

The Dynamics of Employee Job Satisfaction in Relation to Work Discipline, Training, and Work Facilities: A Case Study at the Department of Population and Civil Registration of Asahan Regency

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Abstract

This study explores the dynamics of employee job satisfaction in relation to work discipline, training, and work facilities within the Department of Population and Civil Registration of Asahan Regency. Using a qualitative case study approach, the research aims to understand employees' lived experiences, perceptions, and meanings associated with the factors that shape their job satisfaction and influence their performance. Data were collected through in-depth interviews, observations, and document analysis involving purposively selected employees across different positions. The findings reveal that work discipline is perceived as a foundation for organizational order and fairness, contributing to a sense of responsibility and professional commitment. Training is viewed as a source of skill enhancement and career empowerment, fostering increased confidence and job satisfaction. Meanwhile, adequate work facilities play a crucial role in supporting task completion and reducing work-related stress. The interplay among these three aspects creates a holistic environment that affects employees' motivation, emotional well-being, and performance outcomes. This study offers practical insights for improving human resource development strategies within public service institutions.

Keywords: *Work Discipline; Training; Work Facilities; Job Satisfaction; Employee Performance*

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Introduction

Employee performance in public service institutions is strongly influenced by various organizational and individual factors that shape employees' motivation, satisfaction, and work behavior. Job satisfaction, as a central psychological state, plays a critical role in determining employee commitment, productivity, and service quality. Prior studies emphasize that satisfied employees tend to demonstrate higher levels of performance, lower absenteeism, and stronger engagement in achieving organizational goals [1], [2]. In government institutions, job satisfaction becomes even more essential given their strategic role in delivering services directly to the public.

Work discipline is acknowledged as one of the key determinants of effective employee performance. Discipline contributes to the creation of order, adherence to procedures, and responsibility, ultimately fostering improved service delivery [3]. Furthermore, training is widely recognized as a critical investment in human resource development, helping employees acquire necessary skills, enhance competencies, and adapt to evolving job demands [4]. Adequate work facilities also serve as an important element, as they provide employees with the tools and environment needed to perform tasks efficiently and comfortably [5].

However, the interrelationship between work discipline, training, work facilities, and job satisfaction remains underexplored in local government settings, especially within population administration institutions where service demands are increasingly dynamic. The Department of Population and Civil Registration of Asahan Regency presents a relevant context for examining these dynamics, as it plays a vital role in providing essential administrative services to citizens.

Therefore, this study aims to explore the dynamics of employee job satisfaction in relation to work discipline, training, and work facilities using a qualitative case study approach. This research seeks to understand how these factors are perceived and experienced by employees and how they collectively influence work performance in a public service environment.

Literature Review

2.1 Job Satisfaction

Job satisfaction is a multifaceted construct reflecting employees' affective and cognitive evaluations of their work and work environment. It is commonly linked to intrinsic and extrinsic job factors, such as task content, supervision, compensation, and workplace conditions. Researchers argue that higher job satisfaction correlates with greater organizational commitment, reduced turnover intention, and improved job performance [1], [2]. In public sector settings, job satisfaction additionally influences service quality and citizen satisfaction because employees' attitudes shape their discretionary behavior and service orientation [3].

2.2 Work Discipline

Work discipline refers to the degree to which employees adhere to organizational rules, procedures, schedules, and performance standards. Discipline is both a managerial tool and a worker attribute: organizational policies, leadership practices, and enforcement mechanisms shape disciplinary behaviour, while individual values and professionalism determine compliance [4]. Several studies indicate that clear rules, consistent enforcement, and managerial role modeling strengthen discipline, which in turn creates order, reduces lapses, and supports reliable service delivery [5].

2.3 Training and Development

Training is an intentional organizational intervention designed to improve employees' knowledge, skills, and attitudes relevant to current or future job requirements. The literature highlights training as a major driver of human capital development, operational efficiency, and employee empowerment [6]. Effective training programs increase employees' self-efficacy, job

competence, and career prospects, all of which contribute positively to job satisfaction. In public organizations, continuous training helps employees respond to procedural changes, digitalization, and evolving service demands [6], [1].

2.4 Work Facilities and Physical Work Environment

Work facilities encompass the physical tools, equipment, workspace design, and supportive infrastructure that enable task performance. Studies consistently show that adequate facilities reduce task difficulty, minimize occupational stressors, and improve productivity and morale [7]. In administrative services—such as population and civil registration—ergonomic workstations, reliable IT systems, and accessible public counters directly affect both employee efficiency and the quality of citizen-facing services [3], [7].

2.5 Employee Performance in Public Service Contexts

Employee performance is commonly conceptualized as the extent to which employees achieve assigned tasks, quality standards, and service objectives. In public institutions, performance includes not only technical outputs but also service responsiveness, compliance with regulations, and ethical behaviour. The literature indicates that performance is shaped by personal attributes (competence, motivation), work design (resources, facilities), and organizational processes (leadership, training, discipline) [1], [4], [6].

2.6 Job Satisfaction as an Intervening (Mediating) Variable

Several theoretical and empirical studies propose job satisfaction as a mediating mechanism linking organizational inputs (training, facilities, discipline) to performance outcomes. The argument is that inputs improve employees' perceptions and affective states (e.g., competence, fairness, comfort), which then motivate behaviours that enhance performance [2], [6]. For example, training may not produce immediate performance changes unless employees experience increased job satisfaction and self-efficacy; similarly, well-maintained facilities may boost satisfaction, thereby enabling higher productivity [1], [7].

2.7 Gaps and Rationale for the Present Study

Although the relationships among discipline, training, facilities, job satisfaction, and performance are well-theorized, empirical evidence in local government institutions especially within population and civil registration offices in Indonesia remains limited. Existing quantitative studies often measure linear effects but fail to capture employees' lived experiences, meanings, and contextual constraints that shape how these factors operate in practice. A qualitative case study of the Department of Population and Civil Registration of Asahan Regency can therefore provide in-depth insights into the dynamics and interplay of these variables, revealing contextualized mechanisms and practical implications for human resource development in public service organizations.

Research Methodology

3.1 Research Design

This study employs a qualitative case study design to explore the dynamics of employee job satisfaction in relation to work discipline, training, and work facilities at the Department of Population and Civil Registration of Asahan Regency. A qualitative approach is appropriate for capturing employees' lived experiences, perceptions, and interpretations of organizational practices, which cannot be fully understood through quantitative measurement. The case study design enables an in-depth investigation of contextual factors, processes, and interactions within a real-world public service setting.

3.2 Research Setting

The study was conducted at the Department of Population and Civil Registration (Disdukcapil) of Asahan Regency, a government agency responsible for managing population data, civil registration services, and citizen administrative documents.

3.3 Participants and Sampling Technique

Participants were selected using purposive sampling, targeting employees who were considered knowledgeable and directly involved in daily operational activities. This included frontline service officers, administrative staff, supervisors, and technical personnel. The sample size ranged between 10–15 participants, determined by the principle of data saturation, where no new themes emerged during data collection.

3.4 Data Collection Methods

Three primary techniques were used:

a. In-Depth Interviews

Semi-structured interviews were conducted to gather detailed narratives regarding employees' experiences with discipline, training, work facilities, and job satisfaction. Interview durations ranged from 45 to 60 minutes.

b. Participant Observation

Observations were carried out to capture natural work behaviours, interactions, and environmental conditions. Observation notes focused on discipline practices, workplace facilities, and employee engagement.

c. Document Analysis

Relevant documents such as standard operating procedures (SOP), training reports, performance evaluations, and facility maintenance logs were examined to support and triangulate interview findings.

3.5 Data Analysis

Data were analysed using thematic analysis, following Braun and Clarke's six-step framework:

1. Familiarization with data
2. Generating initial codes
3. Searching for themes
4. Reviewing themes
5. Defining and naming themes
6. Producing the report

NVivo or manual coding techniques were used to categorize and interpret the data. Themes were developed inductively to reflect participants' experiences, while also considering existing theoretical frameworks.

3.6 Trustworthiness of the Study

To ensure credibility, transferability, dependability, and confirmability, the following strategies were applied:

- a. Triangulation (interviews, observations, documents)
- b. Member checking to validate participants' statements
- c. Audit trail documenting research procedures
- d. Thick description of context to enhance transferability
- e. Reflexive journaling to reduce researcher bias

3.7 Ethical Considerations

Ethical principles were upheld by:

- a. Obtaining informed consent from all participants

- b. Ensuring anonymity and confidentiality
 - c. Allowing participants to withdraw at any time
- Gaining permission from the institution prior to data collection

Results

The analysis of interview transcripts, observations, and documents generated four major themes that illustrate how work discipline, training, and work facilities shape employee job satisfaction and performance within the Department of Population and Civil Registration of Asahan Regency.

4.1 Discipline as a Foundation for Order and Professional Responsibility

Employees consistently described work discipline as a core requirement for maintaining service quality and organizational order. Participants emphasized punctuality, adherence to Standard Operating Procedures (SOP), and compliance with leadership instructions as essential elements of their daily routines. Many employees expressed that consistent enforcement of rules created a sense of fairness and reduced workplace conflict. Several participants noted that when discipline was upheld, service delivery became more efficient, and employees felt more responsible and committed to their roles. Conversely, inconsistency in applying rules contributed to dissatisfaction and frustration among staff.

4.2 Training as a Source of Confidence, Skill Development, and Motivation

Training was perceived as a crucial avenue for increasing competence and adapting to technological and regulatory changes. Participants appreciated training programs related to digital population administration (Dukcapil Go-Digital), customer service, and document processing systems. Employees reported that training enhanced their confidence, reduced errors, and helped them perform tasks more effectively. Many also described training as a motivational factor that made them feel valued by the institution. However, some participants expressed concerns that training opportunities were not evenly distributed, leading to perceptions of inequality and reduced satisfaction for those who were less frequently included.

4.3 Work Facilities as a Determinant of Comfort, Efficiency, and Stress Reduction

Work facilities such as computers, internet connectivity, office layout, and service counters—emerged as a significant factor influencing job satisfaction. Participants highlighted that adequate facilities helped them complete tasks faster and reduced physical and emotional strain.

Employees also underscored challenges such as outdated equipment, intermittent system disruptions, and limited seating for both staff and service users. These issues sometimes caused stress and reduced their ability to provide timely services. When facilities were improved or well-maintained, employees reported higher comfort levels and stronger motivation to perform.

4.4 Job Satisfaction as an Integrative Outcome Influenced by Discipline, Training, and Facilities

Employees expressed that their job satisfaction arose from a combination of supportive work culture, professional growth, and operational readiness.

- a. Discipline provided structure and fairness.
- b. Training strengthened skills and gave a sense of progress.
- c. Facilities enabled easier and less stressful task execution.

When all three factors were aligned, employees felt satisfied, appreciated, and motivated. This satisfaction translated into stronger commitment and improved service performance. Conversely, deficiencies in any factor such as lack of training, poor facilities, or inconsistent discipline lowered morale and hindered performance.

4.5 Enhanced Performance Through Collective Organizational Support

The results indicate that employee performance improves when organizational support mechanisms discipline, training, and facilities operate cohesively. Participants noted that job satisfaction acted as a psychological bridge, transforming these organizational inputs into higher-quality service delivery, better teamwork, and more responsive interactions with citizens. Employees repeatedly stated that feeling valued, equipped, and guided boosted their productivity and willingness to go beyond basic task requirements.

Conclusion

This study examined the dynamics of employee job satisfaction in relation to work discipline, training, and work facilities within the Department of Population and Civil Registration of Asahan Regency using a qualitative case study approach. The findings reveal that job satisfaction emerges from the interaction of multiple organizational factors that shape employees' daily work experiences.

Work discipline was identified as a foundational element that fosters order, fairness, and professional responsibility. When discipline is applied consistently, employees feel more committed and secure in their roles. Training played a significant role in enhancing employees' competencies, confidence, and motivation. However, unequal access to training opportunities created feelings of dissatisfaction among some employees. Work facilities were also found to influence employees' comfort, efficiency, and stress levels, with adequate and well-maintained facilities contributing positively to job satisfaction and performance.

Overall, the study concludes that job satisfaction serves as an integrative outcome that mediates the relationship between organizational practices and employee performance. When discipline, training, and facilities are aligned, employees experience higher satisfaction, which motivates them to deliver better services, collaborate more effectively, and uphold public service standards. Conversely, weaknesses in any of these elements may reduce morale and hinder performance.

These findings underscore the importance of strengthening organizational support systems to enhance employee well-being and improve public service quality. The study contributes meaningful insights for public sector human resource development and offers a deeper understanding of how workplace conditions influence performance in government institutions.

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