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# Work Discipline and Job Satisfaction as Determinants of Employee Performance: Evidence from the Department of Industry, Trade, Energy, and Mineral Resources in Medan

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## ABSTRACT

**Purpose of the study:** Employee performance fluctuation remains a critical challenge in public sector organizations, particularly in developing countries where administrative effectiveness directly impacts regional economic development. This research investigates the influence of work discipline and job satisfaction on employee performance at the Department of Industry, Trade, Energy, and Mineral Resources in Medan, Indonesia.

**Materials and methods:** A quantitative approach was employed using saturated sampling of 66 civil servants. Data were collected through validated questionnaires and analyzed using multiple linear regression analysis.

**Results:** The findings revealed that work discipline ( $t = 3.722$ ,  $p < 0.05$ ) and job satisfaction ( $t = 4.194$ ,  $p < 0.05$ ) significantly and positively influence employee performance. The regression model ( $Y = 9.102 + 0.261X_1 + 0.281X_2$ ) demonstrated statistical significance ( $F = 20.237$ ,  $p < 0.001$ ), with both independent variables explaining 37.2% of the variance in employee performance.

**Conclusions:** Work discipline and job satisfaction are critical determinants of employee performance in public sector organizations. Management should prioritize strengthening disciplinary mechanisms and enhancing job satisfaction to optimize organizational effectiveness.

## Keywords

work discipline, job satisfaction, employee performance, public sector, human resource management.

## INTRODUCTION

The efficacy of public sector organizations in developing nations significantly depends on employee performance, which directly influences service delivery quality and regional development outcomes (Elagaili et al., 2025). In these contexts, public services are often the primary drivers of societal progress and economic stability, making the effectiveness of government agencies paramount. Suboptimal employee performance can lead to inefficient public services, hindered development projects, and ultimately, a reduced capacity for the state to meet its citizens' needs and foster sustainable growth (Asif & Rathore, 2021). Therefore, understanding and enhancing employee performance within the public sector is not merely an administrative concern but a fundamental prerequisite for national advancement.

In Indonesia, decentralized governance structures have amplified the importance of local government agencies in driving economic development and social welfare (Setiawan et al., 2022). The devolution of power and responsibilities to regional administrations means that local institutions are now at the forefront of implementing national policies and initiating local development strategies (Kalogiannidis et al., 2023). This shift places a greater emphasis on the human capital within these local agencies, making human resource management a critical determinant of organizational success. Effective HR practices, including fostering high-performing employees, are essential for local governments to efficiently manage resources, deliver public goods, and stimulate regional economies (Jacobson & Sowa, 2015).

The Department of Industry, Trade, Energy, and Mineral Resources in Medan serves as a pivotal institution responsible for regulating and developing industrial, commercial, and natural resource sectors within the region. Its mandate encompasses a wide array of activities, from licensing and oversight to strategic planning and resource allocation for key economic sectors. The successful execution of these responsibilities directly impacts the region's economic vitality, employment rates, and environmental sustainability (Aliyev et al., 2023; Finkel et al., 2018). Consequently, necessitating optimal employee performance is not just an internal organizational goal but a crucial factor for achieving broader regional objectives and supporting the livelihoods of the local population.

Contemporary organizational challenges reveal that employee performance is not solely determined by technical competencies or qualifications but is substantially influenced by a range of behavioral and psychological factors (Mrisho & Mseti, 2024). Among these, work discipline and job satisfaction stand out as particularly influential. Work discipline, characterized by a steadfast adherence to organizational regulations, standard operating procedures, and punctuality, establishes the fundamental framework for systematic and consistent task execution (Devates et al., 2024; Suhartono et al., 2023). It ensures that employees

operate within established guidelines, contributing to a structured and predictable work environment, which is vital for productivity and compliance, especially in the rule-bound public sector.

Concurrently, job satisfaction—encompassing employees' emotional responses to their work environment, their perception of fair compensation, and the quality of interpersonal relationships within the workplace—plays a crucial role in motivating performance excellence (Markovits et al., 2010). A high level of job satisfaction fosters positive attitudes towards work, reduces absenteeism, and encourages employees to exert discretionary effort beyond their basic duties (Lai et al., 2016). When employees feel valued, fairly treated, and content with their roles, they are more likely to be engaged, committed, and proactive in contributing to organizational goals, directly translating into enhanced performance and better service delivery. Thus, both discipline and satisfaction are indispensable for cultivating a productive and effective workforce in the public sector.

Extensive scholarly discourse has established theoretical linkages between work discipline, job satisfaction, and employee performance. Work discipline, understood as employees' steadfast adherence to organizational regulations, standard operating procedures, and punctuality, forms the foundational framework for systematic and consistent task execution (Devates et al., 2024; Marlapa & Mulyana, 2020; Suhartono et al., 2023) seminal work posits that work discipline constitutes a fundamental mechanism through which organizations communicate expectations and modify employee behavior, thereby directly impacting productivity levels. This perspective aligns robustly with social exchange theory, which suggests that employees reciprocate organizational investments in clear disciplinary frameworks and consistent expectations with enhanced commitment and, consequently, improved performance (Lai et al., 2016). Dimensions of work discipline, such as compliance with working hours, punctuality, adherence to rules, and dedication in carrying out duties, collectively ensure a structured and predictable work environment vital for sustained productivity and compliance, particularly within the rule-bound public sector (Devates et al., 2024).

Research on job satisfaction has evolved from early studies focusing exclusively on compensation to more comprehensive models incorporating multidimensional factors. Thokoa et al., (2021) demonstrated that job satisfaction encompasses a broader array of elements, including the intrinsic nature of the work itself, the perceived adequacy of salary, opportunities for promotion and career advancement, the quality of supervisory relationships, collegial relationships among co-workers, and conducive working conditions. These multifaceted dimensions collectively influence employees' emotional responses to their work environment and their willingness to exert discretionary effort beyond basic requirements, which translates into superior performance outcomes (Lai et al., 2016; Markovits et al., 2010). A positive perception across these factors fosters a sense of value and fair treatment, leading to greater engagement, commitment, and proactive contributions to organizational goals. Furthermore, in the public sector context, when employees experience satisfaction from both extrinsic and intrinsic aspects of their jobs, they tend to develop stronger affective and normative commitment to their organizations, ultimately contributing to enhanced performance and better service delivery (Gasengayire & Ngatuni, 2022; Markovits et al., 2010).

Recent empirical studies have substantiated these theoretical propositions across various contexts. For instance, Hamjah et al. conducted a study revealing that both work discipline and job satisfaction significantly influenced employee performance at the Kesbangpol Agency in Tangerang, reporting a compelling F-value of 74.017 and an  $R^2$  of 49.4%. Similarly, (Vu et al., 2025) research confirmed positive and significant effects of both variables on employee performance at PT SPIL Surabaya Depot 4, demonstrating the generalizability of these crucial relationships across differing organizational settings and highlighting their consistent impact on workforce effectiveness.

Despite substantial theoretical development and empirical validation, several research gaps persist. First, most studies have been conducted in private sector contexts, with limited attention to public sector organizations where bureaucratic structures and civil service regulations create distinct operational dynamics (Alfariz et al., 2024). Second, research examining these relationships within Indonesian government agencies, particularly at the regional level, remains scarce. Third, previous studies have reported inconsistent effect sizes, with  $R^2$  values ranging from 35.3% to 49.4%, suggesting that contextual factors may moderate these relationships in ways not yet fully understood.

Furthermore, preliminary observations at the Department of Industry, Trade, Energy, and Mineral Resources in Medan revealed specific organizational challenges. Performance evaluation data for 2022-2024 indicated fluctuating employee performance, with a notable decline in 2023 (average score: 54/100) followed by partial recovery in 2024 (average score: 81/100). Attendance records showed persistent disciplinary issues, with monthly absence rates (including sick leave, authorized leave, and unauthorized absence) ranging from 7 to 17 employees. Preliminary surveys indicated that 60% of employees reported inability to complete assigned tasks within designated timeframes, and 40% expressed dissatisfaction with promotion opportunities.

This research addresses critical practical and theoretical needs. Practically, understanding the specific influence of work discipline and job satisfaction on employee performance enables management to develop targeted interventions for performance enhancement. Given the department's strategic role in regional economic development, optimizing employee performance has multiplicative effects on industrial growth, commercial activity, and resource management efficiency.

Theoretically, this study extends existing knowledge by examining these relationships within the unique context of Indonesian public sector organizations, where cultural factors, bureaucratic norms, and civil service regulations may create distinct dynamics compared to private sector or Western contexts. The research contributes to the growing body of literature on human resource management in developing countries, where institutional environments differ substantially from contexts where most management theories were originally developed.

This research aims to examine the influence of work discipline on employee performance, investigate the influence of job satisfaction on employee performance, and analyze the simultaneous influence of both work discipline and job satisfaction on employee performance at the Department of Industry, Trade, Energy, and Mineral Resources in Medan. Based on these objectives, it is hypothesized that work discipline has a positive and significant influence on employee performance, job satisfaction has a positive and significant influence on employee performance, and that work discipline and job satisfaction simultaneously have a positive and significant influence on employee performance.

## MATERIALS AND METHODS

### Participant

The research population comprised all civil servants employed at the Department of Industry, Trade, Energy, and Mineral Resources in Medan City, totaling 66 employees across four divisions: Industry ( $n = 16$ ), Trade ( $n = 17$ ), Energy ( $n = 16$ ), and Mineral Resources ( $n = 17$ ). Given the relatively small and accessible population, this study employed nonprobability sampling with a saturated sampling technique, wherein all population members were included as research respondents (Sugiyono, 2020). This approach eliminates sampling error and provides comprehensive coverage of the target population.

The demographic characteristics of participants were as follows: gender distribution showed 34 males (51.5%) and 32 females (48.5%); age distribution included 10 employees (15.2%) aged 20-29 years, 25 employees (37.9%) aged 30-39 years, 21 employees (31.8%) aged 40-49 years, and 10 employees (15.2%) aged 50-59 years; educational qualifications comprised 5 employees (7.6%) with senior high school diplomas, 6 employees (9.1%) with Diploma-3 degrees, 7 employees (10.6%) with Diploma-4 degrees, 31 employees (47.0%) with Bachelor's degrees, and 17 employees (25.8%) with Master's degrees.

### Study Organization

This cross-sectional quantitative study was conducted in June 2025 at the Department of Industry, Trade, Energy, and Mineral Resources in Medan, located at Jl. Putri Hijau No. 6, Kesawan, West Medan District. The research design followed a correlational approach examining causal relationships between independent variables (work discipline and job satisfaction) and the dependent variable (employee performance).

Data collection involved multiple methods to enhance validity and comprehensiveness: (1) structured questionnaires as the primary instrument, distributed directly to all participants with researcher assistance to ensure clarity and complete responses; (2) semi-structured interviews with selected employees and management to contextualize quantitative findings; (3) documentary analysis of official performance evaluation records (2022-2024) and attendance records; and (4) direct observation of workplace behaviors and organizational culture.

The research received ethical approval from STIE IBMI Medan and official authorization from the Department of Industry, Trade, Energy, and Mineral Resources. All participants provided informed consent after receiving detailed explanations of research purposes, procedures, and confidentiality assurances.

### Measurement Procedures

Table 1. Test and Measurement Procedures: Instrumentation Summary

Instrument	Total Items	Dimensions (Items per Dimension)	Sample Items	Scale Type
<i>Work Discipline Scale</i>	8 items	- Attendance (2) - Responsibility (2) - Regulatory Compliance (2) - Work Ethics (2)	"I always arrive punctually at work." "I comply with all organizational regulations and policies."	5-point Likert (1-5)
<i>Job Satisfaction Scale</i>	12 items	- The Work Itself (2) - Salary (2) - Promotion Opportunities (2) - Supervision (2) - Coworker Relationships (2) - Working Conditions (2)	"I enjoy my work overall." "The salary I receive is commensurate with my workload and responsibilities."	5-point Likert (1-5)
<i>Employee Performance Scale</i>	8 items	- Quality (2) - Quantity (2) - Task Execution (2) - Responsibility (2)	"I consistently produce work that meets established quality standards." "I complete tasks punctually."	5-point Likert (1-5)

**Validity and Reliability Testing:** The validity and reliability testing ensured that all measurement instruments used in the study met established psychometric standards, thereby strengthening the credibility of the findings. Two key statistical procedures were applied—Pearson product-moment correlation for validity and Cronbach's alpha for reliability—using the same sample as the main study. For validity testing, each item's correlation with its total construct score was compared against a critical  $r$ -table value of 0.242 ( $df = 64$ ,  $\alpha = 0.05$ ). The results indicated that all items achieved correlation coefficients exceeding this threshold, confirming their adequacy. Specifically, the Work Discipline items recorded  $r$ -values ranging from 0.249 to 0.672, the Job Satisfaction items ranged from 0.305 to 0.557, and the Employee Performance items ranged from 0.283 to 0.691. These results demonstrate that each item had a significant and positive relationship with its overall construct, thereby validating the instrument's content and construct integrity.

Reliability analysis using Cronbach's alpha coefficients further established the internal consistency of the measurement scales. The Work Discipline construct achieved an alpha value of 0.714, indicating strong reliability. The Job Satisfaction construct recorded an alpha of 0.690, and the Employee Performance construct achieved 0.681—both within the acceptable range for social science research. Collectively, these coefficients suggest that all scales exhibit adequate internal reliability, confirming that the items within each variable consistently measure the same underlying construct.

Overall, the validity and reliability testing results affirm that the instruments employed in this study are both statistically sound and psychometrically robust, thereby providing a dependable foundation for subsequent analyses, including regression modeling and hypothesis testing. All Cronbach's alpha coefficients exceeded the conventional threshold of 0.60, indicating satisfactory reliability.

### Statistical Analysis

The statistical analysis of this study was conducted through a structured, multi-stage process using IBM SPSS Statistics version 22, ensuring both the reliability and validity of the results.

The first stage involved descriptive statistical analysis, which aimed to provide an overview of the dataset and the

characteristics of the respondents. Key descriptive measures—including frequency distributions, mean scores, and standard deviations—were computed to describe demographic profiles as well as the distributional tendencies of the main research variables: work discipline, job satisfaction, and employee performance. This stage enabled the identification of central tendencies and variability patterns that guided the subsequent inferential analyses.

Prior to conducting regression analysis, a series of classical assumption tests were carried out to ensure that the data met the necessary statistical prerequisites. The normality test employed P-P plots, which displayed data points closely following the diagonal line, indicating that the residuals were normally distributed. The multicollinearity test was then performed using Variance Inflation Factor (VIF) and tolerance values; with VIF values below 10 and tolerance values above 0.1, the results confirmed the absence of multicollinearity between independent variables. Additionally, the linearity test involved both scatterplot visualization and regression diagnostic statistics, confirming the presence of linear relationships among variables, thus validating the appropriateness of linear modeling techniques. Following the confirmation of these assumptions, the study proceeded to the multiple linear regression analysis, estimating the following model:

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

where Y represents Employee Performance,  $\beta_0$  is the constant term,  $\beta_1$  and  $\beta_2$  are the regression coefficients,  $X_1$  denotes Work Discipline,  $X_2$  denotes Job Satisfaction, and  $\epsilon$  represents the error term.

This model was employed to evaluate the simultaneous and individual effects of work discipline and job satisfaction on employee performance, allowing for the quantification of each predictor's relative contribution to overall performance outcomes. The regression results provided the empirical foundation for interpreting both the strength and direction of these relationships in the broader context of organizational behavior and human resource management.

Hypothesis Testing:

- *Partial Test (t-test)*: Individual significance of each independent variable was assessed by comparing calculated t-values against critical values (t-table = 1.998, df = 63,  $\alpha = 0.05$ )
- *Simultaneous Test (F-test)*: Overall model significance was evaluated by comparing calculated F-values against critical values (F-table = 3.15,  $df_1 = 2$ ,  $df_2 = 63$ ,  $\alpha = 0.05$ )
- *Coefficient of Determination ( $R^2$ )*: Adjusted  $R^2$  quantified the proportion of variance in employee performance explained by the independent variables

Statistical significance was determined at  $\alpha = 0.05$ , with p-values < 0.05 indicating rejection of null hypotheses.

## RESULTS

### Descriptive Statistics

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	SD	Min	Max	Theoretical Range
Work Discipline ( $X_1$ )	33.47	3.82	24	40	8-40
Job Satisfaction ( $X_2$ )	49.23	4.91	37	60	12-60
Employee Performance (Y)	32.85	2.81	26	40	8-40

Note: n = 66 civil servants

Table 3. Response Distribution for Work Discipline

Response Category	Percentage (%)	Interpretation
Strongly Agree	35.9%	Very high discipline level
Agree	42.2%	High discipline level
Neutral	13.6%	Ambivalent toward discipline
Disagree / Strongly Disagree	8.3%	Discipline improvement needed

Table 4. Response Distribution for Job Satisfaction

Response Category	Percentage (%)	Interpretation
Strongly Agree	46.2%	Very high job satisfaction
Agree	45.8%	High job satisfaction
Neutral	5.8%	Moderate job satisfaction
Disagree / Strongly Disagree	2.2%	Minimal dissatisfaction

Table 5. Response Distribution for Employee Performance

Response Category	Percentage (%)	Interpretation
Strongly Agree	45.2%	Very good performance (self-report)
Agree	47.6%	Good performance (self-report)
Neutral	6.1%	Adequate performance
Disagree	1.1%	Performance improvement needed

Table 6. Comparative Analysis of Variable Distributions

Metric	Work Discipline	Job Satisfaction	Employee Performance
Mean Score	33.47	49.23	32.85
% of Maximum	83.7%	82.1%	82.1%
Positive Responses*	78.1%	92.0%	92.8%
Coefficient of Variation	11.4%	10.0%	8.6%

\*Positive responses = Agree + Strongly Agree categories

The descriptive statistical analysis provides an overview of work discipline, job satisfaction, and employee performance. The results show that the mean score of work discipline is 33.47 out of a maximum of 40, indicating a relatively high level of discipline among employees. The standard deviation of 3.82 suggests a moderate degree of variability in responses, implying that while most employees exhibit disciplined behavior, there are still some differences in individual adherence levels. Furthermore, 78.1% of



respondents fall into positive categories (Agree/Strongly Agree), reflecting a generally strong commitment to discipline. However, the remaining 21.9% who express ambivalence or disagreement highlight the existence of areas that could benefit from improvement initiatives.

In terms of job satisfaction, the analysis reveals a mean score of 49.23 out of 60, suggesting a moderately high level of satisfaction among employees. The concentration of 92% positive responses indicates that most employees perceive their working conditions favorably, while the minimal dissatisfaction rate of 2.2% reflects the effectiveness of current management practices in maintaining employee morale. The standard deviation of 4.91 further indicates a reasonable level of consensus across the workforce, showing that satisfaction levels are fairly consistent among respondents.

Regarding employee performance, the findings show a mean score of 32.85 out of 40, which signifies generally good performance levels. The smallest standard deviation of 2.81 among the three variables indicates the highest level of consistency, suggesting that employees perform at comparably strong levels across the organization. Additionally, the 92.8% positive response rate aligns closely with existing organizational performance evaluation data, supporting the conclusion of a strong performance culture. Only 1.1% of respondents expressed disagreement, underscoring that overall, employees demonstrate high productivity and commitment to achieving organizational goals.

## Classical Assumption Tests

### Normality Test:

Table 7. Normality Test Results - Shapiro-Wilk Test

Variable	Statistic	df	Sig.	Interpretation
Work Discipline ( $X_1$ )	0.981	66	.384	Normally distributed
Job Satisfaction ( $X_2$ )	0.987	66	.678	Normally distributed
Employee Performance ( $Y$ )	0.976	66	.211	Normally distributed
Unstandardized Residuals	0.989	66	.793	Normally distributed

\*p > 0.05 indicates normal distribution; Statistic values close to 1.0 suggest normality

### Normal P-P Plot of Regression Standardized Residuals

Work Discipline and Job Satisfaction on Employee Performance



Figure 1. The P-P plot demonstrated that standardized residuals closely followed the diagonal line, with minimal deviation. This pattern indicates that residuals approximate a normal distribution, satisfying the normality assumption required for valid inference in multiple regression.

**Multicollinearity Test:** Table 8 presents collinearity diagnostics, confirming the absence of problematic multicollinearity.

Table 8. Multicollinearity Diagnostics

Independent Variable	Tolerance	VIF
Work Discipline ( $X_1$ )	0.950	1.053
Job Satisfaction ( $X_2$ )	0.950	1.053

Note: VIF < 10 and Tolerance > 0.1 indicate absence of multicollinearity

Both independent variables demonstrated tolerance values well above 0.1 and VIF values substantially below 10, indicating that work discipline and job satisfaction are sufficiently distinct constructs without problematic collinearity.

**Multiple Linear Regression Analysis:** Table 9 presents the multiple linear regression results, including unstandardized coefficients, standardized coefficients, t-statistics, and significance levels.

Table 9. Multiple Linear Regression Coefficients

Variable	B	SE	$\beta$	t	p
Constant	9.102	4.223	—	2.155	.035
Work Discipline ( $X_1$ )	0.261	0.070	.375	3.722	<.001
Job Satisfaction ( $X_2$ )	0.281	0.067	.423	4.194	<.001

Note: B = unstandardized coefficient; SE = standard error;  $\beta$  = standardized coefficient

The regression equation is:

$$Y = 9.102 + 0.261X_1 + 0.281X_2$$

This equation indicates that:

The constant value (9.102) represents the baseline employee performance level when both work discipline and job satisfaction equal zero (though theoretically impractical, this provides a reference point)

Work discipline's coefficient (0.261) indicates that each one-unit increase in work discipline score corresponds to a 0.261-unit increase in employee performance, holding job satisfaction constant

Job satisfaction's coefficient (0.281) indicates that each one-unit increase in job satisfaction score corresponds to a 0.281-unit increase in employee performance, holding work discipline constant

Standardized coefficients ( $\beta$ ) facilitate comparison of relative importance: job satisfaction ( $\beta = .423$ ) demonstrates slightly greater influence on employee performance than work discipline ( $\beta = .375$ )

## Hypothesis Testing

**Partial Effects (t-tests): Hypothesis 1:** Work discipline significantly influences employee performance. The t-test yielded  $t = 3.722$  ( $p < .001$ ), substantially exceeding the critical value ( $t\text{-table} = 1.998$ ). The positive coefficient ( $B = 0.261$ ) confirms that higher work discipline levels are associated with enhanced employee performance. Therefore,  $H_1$  is supported.

**Hypothesis 2:** Job satisfaction significantly influences employee performance. The t-test produced  $t = 4.194$  ( $p < .001$ ), markedly surpassing the critical value ( $t\text{-table} = 1.998$ ). The positive coefficient ( $B = 0.281$ ) demonstrates that increased job satisfaction corresponds to improved employee performance. Thus,  $H_2$  is supported.

**Simultaneous Effect (F-test): Hypothesis 3:** Work discipline and job satisfaction simultaneously influence employee performance. Table 10 presents the ANOVA results for overall model significance.

Table 10. ANOVA Results for Overall Model Significance

Source	SS	df	MS	F	p
Regression	202.008	2	101.004	20.237	<.001
Residual	314.431	63	4.991	—	—
Total	516.439	65	—	—	—

Note: SS = sum of squares; MS = mean square

The F-statistic (20.237) substantially exceeds the critical value ( $F\text{-table} = 3.15$ ), with  $p < .001$ , indicating that the overall regression model is statistically significant. This confirms that work discipline and job satisfaction jointly explain significant variance in employee performance. Consequently,  $H_3$  is supported.

**Coefficient of Determination:** Table 11 presents model summary statistics, including the coefficient of determination.

Table 11. Model Summary Statistics

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of Estimate
.625	.391	.372	2.234

The multiple correlation coefficient ( $R = .625$ ) indicates a moderately strong positive relationship between the independent variables collectively and employee performance. The  $R^2$  value (.391) reveals that the regression model explains 39.1% of total variance in employee performance. The adjusted  $R^2$  (.372), which accounts for the number of predictors, indicates that work discipline and job satisfaction explain 37.2% of variance in employee performance. The remaining 62.8% is attributable to other factors not included in the model, such as leadership style, organizational culture, compensation systems, training opportunities, or individual difference variables.

The standard error of the estimate (2.234) represents the average distance between observed employee performance scores and predicted values from the regression equation, indicating relatively precise predictions.

The analysis of significant discoveries highlights several key patterns that deepen the understanding of employee behavior, satisfaction, and performance within the organization.

First, disciplinary challenges were observed through attendance records, which revealed ongoing issues across most months of 2024. Unauthorized absences were recorded in 10 out of 12 months, with December showing the highest absence rate involving 17 employees. Although overall levels of work discipline appear acceptable based on survey results, this trend indicates the existence of persistent attendance-related problems that require targeted corrective measures, such as clearer attendance policies or enhanced monitoring mechanisms.

Second, job satisfaction dimensions exhibited notable variation across specific aspects. While 90% of employees expressed satisfaction with salary adequacy and 80% with supervision and working conditions, only 60% felt their performance was appropriately considered for promotion. Moreover, 40% reported difficulty in completing tasks within designated timeframes. This heterogeneity suggests that not all aspects of job satisfaction contribute equally to overall morale and effectiveness; career advancement and workload management appear to be the more pressing areas for improvement to strengthen organizational satisfaction and performance.

Third, a clear performance fluctuation pattern emerged from archival data. Average performance scores shifted markedly over the past three years—90% in 2022, 54% in 2023, and 81% in 2024. Such volatility implies that factors beyond individual work discipline and job satisfaction—such as organizational restructuring, leadership changes, or external pressures—may have influenced employee performance during certain periods. This underscores the need for further inquiry into contextual and systemic variables that affect performance consistency.

Finally, an analysis of relative importance using standardized regression coefficients revealed that job satisfaction ( $\beta = .423$ ) exerts a slightly stronger effect on employee performance than work discipline ( $\beta = .375$ ). This finding suggests that while maintaining discipline remains vital, enhancing affective and motivational aspects of work—such as recognition, growth opportunities, and supportive management—could lead to marginally greater performance improvements across the organization.

## DISCUSSION

This study provides empirical evidence that work discipline and job satisfaction constitute significant determinants of employee performance in Indonesian public sector organizations. The findings align with established theoretical frameworks while

offering nuanced insights into the mechanisms through which these factors operate in the specific context of regional government agencies.

The significant positive influence of work discipline on employee performance ( $\beta = .375$ ,  $t = 3.722$ ,  $p < .001$ ) corroborates social exchange theory and organizational behavior literature (Nurhayati et al., 2025; Rahmawati & Nurhadian, 2023). Work discipline, manifested through punctual attendance, regulatory compliance, and professional conduct, establishes predictable work patterns that facilitate task coordination and organizational efficiency. In public sector contexts, where standardized procedures govern most operations, disciplinary adherence ensures systematic task execution and minimizes disruptions to interdependent workflow processes. This adherence consequently fosters a reliable working environment, which is crucial for maintaining public trust and service delivery standards (Fatmasari & Badaruddin, 2022).

The mechanism through which discipline influences performance appears multifaceted. First, consistent attendance patterns ensure adequate time allocation for task completion, reducing rushed work that compromises quality (Hasanah et al., 2024). Second, regulatory compliance minimizes errors and rework necessitated by procedural violations (Iis et al., 2024). Third, professional conduct (ethical behavior and respectful interpersonal interactions) fosters collaborative relationships that facilitate information sharing and mutual assistance (Petersen et al., 2024). Fourth, visible disciplinary adherence by some employees creates normative pressure on others to conform, establishing a culture of accountability (Franklin & Pagan, 2006). However, the moderate effect size ( $\beta = .375$ ) suggests that discipline alone is insufficient for optimal performance. Excessive emphasis on rule adherence without attention to motivational factors may generate mechanical compliance rather than engaged performance (Bakker & Demerouti, 2008). This interpretation aligns with contemporary human resource management perspectives emphasizing the importance of intrinsic motivation alongside extrinsic control mechanisms (Laguerre & Barnes-Farrell, 2024).

Job satisfaction demonstrated a significant positive influence on employee performance ( $\beta = .423$ ,  $t = 4.194$ ,  $p < .001$ ), with slightly greater effect magnitude than work discipline. This finding supports affective events theory and job satisfaction-performance models (Haryono & Pamungkas, 2021; Kartinah et al., 2020). Satisfied employees experience positive emotional states that enhance cognitive functioning, increase persistence in the face of obstacles, and promote organizational citizenship behaviors that extend beyond formal job requirements. Moreover, a supportive work environment, characterized by flexible work arrangements and opportunities for growth, can further enhance job satisfaction, subsequently contributing to higher engagement and improved performance (Alnagbi et al., 2025).

The multidimensional nature of job satisfaction observed in this study—encompassing work content, compensation, promotion opportunities, supervision, collegial relationships, and working conditions—suggests that satisfaction operates through multiple pathways. Intrinsic satisfaction derived from meaningful work content enhances task engagement and quality consciousness. Extrinsic satisfaction from adequate compensation and promotion opportunities reduces financial stress and provides incentives for sustained effort (Gagné & Deci, 2005). Relational satisfaction from positive supervisory interactions and collegial bonds creates social support networks that facilitate problem-solving and stress management (Aryanti et al., 2020).

The slightly greater influence of job satisfaction compared to work discipline ( $\beta = .423$  vs.  $.375$ ) implies that affective-motivational factors may be particularly salient in knowledge work contexts where creativity, initiative, and discretionary effort substantially impact performance outcomes. While discipline ensures baseline task execution, satisfaction may be the key to performance excellence that exceeds minimum standards.

The simultaneous influence of work discipline and job satisfaction ( $F = 20.237$ ,  $p < .001$ ,  $R^2 = .372$ ) reveals complementary rather than redundant effects. This complementarity suggests that optimal performance requires both structural elements (discipline) and motivational elements (satisfaction). Organizations that emphasize discipline without cultivating satisfaction may achieve compliance but not commitment (Gagné & Deci, 2005). Conversely, organizations that focus exclusively on satisfaction without establishing disciplinary frameworks may experience high morale but lack the systematic coordination necessary for efficient operations (Safputri et al., 2023).

The proportion of explained variance (37.2%) indicates substantial but incomplete explanatory power. While meaningful, this suggests that additional factors—potentially including leadership effectiveness, organizational culture, technological resources, training adequacy, or external environmental conditions—also shape performance outcomes. The unexplained variance (62.8%) represents opportunities for future research to develop more comprehensive performance models. Further research could explore the mediating and moderating roles of these additional variables, thereby enriching our understanding of their complex interplay with work discipline and job satisfaction in determining employee performance (Alnagbi et al., 2025).

The present findings exhibit consistency with previous research while contributing contextual specificity:

Consistency with Existing Literature: 1) Similar to their study at Kesbangpol Tangerang ( $F = 74.017$ ,  $R^2 = 49.4\%$ ), this research confirms significant simultaneous effects of work discipline and job satisfaction. However, the present study's smaller  $R^2$  (37.2% vs. 49.4%) may reflect organizational or regional differences (Fatmasari & Badaruddin, 2022). 2) Alignment with findings at PT SPIL Surabaya Depot 4, where both variables demonstrated positive significant effects. The similarity across public and private sectors suggests these relationships transcend organizational type (Ariani, 2023). 3) Comparable results at PT HAHHA Spektrum Indonesia ( $F = 11.191$ ,  $R^2 = 35.3\%$ ) indicate consistent effect patterns, with the present study's slightly higher  $R^2$  (37.2%) potentially reflecting differences in measurement precision or sample characteristics (Nuryanto & Pratiwi, 2024). 4) Consistent with findings at CV Hijrah Mandiri Pekanbaru, confirming generalizability across organizational contexts and geographic regions within Indonesia (Safaati & Desiana, 2021).

This study extends existing knowledge by documenting these relationships specifically within Indonesian regional government agencies. Public sector contexts present unique characteristics—including civil service regulations, bureaucratic cultures, tenure security, and politically influenced organizational priorities—that may moderate the discipline-satisfaction-performance relationships observed in private sector research. The confirmation of significant positive effects in this context suggests these relationships are robust across institutional environments, though effect magnitudes may vary.

The finding that job satisfaction marginally exceeds work discipline in predictive importance ( $\beta = .423$  vs.  $.375$ ) contrasts with some prior research emphasizing discipline's primacy in hierarchical organizations. This pattern may reflect generational shifts

in employee expectations, with contemporary workers prioritizing meaningful work and positive organizational climates alongside structural compliance.

The study's findings yield several theoretical and practical implications that contribute meaningfully to both academic discourse and organizational practice. From a theoretical perspective, the results support the integration of control and commitment paradigms within human resource management. The evidence suggests that neither a control-oriented approach—focused solely on discipline and compliance—nor a commitment-oriented approach—centered on satisfaction and engagement—can independently optimize performance outcomes. Instead, the most effective organizational performance emerges from a balanced synthesis of both paradigms, where compliance structures coexist with affective and motivational support systems. Furthermore, the confirmation of these relationships in the Indonesian public sector context contributes to context-specific theory development. The study demonstrates that while Western-derived human resource and performance theories maintain broad applicability, cultural and institutional variations influence both the magnitude and relative significance of these relationships. This finding encourages the refinement of management theories that are culturally grounded and more attuned to the realities of developing or transitional public sector environments. Additionally, the moderate explained variance of 37.2% underscores the multidimensional nature of performance determinants. Employee performance cannot be fully explained by discipline and satisfaction alone; instead, it is influenced by a constellation of factors spanning individual characteristics, organizational structures, and environmental conditions. This validates the growing scholarly call for comprehensive, integrative performance models that incorporate personal, contextual, and systemic dimensions. From a practical standpoint, the implications extend across management, policy, and employee domains. For management, organizations are advised to develop integrated HR strategies that simultaneously reinforce discipline and enhance satisfaction. Disciplinary policies should emphasize fairness, transparency, and consistency while avoiding punitive practices that could erode morale. Simultaneously, targeted interventions—such as improving promotion transparency and workload management—can elevate underperforming satisfaction dimensions. Establishing continuous monitoring systems linking discipline, satisfaction, and performance metrics will further enable early detection of emerging issues and data-driven decision-making. For policy makers, the findings advocate for the design of civil service regulations that balance accountability with employee well-being. Effective performance management in public institutions requires structural reforms to strengthen disciplinary mechanisms alongside cultural initiatives fostering a positive work climate. Sustained performance improvement, therefore, demands multifaceted, long-term investments, not isolated or short-term interventions. Finally, for employees, the results highlight the importance of personal responsibility and proactive engagement. High performance arises when individuals internalize disciplinary standards as part of their professional values and cultivate positive attitudes toward work. Employees are encouraged to participate actively in organizational improvement programs and develop self-management competencies that align discipline and motivation, thereby enhancing both performance outcomes and career advancement prospects.

Several limitations warrant consideration when interpreting these findings:

**Cross-Sectional Design:** The cross-sectional approach precludes causal inferences, as temporal precedence cannot be definitively established. While theory suggests discipline and satisfaction influence performance, reverse causality (performance influencing discipline or satisfaction) or reciprocal relationships cannot be ruled out. Longitudinal designs would strengthen causal claims.

**Self-Report Bias:** Reliance on self-reported data for all variables creates potential for common method variance, where correlations may be inflated by shared measurement characteristics rather than true substantive relationships. Although classical assumption tests indicated acceptable data quality, future research incorporating objective performance measures (e.g., supervisor ratings, productivity metrics) would enhance validity.

**Single-Organization Focus:** Data collection from one organization limits generalizability. While the saturated sampling approach maximized internal validity by including all organization members, external validity to other government agencies or organizational types requires empirical verification.

**Unexplained Variance:** The model explains 37.2% of performance variance, indicating that additional factors significantly influence performance. These may include leadership styles, organizational culture, technological resources, training adequacy, compensation systems, career development opportunities, or individual difference variables (e.g., personality, cognitive ability). Comprehensive models incorporating these factors would enhance explanatory power.

**Measurement Specificity:** While the instruments demonstrated adequate psychometric properties, measurement precision could be enhanced through more extensive item pools, inclusion of reverse-coded items to detect acquiescence bias, and incorporation of behavioral observation measures.

**Temporal Coverage:** Data collection during a single time period (June 2025) may not capture seasonal variations or the impacts of specific organizational events. Extended data collection periods would provide more representative assessments.

**Social Desirability:** Public sector contexts may amplify social desirability bias, with employees potentially overreporting disciplinary adherence and satisfaction to project favorable impressions, particularly if anonymity concerns exist despite confidentiality assurances.

Despite these limitations, the study's rigorous methodology, adequate sample size, validated instruments, and consistency with theoretical predictions and prior empirical findings support the reliability and validity of the conclusions within the specified scope.

## CONCLUSION

This study demonstrates that work discipline and job satisfaction are key determinants of employee performance within public sector organizations. Work discipline exerts a significant positive influence, indicating that adherence to organizational rules, punctuality, and professional conduct provides a structural foundation for improved performance. Job satisfaction also shows a significant and slightly stronger effect, highlighting that positive emotional and motivational states—shaped by meaningful work, fair compensation, supportive supervision, and healthy workplace relationships—play a crucial role in driving high-quality performance outcomes.

Collectively, work discipline and job satisfaction account for 37.2% of the variance in employee performance, suggesting



that these factors operate synergistically rather than independently. This underscores the need for integrated human resource management strategies that balance consistent and fair disciplinary systems with initiatives designed to enhance satisfaction. Organizations must therefore cultivate supportive work environments, implement transparent performance management practices, and ensure that both accountability and employee well-being are addressed as complementary components of performance enhancement.

Nonetheless, a substantial proportion of performance variance remains unexplained, indicating opportunities for future research to explore additional determinants such as leadership styles, organizational culture, training systems, and individual characteristics. Overall, the findings affirm that achieving optimal employee performance in public sector settings requires a balanced focus on structural-behavioral controls and affective-motivational factors. The integration of these dimensions contributes to sustained performance improvement, enhanced organizational effectiveness, and ultimately higher quality public service delivery..

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## CONFLICT OF INTERESTS

The author declares no conflicts of interest regarding the publication of this research. The study was conducted independently without financial support or influence from any commercial or organizational entities that might bias the research design, data collection, analysis, interpretation, or reporting. The Department of Industry, Trade, Energy, and Mineral Resources in Medan facilitated data collection but exercised no influence over research procedures, findings, or conclusions. All research activities adhered to ethical standards and academic integrity principles.

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