

The Effect of Work Discipline on Employee Performance: Evidence from the Subdistrict Office of Sidikalang, Dairi Regency

Ricard Harrison Simbolon, Abdi Sugiarto

Abstract

This study examines the influence of work discipline on employee performance at the Sub district Office of Sidikalang, Dairi Regency. A total of 45 employees participated in this quantitative research. Data were analyzed using descriptive statistics, validity and reliability tests, simple linear regression, and hypothesis testing with SPSS version 25. The descriptive results indicate that work discipline ($M = 4.61$; $SD = 0.38$) and employee performance ($M = 4.57$; $SD = 0.46$) are both perceived at high levels, reflecting a structured and performanceoriented work environment. Validity and reliability testing confirmed that all research instruments were valid and reliable, with Cronbach's Alpha values exceeding the acceptable threshold. Regression analysis demonstrates that work discipline has a significant positive effect on employee performance, with a regression coefficient ($B = 1.204$), standardized Beta (0.768), and t-value (9.387), indicating strong predictive power. This implies that for every oneunit increase in work discipline, employee performance is expected to increase by approximately 1.20 units. The coefficient of determination ($R^2 = 0.590$; Adjusted $R^2 = 0.641$) shows that 59.0% of the variance in employee performance is explained by work discipline, while the remaining 41.0% is influenced by other factors such as leadership, motivation, and organizational culture. The findings highlight the critical role of work discipline in enhancing employee performance within public sector institutions. Strengthening punctuality, adherence to regulations, and responsibility in task completion can significantly improve efficiency and service quality. These results provide practical implications for policymakers and administrators in designing disciplinary policies and performance management systems to support organizational effectiveness in governmental institutions.

Keywords: *Work Discipline, Employee Performance, Public Sector, Organizational Effectiveness*

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Introduction

Employee performance is a fundamental factor in determining the effectiveness and sustainability of public sector organizations. Government institutions, including subdistrict offices, are responsible for delivering administrative services, implementing public policies, and ensuring community welfare. The quality of these services largely depends on the performance of employees who carry out daily operational and administrative tasks [1]. High employee performance reflects efficiency, responsibility, and commitment in completing assigned duties, while low performance may hinder service delivery and reduce public trust. Therefore, identifying factors that influence employee performance is essential for improving organizational effectiveness in public institutions [2].

One of the key factors influencing employee performance is work discipline. Work discipline refers to employees' adherence to organizational rules, regulations, procedures, and established standards of conduct. It includes punctuality, compliance with working hours, responsibility in completing tasks, and respect for institutional policies [3]. In public sector organizations, discipline is particularly important because government services require consistency, accountability, and transparency. Employees who demonstrate strong work discipline are more likely to complete tasks on time, minimize errors, and maintain service standards, thereby contributing positively to overall organizational performance [4].

The relationship between work discipline and employee performance is supported by organizational behavior theory, which suggests that disciplined behavior creates structure and order in the workplace. A disciplined work environment encourages employees to focus on responsibilities, follow procedures, and meet performance targets effectively. Conversely, weak discipline can result in absenteeism, delays, low productivity, and reduced service quality. Previous empirical studies in public sector settings have shown that work discipline significantly influences employee performance, indicating that organizations with well-enforced rules and consistent supervision tend to achieve better performance outcomes [5].

In the context of the Subdistrict Office of Sidikalang, Dairi Regency, work discipline plays a crucial role in ensuring smooth administrative operations and effective public service delivery. As a frontline government institution, the subdistrict office must respond promptly to community needs, process documentation efficiently, and maintain orderly administration. Strengthening work discipline among employees is therefore essential to achieving institutional goals and improving public satisfaction [6].

Based on these considerations, this study aims to examine the influence of work discipline on employee performance at the Subdistrict Office of Sidikalang, Dairi Regency. Work discipline is conceptualized as the independent variable (X), while employee performance serves as the dependent variable (Y). By analyzing the relationship between these variables, this research seeks to provide empirical evidence that can support policy development and performance management strategies in public sector organizations [7].

Literature Review

Work discipline is an essential component of effective human resource management in both private and public sector organizations. It refers to employees' compliance with organizational rules, regulations, procedures, and established standards of behavior. Work discipline reflects an employee's awareness and willingness to obey all organizational norms and social rules that apply within the workplace [8]. Discipline is not merely about punishment or enforcement, but about fostering responsibility, consistency, and professional commitment. In government institutions, discipline ensures that employees adhere to administrative procedures, maintain punctuality, and fulfill their responsibilities in accordance with institutional guidelines [9].

From a managerial perspective, work discipline can be categorized into preventive discipline and corrective discipline. Preventive discipline aims to encourage employees to comply with rules voluntarily through clear regulations, effective supervision, and positive

organizational culture [10]. Corrective discipline, on the other hand, involves sanctions or corrective actions when violations occur. Effective discipline systems contribute to organizational stability by reducing absenteeism, minimizing misconduct, and improving productivity. In public service institutions, maintaining discipline is critical because it directly affects service efficiency, responsiveness, and accountability [11].

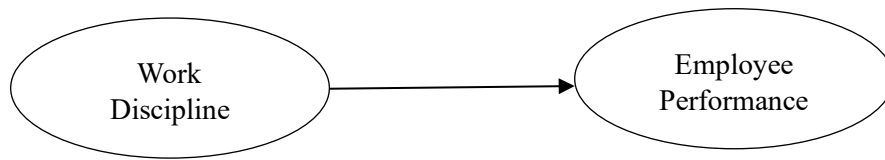
Employee performance refers to the level of achievement or accomplishment of tasks assigned to employees within a specified period. Employee performance as the result of work in terms of quality and quantity achieved by an employee in carrying out duties in accordance with responsibilities given [12]. Performance indicators generally include work quality, work quantity, timeliness, effectiveness, and adherence to procedures. In public sector organizations, performance not only reflects individual productivity but also determines the overall effectiveness of public service delivery. High employee performance contributes to improved institutional credibility and public satisfaction [13].

The relationship between work discipline and employee performance is strongly supported by organizational and behavioral theories. Discipline creates a structured and orderly work environment, enabling employees to focus on their tasks and achieve performance targets efficiently. Employees who consistently adhere to work schedules, follow procedures, and respect institutional rules are more likely to complete tasks accurately and on time. Conversely, weak discipline may lead to delays, absenteeism, low productivity, and declining service quality. Therefore, discipline acts as a foundational factor that supports the achievement of optimal performance outcomes.

Empirical studies have consistently shown a positive and significant relationship between work discipline and employee performance in public sector institutions. Research findings indicate that employees who demonstrate high levels of punctuality, rule compliance, and responsibility tend to achieve better performance results compared to those with lower discipline levels. Discipline fosters accountability and professionalism, which are essential for maintaining operational efficiency and organizational effectiveness. In governmental offices, where services must be delivered consistently and transparently, discipline plays a strategic role in ensuring that performance standards are met [14].

In the context of the Subdistrict Office of Sidikalang, Dairi Regency, work discipline is particularly important due to the administrative and public service functions performed by the institution. As a local government office that directly interacts with the community, maintaining punctuality, procedural compliance, and task responsibility is essential to ensuring efficient service delivery. A disciplined workforce supports the achievement of organizational objectives and enhances public trust in governmental services.

Based on the theoretical perspectives and empirical evidence discussed above, work discipline can be considered a significant determinant of employee performance. Strengthening discipline through clear regulations, consistent supervision, and fair enforcement mechanisms is expected to enhance employee performance and overall organizational effectiveness. Therefore, this study examines the extent to which work discipline influences employee performance at the Subdistrict Office of Sidikalang, Dairi Regency. Therefore, this study addresses this gap by empirically analyzing how Work Discipline influences employee performance, contributing both theoretically and practically to public sector management knowledge.. This study conceptualized Work Discipline as the independent variable (X) and Employee Performance as the dependent variable (Y) as shown on the following figure [15].



The hypothesis is:

Ha : Work Discipline positively influences Employee Performance at the Subdistrict Office of Sidikalang, Dairi Regency.

Ho : Work Discipline does not positively influence Employee Performance at the Subdistrict Office of Sidikalang, Dairi Regency.

Research Methodology

This study employs a quantitative associative-causal research design, which aims to analyze the pattern of relationships between variables in order to determine the influence of two independent (exogenous) variables on a dependent (endogenous) variable. The research was conducted at the Subdistrict Office of Sidikalang, Dairi Regency. The data collection process was carried out from January to April 2026.

According to Sugiyono, a population is defined as the generalization area consisting of objects or subjects that possess specific qualities and characteristics established by the researcher to be studied and from which conclusions are drawn [16]. In this study, the population comprises the entire workforce of the Agency, totaling 45 employees, with the following distribution:

Table 1. Population Size

No.	Status	Number of Employees
1.	Civil Servants (ASN)	45
Total		45

Source : Subdistrict Office of Sidikalang, Dairi Regency

The sampling technique employed in this study was purposive sampling. According to Sugiyono, purposive sampling is a technique for determining samples based on specific considerations. The rationale for using purposive sampling is that it is appropriate for quantitative research, particularly studies that do not aim for broad generalization. Based on this methodological approach, the selection of participants was deliberately focused on individuals who are categorized as civil servants (ASN [17]. In total, the research involved 45 employees who met the specified criteria and were included as the sample for this study.

The data utilized in this research were obtained from questionnaires distributed to respondents across all divisions of the Agency. The analytical method applied was quantitative data analysis using SPSS version 25.0.

The data collected using structured questionnaires distributed to all employees across divisions within the office. The data will be analyzed using quantitative statistical methods with SPSS version 25.0. Several steps will be performed.

Validity testing ensures that questionnaire items accurately measure the intended variables. An item is valid if the correlation coefficient (*r-count*) exceeds the critical value (*rtable*). Reliability testing will use Cronbach's alpha, where a value greater than the critical value indicates reliability.

The regression model applied in this study was formulated as follows:

$Y = a + bX$ Where:

Y = Employee Performance

X = Work Discipline a =

Constant

b = Regression Coefficient

The t-test was conducted to determine the significance of the influence of the independent variable on the dependent variable. Furthermore, the coefficient of determination (R^2) was used to measure the extent of the effect of the independent variable on the dependent variable. In other words, the coefficient of determination was applied to evaluate how strongly the

independent variable, namely Work Discipline (X), influences the dependent variable, Employee Performance (Y). The value of R^2 ranges between 0 and 1 ($0 < R^2 < 1$), indicating that when $R^2 = 0$, there is no influence between X and Y, while the closer R^2 approaches 1, the stronger the relationship between X and Y. The determination test was conducted using SPSS version 25.0.

Results a. Research Findings

1. Descriptive Analysis

Descriptive analysis in this test was employed to identify the minimum and maximum scores, mean scores, and standard deviations of each variable. The results are as follows:

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Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline	45	3.40	5.00	4.61	0.38
Employee Performance	45	3.50	5.00	4.57	0.46

Source: SPSS output, version 25.0

The descriptive statistical analysis involved 45 employees at the Subdistrict Office of Sidikalang, Dairi Regency. The results show that work discipline has a minimum value of 3.40 and a maximum value of 5.00, with a mean score of 4.61 and a standard deviation of 0.38. These findings indicate that employees demonstrate a high level of discipline, reflected in punctuality, adherence to regulations, and responsibility in completing assigned duties.

Employee performance shows a minimum value of 3.50 and a maximum value of 5.00, with a mean of 4.57 and a standard deviation of 0.46. This suggests that overall employee performance is also high and relatively consistent among staff members.

The descriptive results indicate that both work discipline and employee performance are perceived positively, supporting the assumption that stronger discipline is associated with improved performance within the Subdistrict Office.

Validity and Reliability Tests

The validity test was conducted using the Corrected Item-Total Correlation. Results showed that all items of both variables had correlation coefficients above the threshold value (0.2387) with significance levels below 0.05. Thus, all items were considered valid.

Reliability was tested using Cronbach's Alpha. The values for both variables were above 0.60, indicating strong internal consistency:

1. Work Discipline : $\alpha = 0.781$ (5 items)
2. Employee Performance : $\alpha = 0.806$ (6 items) This confirms that the research instrument was reliable.

Regression Analysis Simple Linear Regression

A regression analysis was conducted to evaluate the effect of Work Discipline on Employee Performance.

Table 2. Regression Results

Model	B	Std. Error	Beta	t
(Constant)	9.624	2.287		4.210

Work Discipline	1.204	0.128	0.768	9.387
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Dependent Variable: Employee Performance

The regression analysis indicates that work discipline has a significant positive effect on employee performance at the Subdistrict Office of Sidikalang, Dairi Regency. The constant value of 9.624 ($t = 4.210$) shows that employee performance maintains a positive baseline level even without the influence of work discipline. The regression coefficient for work discipline ($B = 1.204$) implies that every one-unit increase in work discipline leads to an increase of approximately 1.204 units in employee performance. The standardized Beta value of 0.768 demonstrates a strong positive relationship between the two variables, while the t-value of 9.387 confirms that the effect is statistically significant ($p < 0.05$). These findings suggest that work discipline is a dominant factor influencing employee performance. Strengthening punctuality, compliance with regulations, and responsibility in task completion significantly contributes to improved performance within the organization.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to measure the proportion of variance in Employee Performance explained by Work Discipline.

Table 3. Coefficient of Determination

Model	R	R^2	<u>Adjusted R^2</u>
1	0.768	0.590	0.641

Source: SPSS output, version 25.0

The model summary shows a strong positive relationship between work discipline and employee performance. The correlation coefficient ($R = 0.768$) indicates a substantial association between the independent variable (work discipline) and the dependent variable (employee performance). The coefficient of determination ($R^2 = 0.590$) reveals that 59.0% of the variance in employee performance can be explained by work discipline. Meanwhile, the remaining 41.0% is influenced by other factors not examined in this study, such as leadership, motivation, and organizational culture. The Adjusted R^2 value of 0.641 confirms that the regression model remains robust after adjusting for the sample size, indicating that work discipline is a strong and meaningful predictor of employee performance at the Subdistrict Office of Sidikalang, Dairi Regency..

Hypothesis Testing (t-Test)

The hypothesis testing was carried out using the t-test.

H_0 : Work Discipline does not positively influence Employee Performance. **H_a**
: Work Discipline positively influenced Employee Performance.

Table 4. t- Test Result

Model	B	Std. Error	Beta	t
(Constant)	9.624	2.287		4.210
Work Discipline	1.204	0.128	0.768	9.387

Dependent Variable: Employee Performance

The regression analysis indicates that work discipline has a significant and positive effect on employee performance at the Subdistrict Office of Sidikalang, Dairi Regency. The constant

value of 9.624 with a t-value of 4.210 shows that employee performance maintains a positive baseline level even without changes in work discipline. The regression coefficient for work discipline ($B = 1.204$) implies that each one-unit increase in work discipline leads to an increase of approximately 1.204 units in employee performance. The standardized Beta coefficient of 0.768 reflects a strong positive relationship between the variables, while the t-value of 9.387 confirms that the effect is statistically significant ($p < 0.05$).

These findings demonstrate that work discipline is a dominant factor influencing employee performance. Strengthening adherence to regulations, punctuality, and responsibility in task completion significantly contributes to improving performance within the organization.

Conclusion

Based on the results of the analysis and discussion, this study concludes that work discipline at the Subdistrict Office of Sidikalang, Dairi Regency, is perceived at a high level. Employees generally demonstrate strong adherence to organizational rules, punctuality, and responsibility in completing assigned tasks. This indicates that the work environment promotes structured behavior and compliance with institutional regulations, which are essential components of effective public service delivery.

Employee performance was also found to be at a high level, reflecting employees' ability to complete their duties effectively and efficiently. The high performance scores suggest that staff members consistently meet organizational expectations in terms of work quality, timeliness, and accountability. This performance level supports the achievement of administrative objectives and enhances the overall effectiveness of the subdistrict office.

The regression analysis confirms that work discipline has a significant and positive effect on employee performance. The regression coefficient ($B = 1.204$) indicates that for every one-unit increase in work discipline, employee performance increases by approximately 1.204 units. The standardized Beta value (0.768) and t-value (9.387) demonstrate a strong and statistically significant relationship between the two variables ($p < 0.05$). Furthermore, the coefficient of determination ($R^2 = 0.590$) shows that 59.0% of the variance in employee performance can be explained by work discipline, while the remaining 41.0% is influenced by other factors not examined in this study.

The findings highlight that work discipline is a dominant factor in improving employee performance within the public sector. Strengthening rule compliance, punctuality, and accountability can significantly enhance work outcomes and service quality. Therefore, management at the Subdistrict Office of Sidikalang is encouraged to maintain and reinforce disciplinary policies as part of a broader performance improvement strategy to ensure effective and reliable public service delivery.

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