

An Empirical Study on the Effect of Work Discipline on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province

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Abstract

This study aims to examine the effect of Work Discipline on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province. The study employed a quantitative explanatory research design using a saturated sampling technique, involving all 70 employees as respondents. Data were collected through structured questionnaires and analyzed using SPSS, including validity and reliability tests, descriptive statistics, simple linear regression analysis, the coefficient of determination (R^2), and t-tests. The descriptive analysis indicated that both variables were rated highly by respondents, with a mean score of 4.47 for Work Discipline and 4.37 for Job Satisfaction, reflecting positive perceptions among employees. Instrument testing confirmed that all questionnaire items were valid, while reliability testing demonstrated strong internal consistency, with Cronbach's Alpha values of 0.924 for Work Discipline and 0.860 for Job Satisfaction, both exceeding the acceptable threshold of 0.60. The regression analysis produced the equation $Y = 1.178 + 0.714X$, indicating that Work Discipline has a positive and significant effect on Job Satisfaction ($B = 0.714$, $t = 8.368$, $p = 0.000$). The coefficient of determination ($R^2 = 0.717$) shows that 71.7% of the variance in Job Satisfaction can be explained by Work Discipline. These findings confirm that Work Discipline is a strong determinant of Job Satisfaction. In conclusion, the study provides empirical evidence that strengthening employee discipline such as punctuality, adherence to procedures, responsibility, and compliance with organizational regulations can significantly enhance job satisfaction. Therefore, reinforcing disciplinary practices can serve as a strategic managerial approach to improving employee well-being and organizational performance in the public sector.

Keywords: *Work Discipline, Job Satisfaction, Public Sector, PUPR Office*

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Introduction

Job satisfaction is one of the key factors in maintaining employee stability and organizational effectiveness, especially in government institutions. Employees who experience high job satisfaction tend to demonstrate positive attitudes, higher motivation, and stronger commitment to their organization [1]. In the public sector, job satisfaction is closely related to service quality, productivity, and institutional credibility. Therefore, understanding the factors that influence job satisfaction is essential for improving organizational performance.

In government agencies such as the Public Works and Spatial Planning Office (PUPR) of North Sumatra Province, employees are responsible for infrastructure development, spatial planning, and public service delivery. These responsibilities require not only technical competence but also strong internal discipline. A well-managed workforce with high job satisfaction is crucial to ensure that programs and development projects are implemented effectively and efficiently.

One important factor that may influence job satisfaction is work discipline. Work discipline reflects employees' compliance with organizational rules, punctuality, responsibility, and commitment to carrying out assigned tasks [2]. When employees consistently follow regulations and maintain professional standards, they are more likely to experience structured and organized work conditions, which may contribute positively to their level of satisfaction.

Previous studies indicate that discipline plays a significant role in shaping employee attitudes and performance. Choiriyati & Darmawan (2022) found that work discipline contributes positively to employees' work attitudes and organizational outcomes [3]. Similarly, Ilahi (2017) explained that disciplined employees tend to show better performance and stronger engagement within the organization [4]. These findings suggest that discipline may also have implications for employees' psychological responses, including job satisfaction.

However, in practice, maintaining consistent work discipline in public institutions can be challenging. Issues such as tardiness, delays in task completion, and non-compliance with procedures may still occur. Such conditions can disrupt workflow, increase workload pressure, and eventually reduce employees' sense of accomplishment and satisfaction [5]. Therefore, strengthening discipline becomes an important managerial focus. Metalia et al. (2025) emphasize that employee attitudes and behaviors in organizations are influenced by both internal and external factors [6]. Work discipline represents an internal behavioral control that can create a more predictable and stable work environment. A stable environment, in turn, can help employees feel secure and valued, which are important components of job satisfaction.

Job satisfaction itself is influenced by several aspects, including working conditions, leadership, career opportunities, and organizational policies [7]. Among these factors, adherence to rules and clear performance standards through discipline may create fairness and transparency in the workplace. When employees perceive that rules are applied consistently and fairly, they are more likely to feel satisfied with their jobs.

In the Public Works and Spatial Planning Office of North Sumatra Province, the intensity of technical tasks, field supervision, and administrative responsibilities requires a disciplined workforce. Without strong discipline, coordination problems and inefficiencies may arise, potentially affecting employees' work experiences. Conversely, good discipline can support smoother operations and improve employees' perception of their work environment.

Considering the importance of job satisfaction for organizational success and the potential role of work discipline as a determining factor, it is necessary to conduct an empirical study on the effect of work discipline on job satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province. This research is expected to provide a clearer understanding of how discipline influences employees' satisfaction and to offer practical recommendations for improving human resource management in the public sector.

Literature Review

Work Discipline

Work discipline is defined as the attitude, behavior, and actions that reflect employees' level of compliance with organizational rules, regulations, and norms [8]. It serves as a fundamental foundation in creating operational order, enabling employees to perform their duties and responsibilities optimally. Through good work discipline, organizations can maintain consistency in work processes and ensure that all employees carry out their activities according to established standards [9]. Furthermore, work discipline is closely related to employees' sense of responsibility and personal awareness [10]. Employees with high discipline not only obey rules formally but are also internally motivated to deliver their best performance for the organization [11][12]. Discipline goes beyond adherence to working hours, administrative rules, or technical procedures; it also includes ethical, moral, and professional attitudes in performing tasks [13]. Therefore, discipline reflects organized thinking and behavior, helping employees avoid deviant actions and remain focused on achieving organizational goals. In addition, discipline functions as an effective control mechanism to prevent indiscipline within the organization [14], as the absence of discipline may lead employees to act based on personal interests rather than collective goals [15].

According to Agustini (2019) in (Arfansyah, 2022), several indicators can be used to measure work discipline within an organization [16]. These include the level of attendance, which refers to employees' presence at work and is characterized by low absenteeism; compliance with work procedures, meaning adherence to organizational rules and regulations; obedience to supervisors, which involves following directions from superiors to achieve optimal results; work awareness, defined as the willingness to perform tasks voluntarily without coercion; and responsibility, which reflects employees' readiness to be accountable for their duties, the facilities they use, and their work behavior. Together, these indicators demonstrate that work discipline is not merely about rule compliance but also about internal commitment and professional responsibility in carrying out organizational tasks.

Job Satisfaction

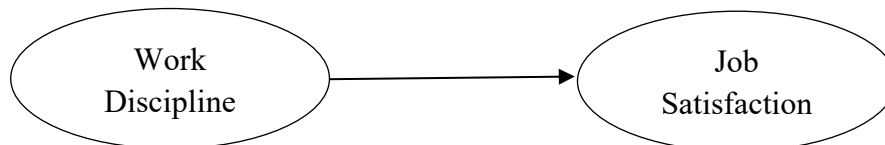
Job satisfaction is defined as a positive attitude or emotional condition experienced by employees toward their work [17]. The level of job satisfaction is influenced by various factors, including salary, working conditions, relationships with colleagues and supervisors, and opportunities for career development. Job satisfaction not only affects individual performance but also has a significant impact on overall organizational productivity and goal achievement [18]. Employees who feel satisfied generally demonstrate higher motivation, stronger commitment, and greater loyalty to the organization [19]. From a psychological perspective, job satisfaction is closely related to mental and emotional well-being, as satisfied employees tend to be happier, experience lower stress levels, and exhibit positive work behaviors such as cooperation and initiative [20]. Conversely, low job satisfaction may lead to problems such as increased absenteeism, higher turnover rates, and decreased productivity [21]. Therefore, it is important for organizations to understand the determinants of job satisfaction and apply appropriate managerial practices to enhance employee well-being and performance. Various assessment methods, including surveys and interviews, have been developed to measure employees' perceptions of their jobs [22]. The results of such assessments provide valuable input for management in identifying areas for improvement and developing effective strategies to enhance job satisfaction, thereby creating a more positive, supportive, and sustainable work environment [23]. Ultimately, improving job satisfaction is a strategic step that contributes to long-term organizational success.

In this study, the indicators of job satisfaction refer to Robbins, Stephen P. and Mary Coulter, which include several key aspects [24]. First, supportive working conditions, where employees value a safe, comfortable, and well-equipped work environment that enables them to complete their tasks effectively; satisfaction increases when the workplace is clean, modern, and supported by adequate facilities. Second, fair pay or wages, where employees expect compensation and promotion policies to be perceived as just and aligned with job demands,

skills, and prevailing standards; fair compensation has strong potential to enhance job satisfaction. Third, supportive coworkers, as positive social interactions in the workplace such as friendly colleagues and considerate supervisors can significantly improve employees' level of job satisfaction. Together, these indicators reflect that job satisfaction is shaped by both material and social aspects within the work environment.

Conceptual Framework and Hypothesis

This study conceptualizes Work Discipline as the independent variable (X) and Job Satisfaction as the dependent variable (Y) as shown on the following figure.



The hypothesis is:

Ha : Work Discipline has a positive and significant effect on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province.

Ho : Work Discipline does not have a positive and significant effect on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province.

Research Methodology

This study used a quantitative research approach to examine the effect of Work Discipline on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province. The research design was explanatory, as it aimed to test the proposed hypothesis and analyze the causal relationship between the independent variable (Work Discipline) and the dependent variable (Job Satisfaction).

The population of this study consisted of 70 employees working at the Public Works and Spatial Planning Office of North Sumatra Province. Considering that the total population was relatively manageable, the study applied a saturated sampling technique (census method), in which all members of the population were included as respondents. Thus, all 70 employees served as the research sample, ensuring that the findings comprehensively represented the actual organizational conditions.

Primary data were collected through a structured questionnaire distributed directly to employees. The questionnaire was developed based on theoretical indicators of Work Discipline and Job Satisfaction. The responses were measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). In addition to primary data, secondary data such as institutional documents, reports, and related references were utilized to support and strengthen the analysis.

The collected data were analyzed using statistical techniques with SPSS software. Several analytical procedures were conducted. First, a validity test was performed to ensure that each questionnaire item accurately measured the intended variable. An item was considered valid if the correlation coefficient (r-count) exceeded the r-table value [25]. Second, a reliability test was carried out using Cronbach's Alpha. A variable was deemed reliable if the Cronbach's Alpha value was greater than 0.70, indicating satisfactory internal consistency.

To test the hypothesis, a simple linear regression model was employed, formulated as follows: $Y = a + bX$, Where:

Y = Job Satisfaction

X = Work Discipline

a = Constant

b = Regression Coefficient

Furthermore, a t-test was applied to determine whether Work Discipline had a significant effect on Job Satisfaction. The hypothesis was accepted if the t-count was greater than the t-table value or if the significance level (p-value) was less than 0.05 [26]. Finally, the coefficient of determination (R^2) was calculated to assess the proportion of variance in Job Satisfaction that could be explained by Work Discipline. An R^2 value closer to 1 indicated stronger explanatory power. By employing this methodology, the study provided empirical evidence regarding the influence of Work Discipline on Job Satisfaction and offered practical implications for improving human resource management within the organization.

Results

Descriptive Analysis

The first stage of the descriptive analysis was to examine the main summary statistics of the two composite variables in this study, namely Work Discipline (WD) and Job Satisfaction (JS). This analysis aimed to provide an overview of the data distribution and to identify the general tendency of respondents' perceptions toward each variable.

Table 1. Descriptive Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline	70	3.40	5.00	4.47	0.48
Job Satisfaction	70	3.33	5.00	4.37	0.48

Source: Analysis of research data, N = 70

Based on the results presented in Table 1, both variables demonstrated highly positive tendencies. The composite mean score for Work Discipline was 4.47, indicating that employees generally exhibited a strong level of discipline in terms of attendance, compliance with work procedures, obedience to superiors, work awareness, and responsibility. Likewise, the mean score for Job Satisfaction was 4.37, suggesting that employees tended to experience a high level of satisfaction with aspects such as working conditions, compensation, and support from colleagues.

The relatively high mean values of both variables suggested that employees in the organization maintained strong work discipline and experienced positive job satisfaction overall. Furthermore, the standard deviation values for Work Discipline (0.48) and Job Satisfaction (0.48) were relatively small, indicating that respondents' answers were closely clustered around the mean. This low variability reflected a high degree of consistency in employees' perceptions, meaning that most respondents shared similar positive views regarding their level of discipline and satisfaction at work.

Validity and Reliability Tests

Validity testing was conducted using Pearson's Product Moment correlation coefficient (r_{value}), which examines the correlation between each questionnaire item and the total score of its corresponding construct. With a sample size of $N = 70$, the degree of freedom ($df = N - 2$) is 68. At a 5% significance level (two-tailed), the critical value of r_{table} is approximately 0.235. An item is considered valid if its calculated correlation coefficient exceeds this critical value and the significance level (p-value) is below 0.05.

The results of the analysis indicate that all items measuring Work Discipline (WD) and Job Satisfaction (JS) obtained correlation coefficients greater than the r_{table} threshold. The five indicators of Work Discipline (WD1–WD5) showed strong and statistically significant correlations with the total construct score. Similarly, the three indicators of Job Satisfaction (JS1–JS3) demonstrated satisfactory item-total correlations. These findings confirm that each item is capable of accurately representing and measuring the intended variable, thereby meeting the established validity criteria.

Reliability testing was performed using Cronbach’s Alpha to evaluate the internal consistency of the measurement instruments. According to Ghozali (2016), a Cronbach’s Alpha value exceeding 0.60 indicates acceptable reliability, while higher values reflect stronger internal consistency among items.

Table 2. Reliability Results

Variable	Cronbach’s Alpha	Benchmark	Result
Work Discipline	0.924	> 0.60	Reliable
Job Satisfaction	0.860	> 0.60	Reliable

As presented in Table 2, the Work Discipline variable achieved a Cronbach’s Alpha value of 0.924, indicating excellent internal consistency across its five indicators. Meanwhile, the Job Satisfaction variable recorded a Cronbach’s Alpha value of 0.860, which also reflects a high level of reliability. These results demonstrate that the research instruments used in this study are both valid and reliable. All questionnaire items effectively capture their respective constructs, and the strong internal consistency of both variables supports their suitability for subsequent statistical analyses, including regression and hypothesis testing.

Regression Analysis

Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Work Discipline on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province. The analysis utilized the composite scores of both variables obtained from the questionnaire responses of 70 employees.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	0.842	0.412	–	2.043	0.045
Work Discipline	0.790	0.092	0.847	8.587	0.000

Dependent Variable: Job Satisfaction

Based on the regression output, the regression equation can be formulated as: $Y=0.842+0.790X$. The regression coefficient (B) for the Work Discipline variable is 0.790. This indicates that for every one-point increase in the Work Discipline score, Job Satisfaction is predicted to increase by 0.790 points, assuming other factors remain constant.

The significance value (p-value) of 0.000, which is well below the 0.05 significance threshold, confirms that Work Discipline has a statistically significant and positive effect on Job Satisfaction. The t-value of 8.587 further strengthens this conclusion, as it indicates that the regression coefficient is significantly different from zero.

Moreover, the standardized beta coefficient (Beta = 0.847) demonstrates that Work Discipline has a strong positive influence on Job Satisfaction. This suggests that higher levels of discipline reflected in attendance, adherence to procedures, obedience to supervisors, work awareness, and responsibility contribute substantially to employees’ overall satisfaction with their jobs. These findings support the research hypothesis (Ha), which states that Work Discipline has a positive and significant effect on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province. The results imply that strengthening employee discipline can serve as an effective managerial strategy to enhance job satisfaction within the organization.

Coefficient of Determination (R²)

The coefficient of determination (R²) was calculated to determine the extent to which Work Discipline explains the variance in Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province.

Table 4. Coefficient of Determination

Model	R	R ²	Adjusted R ²
1	0.847	0.717	0.713

The results of the analysis indicate that the R² value is 0.717, meaning that 71.7% of the variance in Job Satisfaction can be explained by Work Discipline. The remaining 28.3% of the variance is influenced by other variables not included in this research model, such as leadership style, compensation policies, career development opportunities, and organizational culture.

The correlation coefficient (R = 0.847) reflects a strong positive relationship between Work Discipline and Job Satisfaction. This finding is consistent with the regression analysis, which demonstrated that Work Discipline has a significant and positive effect on Job Satisfaction. These results suggest that employee discipline reflected in attendance, adherence to procedures, obedience to supervisors, work awareness, and responsibility plays a substantial role in shaping employees' level of job satisfaction. Although other external and organizational factors may also contribute, Work Discipline emerges as a dominant predictor in this study.

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a t-test to determine whether the independent variable (Work Discipline) has a positive and significant effect on the dependent variable (Job Satisfaction) at the Public Works and Spatial Planning Office of North Sumatra Province.

Table 5. t-Test Result

Model	B	Std. Error	t	Sig. (p)
(Constant)	1.178	0.383	3.073	0.003
Work Discipline	0.714	0.085	8.368	0.000

Dependent Variable: Job Satisfaction

The calculated t-value (t calculated) for the Work Discipline variable is 8.368. The degrees of freedom (df) are calculated as: $df=N-k-1=70-1-1=68$. At a significance level of $\alpha = 0.05$ (two-tailed), the critical t-value (t_{table}) for $df = 68$ is approximately 1.995. Since: t calculated (8.368) > t table (1.995) the null hypothesis (H₀) is rejected, and the alternative hypothesis (H_a) is accepted.

Furthermore, the significance value (p-value) for Work Discipline is 0.000, which is lower than the significance level of 0.05. This provides additional statistical evidence to reject the null hypothesis.

Based on these results, it can be concluded that Work Discipline has a positive and significant effect on Job Satisfaction. The regression coefficient (B = 0.714) indicates that every one-point increase in Work Discipline leads to an increase of 0.714 points in Job Satisfaction. These findings demonstrate that employees who exhibit higher levels of discipline such as consistent attendance, adherence to procedures, obedience to supervisors, work awareness, and responsibility tend to experience higher job satisfaction. This result provides empirical support for the research hypothesis and confirms that Work Discipline is an important determinant of Job Satisfaction within the organization.

Conclusion

The primary objective of this study was to examine the effect of Work Discipline on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province. The research involved 70 employees as respondents, and the data were collected through structured questionnaires. The instruments were tested for validity and reliability before being analyzed using descriptive statistics and simple linear regression analysis.

The descriptive analysis indicated that both variables were rated positively by respondents. Work Discipline obtained a mean score of 4.47 with a standard deviation of 0.48, while Job Satisfaction recorded a mean score of 4.37 with a standard deviation of 0.48. These

results suggest that employees generally demonstrate a high level of discipline and experience a high level of job satisfaction. The relatively low standard deviation values indicate that respondents' answers were consistent and showed limited variability.

The validity and reliability tests confirmed that all measurement items were appropriate and internally consistent. All questionnaire items met the validity criteria, and the Cronbach's Alpha values of 0.924 for Work Discipline and 0.860 for Job Satisfaction exceeded the acceptable benchmark of 0.60, indicating strong reliability of the research instruments. The regression analysis demonstrated that Work Discipline has a positive and significant effect on Job Satisfaction. The regression equation obtained was: $Y=1.178+0.714X$. The regression coefficient ($B = 0.714$) indicates that an increase in Work Discipline leads to an increase in Job Satisfaction. The significance value ($p = 0.000$), which is lower than 0.05, confirms that the relationship is statistically significant. The coefficient of determination (R^2) value of 0.717 shows that 71.7% of the variance in Job Satisfaction can be explained by Work Discipline, while the remaining 28.3% is influenced by other factors not examined in this study.

The t-test results further strengthened these findings, as the calculated t-value (8.368) was significantly higher than the critical t-value (1.995). Therefore, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) was accepted. This confirms that Work Discipline has a positive and significant influence on Job Satisfaction at the Public Works and Spatial Planning Office of North Sumatra Province.

In conclusion, this study provides empirical evidence that Work Discipline is a strong determinant of Job Satisfaction. Employees who demonstrate high levels of discipline such as punctuality, adherence to procedures, responsibility, and compliance with organizational regulations tend to experience higher levels of satisfaction in their work. These findings highlight the importance of strengthening disciplinary practices as a strategic approach to enhancing employee satisfaction and improving overall organizational performance in the public sector.

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