee perceptions and experiences, and highlight the importance of synergy between these three factors in creating superior performance in the electricity public service sector.

VI. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

This study aims to uncover employee performance in the perspective of work discipline, work motivation, and work infrastructure environment with a descriptive qualitative approach at PT. PLN (Persero) ULP Siborongborong. Based on the findings of the field, it can be concluded that:

1. Work discipline plays a fundamental role in maintaining punctuality, compliance with procedures, and service responsibilities to customers. A high level of discipline has a direct impact on the quality of individual and team performance.
2. Work motivation, both intrinsic (such as a sense of responsibility and pride in work) and extrinsic (such as rewards and compensation), plays a key role as a major driver of morale. However, there is still a perception of injustice in the reward system and career development opportunities.
3. The work infrastructure environment is an important supporting factor in operational activities. The availability of adequate work tools, operational vehicles, and safety equipment affects work effectiveness and safety.

The success of employee performance is determined not only by individual abilities, but also by the synergy between behavioral factors (discipline and motivation) and environmental factors (work facilities).

2. Suggestion

Based on the above findings and conclusions, the author presents the following suggestions:

1. Increasing supervision and evaluation of work discipline needs to be carried out periodically with a coaching approach, in order to create a professional and consistent work culture.
2. The system of rewards and recognition of employee performance needs to be improved to be more transparent and objective, and adjusted to measurable performance indicators.
3. Improving work facilities and infrastructure such as field work equipment, operational vehicles, and PPE (personal protective equipment) must be a priority for management, in order to ensure smooth and safe work.
4. A two-way communication forum between management and employees is needed to convey needs, evaluations, and solutions to work obstacles faced periodically.

This research contributes to an in-depth understanding of the factors that influence performance in the context of technical work, as well as opens up space for further research with a broader approach or combination of methods.

REFERENCES

- [1] Barinua, V., & BarangoTariah, S. A. (2024). *Employee well-being and workplace performance: A critical review*. Journal of Human Resource Advancement, 19(2), 87–96.
- [2] Ferine, K. F. (2021). *Performance management and human resource motivation*. Medan: CV Widina Bhakti Persada.
- [3] Hasibuan, M. S. P. (2020). *Human Resource Management* (Revised Edition). Jakarta: Bumi Aksara.
- [4] Mesra, M. (2022). Analysis of the Role of Work Facilities and Infrastructure on Employee Productivity in State Electricity Companies. Scientific Journal of Development Management, 14(1), 88–97.
- [5] Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Thousand Oaks, CA: SAGE Publications.
- [6] Rahayu, S. (2023). *Discipline and work motivation in improving the performance of public sector employees*. Journal of Management and Business Sciences, 5(1), 44–56.
- [7] Robbins, S. P., & Judge, T. A. (2021). *Organizational behavior* (18th ed.). New Jersey: Pearson Education, Inc.
- [8] Rahayu, S. (2018). The Influence of Motivation and Discipline on Employee Work Performance at PT. Langkat Nusantara Kepong, Langkat Regency. Journal of Management Tools, 9(1), 20–28.
- [9] Serendipity. (2017). *Human resource management: Bureaucratic reform and civil servant management*. Bandung: Refika Aditama.
- [10] Sugiyono. (2022). *Qualitative, quantitative, and R&D research methods*. Bandung: Alfabeta.
- [11] Yohny, R. (2023). *Employee performance and motivational challenges in public companies*. Medan: Panca Budi Development University Press.