

### THE INFLUENCE OF WORK DISCIPLINE AND WORK LOYALTY ON EMPLOYEE PERFORMANCE AT THE BATUJAJAR DISTRICT OFFICE

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#### Abstract

The Batujajar District Office, as a government institution, is expected to provide optimal public services. In achieving this, employee performance is the main determinant of organizational success. However, challenges related to work discipline and employee loyalty remain obstacles in achieving maximum performance. This study was conducted at the Batujajar District Office with the aim of determining the Effect of Work Discipline and Work Loyalty on Employee Performance, both partially and simultaneously. This study used a descriptive verification method with a quantitative approach. The results of the study indicated that work discipline and work loyalty have a positive influence on employee performance. Of the two, work loyalty has a more dominant influence, at 58%, compared to work discipline, which contributed 21%. The coefficient of determination ( $R^2$ ) of 0,790 indicates that these two variables collectively contribute 79% to employee performance, while the remaining 21% is due to other factors not examined in this study. Based on these findings, improved employee performance can be achieved through continuous strengthening of work loyalty.

**Keywords:** Work Discipline, Work Loyalty, Employee Performance

#### Abstrak

Kantor Kecamatan Batujajar, sebagai lembaga pemerintah, diharapkan dapat memberikan pelayanan publik yang optimal. Dalam mencapai hal tersebut, kinerja pegawai menjadi faktor penentu utama keberhasilan organisasi. Namun, tantangan terkait disiplin kerja dan loyalitas pegawai masih menjadi hambatan dalam mencapai kinerja maksimal. Penelitian ini dilakukan di Kantor Distrik Batujajar dengan tujuan untuk menentukan Pengaruh Disiplin Kerja dan Loyalitas Kerja terhadap Kinerja Pegawai, baik secara parsial maupun simultan. Penelitian ini menggunakan metode verifikasi deskriptif dengan pendekatan kuantitatif. Hasil penelitian menunjukkan bahwa disiplin kerja dan loyalitas kerja memiliki pengaruh positif terhadap kinerja pegawai. Dari kedua variabel tersebut, loyalitas kerja memiliki pengaruh yang lebih dominan, yaitu sebesar 58%, dibandingkan dengan disiplin kerja yang berkontribusi sebesar 21%. Koefisien determinasi ( $R^2$ ) sebesar 0,790 menunjukkan bahwa kedua variabel tersebut secara kolektif berkontribusi sebesar 79% terhadap kinerja karyawan, sedangkan 21% sisanya disebabkan oleh faktor-faktor lain yang tidak diteliti dalam penelitian ini. Berdasarkan temuan ini, peningkatan kinerja karyawan dapat dicapai melalui penguatan loyalitas kerja secara berkelanjutan.

**Kata kunci:** Disiplin Kerja, Loyalitas Kerja, Kinerja Karyawan

#### Introduction

Employee performance is a primary determinant of organizational success within government institutions, especially in the context of public service delivery. The modern Indonesian public sector emphasizes professionalism, structured performance assessment, and the capacity for effective, efficient, disciplined, and loyal work behaviors. Previous studies highlight that organizations must

continually evaluate and improve staff performance using state-of-the-art approaches, especially in response to complex public expectations. This research focuses on how work discipline and employee loyalty influence performance at the Batujajar District Office, integrating the theoretical background in human resource management and public administration. The novelty of this article lies in the examination of simultaneous and partial effects of discipline and loyalty using contemporary quantitative methods, drawing novel insights from the focused district office context

Employee performance plays a critical role in the efficacy of public sector organizations, which serve as the frontline institutions delivering essential services to the community. As government agencies strive to improve public trust and service quality, the performance of employees emerges as a central determinant of organizational success. Despite various reforms and modernization efforts, challenges persist in the Indonesian public sector, where bureaucratic inefficiency, low professionalism, and ethical shortcomings continue to impede optimal performance outcomes (Sabekti & Setiawan, 2023; Hasnakamilah & Purnomo, 2023).

In the specific context of the Batujajar District Office, effective service delivery requires employees to not only fulfill their tasks efficiently but also to exhibit high levels of discipline and loyalty. Work discipline entails adherence to established rules, punctuality, and responsible behavior that ensures the smooth execution of organizational processes. Meanwhile, employee loyalty reflects intrinsic motivation, commitment to organizational goals, and a dedication to uphold the reputation and values of the institution. These two factors jointly influence the quality and consistency of employee performance, impacting broader organizational objectives.

Scholars emphasize that public sector employee performance is inherently linked to human resource management practices that foster a conducive work environment characterized by fairness, support, and engagement (Sabekti & Setiawan, 2023). Studies show that enhancing work discipline cultivates reliability and orderliness, whereas fostering loyalty encourages employees to exceed minimal requirements and actively contribute to continuous improvement (Faiziah & Sudarso, 2023). However, existing bureaucratic structures rooted in hierarchical and rigid frameworks present obstacles to these dynamics, necessitating strategic interventions tailored to the public sector's unique contexts (Government Regulation, Menpan.go.id).

This research aims to elucidate how work discipline and loyalty collectively and individually affect employee performance at the Batujajar District Office, a pivotal public institution responsible for regional administrative services. By employing a descriptive verification method with quantitative analysis, the study attempts to provide evidence-based insights that can guide policy and managerial practices. The novelty lies in quantifying the relative contributions of discipline and loyalty, moving beyond descriptive assessments to statistically validate their impact on performance indicators relevant to local government functions.

Furthermore, the study integrates contemporary concepts in public administration and human resource management, recognizing employees as strategic partners essential for achieving organizational effectiveness. It acknowledges that improving employee performance requires a balance between procedural compliance and intrinsic motivation, both of which are mediated by organizational culture, leadership, and support mechanisms (Hanaysha, 2016; Karatepe, 2013). In conclusion, this introduction sets the foundation for a comprehensive examination of the determinants of employee performance in a government office that serves an essential role in community welfare. The findings are expected to contribute to the broader discourse on public sector reform in Indonesia, supporting ongoing efforts to foster a workforce that is disciplined, loyal, and high-performing.

### **Research Method**

The sampling technique employed was a census since the total employee population was manageable, allowing data from all employees to be collected and analyzed. Data analysis involved several stages: first, descriptive statistics to summarize the data distribution; second, classical assumption tests—including normality, multicollinearity, and heteroskedasticity tests—to validate the use of parametric statistical methods; third, multiple linear regression analysis to quantify the simultaneous and partial effects of work discipline and work loyalty on employee performance.

The mathematical model used for regression was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where  $Y$  represents employee performance,  $X_1$  denotes work discipline,  $X_2$  stands for work loyalty,  $\beta_0$  is the intercept,  $\beta_1$  and  $\beta_2$  are the regression coefficients, and  $\epsilon$  is the error term.

Coefficient of determination ( $R^2$ ) was calculated to examine the proportion of variance in employee performance explained by both independent variables collectively. Additionally, significance tests (t-tests and F-test) were conducted at a 5% significance level to evaluate the hypothesis regarding the influence of work discipline and loyalty on performance. Ethical considerations were observed by assuring respondents of anonymity and confidentiality of their responses. This method ensured a rigorous, systematic examination of the relationships among work discipline, loyalty, and employee performance, providing empirical evidence aligned with both academic standards and practical relevance for public sector management.

### **Results and Discussion**

The present study investigated the impact of work discipline and work loyalty on employee performance at the Batujajar District Office, yielding several important findings. Descriptive analysis showed that employees' average scores for work discipline, loyalty, and performance were 2.74, 2.71, and 2.73, respectively, positioning them in the "Fair" category. This indicates that while employees generally adhere to work standards and exhibit commitment, there remains room for improvement, particularly in optimizing intrinsic motivation and procedural adherence.

The multiple linear regression analysis demonstrated that work discipline and work loyalty collectively explained 79% of the variance in employee performance ( $R^2=0.790$ ), a statistically significant model (F-test,  $p < 0.05$ ). This high determination coefficient confirms the central role of these two variables in shaping public servant performance at the district office. Partial regression coefficients revealed that loyalty had a stronger influence ( $\beta = 0.58$ ) compared to discipline ( $\beta = 0.21$ ). These results echo findings from Faiziah and Sudarso (2023) and Rambe (2021), who reported loyalty as the predominant driver of enhanced employee output, underscoring the motivational dimension beyond mere rule-following.

Further, analysis of individual indicators highlighted that peer communication scored highest within loyalty measures, emphasizing the supportive interpersonal environment's role in fostering a collective work ethic. Conversely, indicators such as personal use of work hours and dissatisfaction were among the lowest scores, highlighting counterproductive behaviors and emotional disengagement in some employees. This gap signifies the need for targeted interventions addressing job satisfaction and time management.

In terms of discipline, adherence to working hours and compliance with standards were areas of concern. The discipline effect, although positive, suggests that employee punctuality and procedural compliance are necessary but insufficient factors for driving superior performance. This observation aligns with Widarto et al. (2022), who found work discipline alone insufficient to fully explain performance without considering mediating variables like motivation. The discussion integrates theoretical perspectives on public sector human resource management that advocate for a dual focus on formal structure rules, regulations, and discipline and informal factors such as organizational loyalty and intrinsic motivation (Hanaysha, 2016; Karatepe, 2013). The public sector's bureaucratic context often imposes mandatory compliance, yet actual performance gains depend largely on employees' emotional and cognitive engagement with their roles and institutions.

Moreover, the findings emphasize organizational culture's critical role in shaping performance outcomes. A culture fostering loyalty through recognition, trust, and pride complements formal discipline mechanisms, encouraging employees to internalize organizational goals and exceed expectations. This synergy is vital for public institutions aiming to enhance service quality amidst rising citizen expectations (Sabekti & Setiawan, 2023). The residual 21% of unexplained variance signals that other factors not included in this study such as leadership quality, training opportunities, workload, and technological support also influence employee performance. Future research should incorporate these variables for a more holistic understanding.

Practically, the results suggest that the Batujajar District Office management should intensify efforts to nurture loyalty via employee engagement programs, career development, and recognition systems. Simultaneously, enhancing discipline through clearer performance standards, regular

monitoring, and constructive feedback will ensure baseline compliance. Balancing these strategies will foster an empowered workforce capable of delivering optimal public services. In conclusion, this study advances the understanding of employee performance determinants in Indonesian public administration. It substantiates that while work discipline sets the foundation for orderly conduct, work loyalty is the key catalyst for achieving superior performance. This insight informs policy formulation and management practices to meet the evolving challenges in public service delivery.

## **Conclusion**

This study has examined the influence of work discipline and work loyalty on employee performance at the Batujajar District Office. The findings reveal that both work discipline and loyalty positively and significantly affect employee performance, with loyalty exhibiting a more dominant impact. Specifically, work discipline accounted for approximately 21% of variability in performance, while loyalty contributed 58%, resulting in a combined explanatory power of 79%. These results highlight the critical role of intrinsic motivation and emotional engagement, alongside procedural compliance, in enhancing organizational outcomes within the public sector. The descriptive analysis indicates that although employees demonstrate reasonable levels of discipline and loyalty, there is room for improvement, particularly concerning time management and job satisfaction.

The research underscores the necessity of fostering a supportive organizational culture that balances enforcement of rules with initiatives that build pride, commitment, and interpersonal support among employees. For management implications, the study advises that the Batujajar District Office should emphasize employee engagement programs that nurture loyalty, such as recognition systems, career development opportunities, and effective communication channels. Simultaneously, reinforcement of discipline through clear performance standards, regular supervision, and constructive feedback is essential. Addressing these dimensions in an integrated manner will not only optimize employee performance but also improve the quality of public service delivery. While the current model explains a substantial portion of employee performance variability, the remaining 21% suggests that other factors such as leadership quality, workload balance, and training effectiveness also play significant roles and warrant future investigation. Consequently, subsequent research could adopt a broader multi-dimensional approach to fully capture the complexity of performance drivers in government institutions. In summary, the study contributes valuable insights to the discourse on public sector human resource management, illuminating that work loyalty is a more decisive factor than discipline in influencing performance. This emphasizes the need for policy-makers and administrators to craft balanced strategies that enhance both regulatory compliance and employee engagement to foster high-performing public organizations capable of meeting evolving societal expectations.

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