

THE EFFECT OF DISCIPLINE ON EMPLOYEE WORK QUALITY AT BADAN KESATUAN BANGSA DAN POLITIK, BONE BOLANGO REGENCY

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ABSTRACT

This study aims to examine the relationship between employee discipline and employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. The study employed a quantitative approach with an associative research design. The research population consisted of employees of Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency, and total sampling was employed to involve all accessible employees as respondents. Data were collected through questionnaires, observation, and documentation and were analyzed using Statistical Package for the Social Sciences (SPSS). The analytical procedures included instrument reliability testing and simple linear regression analysis to examine the relationship between employee discipline and employee work quality. The findings indicate that employee discipline has a positive and statistically significant relationship with employee work quality. Employees who demonstrate greater adherence to organizational rules, punctuality, attendance, procedural compliance, and responsibility tend to demonstrate better work quality. The findings suggest that employee discipline constitutes an important behavioral factor in supporting the consistency and quality of work within a public-sector organization. The study implies that organizational efforts to improve work quality should include strengthening discipline through clear procedures, consistent implementation of organizational rules, effective supervision, and supportive working conditions. The study contributes contextual evidence to public-sector human resource management by examining work quality as a specific employee outcome within a local-government institution.

Keywords : Employee Discipline, Work Quality, Public Sector, Human Resource Management, Local Government

INTRODUCTION

Human resources constitute a fundamental component of organizational effectiveness because employees are responsible for translating organizational policies, procedures, and strategic objectives into operational outcomes. This issue is particularly important in public-sector organizations, where employee behavior is closely associated with administrative accountability, organizational productivity, and the quality of services delivered to citizens. Unlike many private-sector organizations, public institutions operate within formal regulatory frameworks and bureaucratic structures that require employees to comply with established procedures while maintaining consistency in carrying out their

responsibilities. Consequently, employee behavior, including adherence to organizational rules and standards, represents an important organizational concern.

Employee discipline is one of the behavioral dimensions that can shape how organizational tasks are performed. Work discipline generally reflects employees' willingness and ability to comply with workplace rules, procedures, schedules, and responsibilities. Salsabilla et al. [1], for example, conceptualized work discipline as employees' obedient attitudes toward applicable workplace rules and examined its relationship with work motivation among hospital employees. Their study demonstrates the relevance of discipline as an observable organizational behavior in institutional

settings. Similarly, Tentama et al. [2], found a significant positive relationship between work discipline and employee performance, indicating that disciplined behavior can contribute to employees' ability to fulfill organizational responsibilities. These findings suggest that discipline is not merely an administrative requirement but can constitute an important behavioral mechanism through which organizations maintain effective work processes.

The importance of discipline becomes more pronounced in public organizations because formal rules and procedures are integral to administrative operations. However, the existence of formal regulations does not automatically guarantee consistent employee behavior. Franklin and Pagan [3], in their study of public-sector human resource management, argued that poorly designed discipline systems may produce inconsistent disciplinary practices, which can subsequently affect productivity and employee morale. Their analysis further indicates that employee discipline is influenced not only by formal organizational rules but also by organizational culture and informal practices. This perspective is important because effective discipline requires consistency between formal regulations, managerial implementation, and the behavioral expectations established within the organization.

Work quality represents another important dimension of organizational outcomes. In an organizational context, quality of work can be reflected in the extent to which employees complete their duties

accurately, responsibly, consistently, and in accordance with established standards. In public-sector institutions, these dimensions are particularly relevant because the work performed by employees contributes directly to the implementation of government programs and administrative services. Salau et al. [4], examining employees in the public service, found that employment-related factors such as organizational culture, work relationships, learning and development, work flexibility, and involvement in reward-system decisions were associated with employee behavioral outcomes. Their findings demonstrate that employee outcomes in public organizations are shaped by an interaction between organizational systems and individual workplace behavior rather than by a single factor alone.

The relationship between employee discipline and work-related outcomes has also received empirical attention. Tentama et al. [2], reported that work discipline had a significant positive relationship with employee performance and contributed more strongly to performance than organizational autonomy in their study. Likewise, Nainggolan et al. [5], found a positive and significant influence of work discipline and individual characteristics on employee performance. More recent evidence from Indonesian public-sector settings also indicates that discipline is associated with employee performance. For example, a study conducted at a public health center examined the effect of employee discipline on service quality, directly connecting disciplined employee behavior with an important

organizational outcome in public service delivery [6]. These findings provide a basis for examining whether disciplined employees are more capable of producing work that meets organizational expectations.

Nevertheless, the relationship between discipline and employee outcomes should not be interpreted as universally uniform across organizational contexts. Public organizations differ in their institutional structures, managerial practices, organizational cultures, and regulatory environments. For example, Mochtar et al. [7], found that work discipline did not have a significant partial effect on employee performance at the Madiun City Land Office, although work discipline, work motivation, and work environment jointly influenced performance. This finding illustrates that the contribution of discipline may depend on the organizational conditions in which employees perform their duties. Such variation reinforces the importance of conducting empirical investigations within specific public-sector institutions rather than assuming that findings from one organization can automatically be generalized to another.

Although previous studies have established associations between work discipline and employee performance, an important research space remains concerning the relationship between discipline and work quality as a specific employee outcome. Much of the existing empirical literature treats employee performance as a broad dependent variable, while fewer studies explicitly examine the quality dimension of employees' work within specific local-government institutions. Furthermore, existing studies

have predominantly focused on hospitals, universities, public service offices, and other government institutions, leaving limited empirical evidence concerning institutions responsible for national unity and political affairs at the regency level. This contextual gap is relevant because the administrative responsibilities and organizational characteristics of such institutions may create distinctive expectations concerning employee discipline and work quality.

Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency provides a relevant institutional setting for examining this relationship. As a local-government institution, its employees are expected to perform administrative and organizational responsibilities in accordance with applicable regulations and institutional standards. The extent to which employees demonstrate punctuality, compliance, responsibility, and consistency in performing their duties may therefore be relevant to the quality of work produced by the institution. Investigating this relationship at the organizational level can provide empirical evidence regarding whether employee discipline is associated with variations in work quality in a specific public-sector setting.

Therefore, this study aims to examine the effect of discipline on employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. By focusing specifically on work quality rather than treating employee performance as a broad construct, this study seeks to provide a more focused understanding of how disciplined work behavior relates to the quality of

employees' outputs in a local-government institution. The findings are expected to contribute to the empirical literature on public-sector human resource management while providing institutionally relevant evidence for understanding employee behavior and work quality in local government organizations.

Literature Review

Employee Discipline

Employee discipline refers to employees' adherence to organizational rules, procedures, standards, and behavioral expectations in carrying out their duties. In public-sector organizations, discipline is particularly relevant because employees operate within formal administrative systems that require compliance with established procedures and institutional responsibilities. Salsabilla et al. [1], emphasize work discipline as an important behavioral factor associated with employee performance, while Debby et al. [8], demonstrate that the work environment and leadership can influence employee performance through work discipline. From this perspective, discipline is not limited to the enforcement of sanctions but also represents employees' behavioral consistency in fulfilling organizational requirements.

The dimensions of employee discipline can include adherence to workplace rules, punctuality, attendance, compliance with procedures, and respect for organizational norms. These dimensions reflect the extent to which employees demonstrate responsible behavior in performing their assigned duties. Prasetyo et al. [9], found that discipline was associated with employee productivity, providing

empirical support for the importance of disciplined behavior in organizational outcomes. Similarly, Poongavanam [10], examined discipline in relation to employee benefits and organizational outcomes, indicating that discipline constitutes an important behavioral component in understanding employee-related organizational conditions.

Work Quality

Work quality is a multidimensional concept concerning the conditions and outcomes associated with employees' work experiences and organizational performance. In public organizations, work quality may encompass productivity, job satisfaction, organizational commitment, employee well-being, and quality of work life. Jahanshahi and Dehghani [11], demonstrate the relevance of quality of work life in addressing organizational problems within public organizations, while Haricharan [12], emphasizes the relationship between leadership, management, employee well-being, and performance in public service organizations. These perspectives indicate that work quality cannot be understood exclusively through output quantity but should also consider the broader conditions under which employees perform their work.

The literature also demonstrates that the conceptualization of work quality varies across research traditions. Bytyqi et al. [13], examined work stress, job satisfaction, and organizational commitment among public employees, illustrating the connection between employees' working conditions and organizational attitudes. Similarly, El Badawy

et al. [14], investigated the relationship between quality of work life and organizational commitment, demonstrating that work-related quality encompasses multiple dimensions of employees' organizational experiences. Sorokina [15], further highlights the interdisciplinary nature of job-quality research and the variation in how job quality has been conceptualized across different research traditions. Therefore, a clear operationalization of work quality is necessary when examining its relationship with employee discipline.

Theoretical Foundations

The relationship between employee discipline and work quality can be understood through organizational behavior and quality management perspectives. From a quality management perspective, employee behavior is an important component of organizational processes because consistent adherence to procedures contributes to the stability and improvement of work processes. Koskela et al. [16], explain that quality management has developed through several theoretical traditions concerned with value generation, process improvement, and systematic quality control. Within this perspective, employee discipline can be understood as behavioral consistency that supports the implementation of organizational procedures and quality-oriented processes.

Organizational culture and managerial practices also provide a theoretical basis for understanding employee discipline and work outcomes. Střiteská and Sein [17], discuss performance-driven culture in the public sector and demonstrate the importance of

organizational culture in shaping performance-oriented practices. Likewise, Jurkiewicz and Massey [18][19], examine what municipal employees expect from their jobs compared with what they experience, highlighting the importance of organizational conditions and employee expectations in public-sector employment. These perspectives suggest that discipline and work quality are embedded within broader organizational systems rather than functioning as isolated employee characteristics.

Empirical Relationship Between Employee Discipline and Work Quality

Previous empirical research provides evidence of a relationship between employee discipline and employee-related organizational outcomes. Salsabilla et al. [1], identified work discipline as an important factor in examining employee behavior and performance, while Debby et al. [8], found that work discipline forms part of the relationship between organizational conditions and employee performance. More directly, Prasetyo et al. [9], reported that discipline and the work environment affected employee productivity in an Indonesian organizational context. Taken together, these findings indicate that employees who demonstrate greater compliance with organizational requirements may be more capable of maintaining consistent work processes and achieving expected productivity outcomes.

However, the relationship should not be interpreted as independent of other organizational factors. Yuliandi et al. [20], examined work discipline alongside

competence and empowerment and demonstrated the importance of considering these variables when explaining employee performance. This finding suggests that discipline alone may not fully explain variations in employee outcomes because employees also require adequate competence and opportunities to exercise their capabilities. Similarly, Debby et al. [8], highlight the relevance of leadership and work environment in relation to discipline and performance. Thus, the discipline–work quality relationship should be examined within the organizational context in which employees perform their duties.

Inconsistencies and Research Gap

Despite the growing literature on employee discipline and work-related outcomes, several gaps remain. First, the conceptualization of work quality is not uniform. Sorokina [15], demonstrates that job quality has been approached from different interdisciplinary research traditions, while studies by Bytyqi et al. [13], Jahanshahi and Dehghani [11], and El Badawy et al. [14], emphasize different dimensions, including job satisfaction, organizational commitment, employee well-being, and quality of work life. Consequently, empirical studies need to establish a clear definition and operationalization of work quality to avoid conceptual overlap with broader constructs such as employee performance, job satisfaction, and quality of work life.

Second, existing empirical studies have examined discipline across different organizational and institutional contexts, but evidence specifically concerning local-

government agencies remains relatively limited. Most of the cited studies focus on hospitals, private organizations, general public-sector employees, or broader organizational settings. Moreover, Yuliandi et al. [20], indicates that discipline may interact with other employee characteristics, such as competence and empowerment, while Szostek [21], demonstrates that demographic characteristics can be relevant to the quality of employee relationships. These findings indicate the importance of examining discipline within a specific institutional context. Therefore, this study focuses on Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency, to provide empirical evidence regarding the relationship between employee discipline and work quality in a local-government organization.

Conceptual Framework

Based on the reviewed literature, employee discipline is positioned as the independent variable, while employee work quality is positioned as the dependent variable. Employee discipline is represented through behavioral dimensions such as adherence to organizational rules, punctuality and attendance, compliance with procedures, and respect for organizational norms. These dimensions reflect the extent to which employees consistently fulfill organizational requirements in performing their duties. The empirical findings of Salsabilla et al. [1], Debby et al. [8], and Prasetyo et al. [9], provide a basis for examining discipline as an explanatory factor for employee-related outcomes.

Employee work quality represents the extent to which employees perform their responsibilities effectively and in accordance with organizational expectations, incorporating relevant aspects of productivity, work-related well-being, and organizational outcomes. Based on the reviewed literature, the conceptual relationship proposed in this study is that higher employee discipline is associated with better employee work quality. Accordingly, the conceptual framework can be expressed as:

Employee Discipline (X) → Employee Work Quality (Y)

Based on this framework, the study proposes the following hypothesis:

H1: Employee discipline has a significant effect on employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency.

RESEARCH METHODS

Research Design

This study employed a quantitative research approach with an associative research design. Associative research is used to examine the relationship between two or more variables and to determine whether changes in an independent variable are statistically associated with changes in a dependent variable. In this study, the independent variable was employee discipline (X), while the dependent variable was employee work quality (Y). The study was designed to examine the statistical effect of employee discipline on employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency.

A quantitative approach was adopted because the research variables were measured using structured instruments and analyzed statistically. Quantitative research enables researchers to obtain numerical data from respondents and use statistical procedures to test the proposed hypothesis. The data obtained from the respondents were processed using the Statistical Package for the Social Sciences (SPSS).

Types and Sources of Data

Type of Data

The study primarily used quantitative data in the form of numerical responses obtained from the research questionnaire. The questionnaire responses were converted into numerical scores according to the measurement scale used in the study. Quantitative data were subsequently analyzed using descriptive and inferential statistical techniques to examine the relationship between employee discipline and employee work quality.

Sources of Data

The data used in this study consisted of primary and secondary data.

1. Primary Data

Primary data were obtained directly from respondents through questionnaires distributed to employees of Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. Observation was also conducted to obtain contextual information concerning employee conditions and organizational activities.

2. Secondary Data

Secondary data were obtained from relevant organizational documents,

institutional records, books, scientific articles, and other literature related to employee discipline and work quality. These data were used to support the interpretation and contextualization of the primary research findings.

Population and Sample

The population of this study comprised all employees of Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. Based on the organizational data available to the researchers, the total population consisted of 31 employees.

Because the population was relatively small and accessible, this study employed a total sampling (census) technique, in which all members of the population were included as research respondents. Accordingly, the sample consisted of 31 employees. The use of total sampling enabled the study to obtain information from the entire accessible population rather than selecting only a portion of employees.

Data Collection Techniques

Data were collected using observation, questionnaires, and documentation.

Observation

Observation was conducted to obtain contextual information concerning the organizational setting, employee conditions, and work activities at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. The observation process was used primarily to complement the questionnaire data and provide a contextual understanding of the research setting.

Questionnaire

A structured questionnaire was used as the main instrument for collecting primary quantitative data. The questionnaire was distributed to all 31 employees included in the study. The questionnaire contained statements representing the indicators of employee discipline and employee work quality. Respondents were asked to provide responses based on their actual experiences and conditions in the workplace.

The questionnaire responses were scored using a Likert-type measurement scale. Higher scores represented stronger manifestations of the measured construct. Before conducting the hypothesis test, the questionnaire items were evaluated through validity and reliability testing to ensure that the instrument was appropriate for measuring the research variables.

Documentation

Documentation was used to collect supporting information relevant to the research, including organizational records, employee data, institutional documents, and other relevant written materials. Documentation served as supplementary evidence for describing the research setting and population.

Data Analysis

The collected data were processed using SPSS. Data analysis consisted of instrument testing and inferential statistical analysis. Because this study involved one independent variable and one dependent variable, simple linear regression analysis was employed to examine the statistical relationship between employee discipline and employee work quality.

Validity Test

A validity test was conducted to determine whether each questionnaire item adequately measured the construct for which it was designed. The validity of the questionnaire items was assessed by examining the correlation between each item score and the total construct score. An item was considered valid when its correlation coefficient met the predetermined criterion of 0.30 or higher.

Reliability Test

A reliability test was conducted to assess the internal consistency of the questionnaire items within each research variable. Reliability was evaluated using Cronbach's alpha coefficient. A construct was considered to demonstrate acceptable internal consistency when the Cronbach's alpha value exceeded 0.60, consistent with the criterion adopted in this study.

Simple Linear Regression Analysis

Simple linear regression was used to estimate the statistical relationship between employee discipline (X) and employee work quality (Y). The regression model was expressed as follows:

$$Y = a + bX + e$$

Where:

Y = Employee Work Quality

X = Employee Discipline

a = Constant/intercept, representing the expected value of Y when X equals zero

b = Regression coefficient, representing the estimated change in Y associated with a one-unit change in X

e = Error term

The regression coefficient was used to determine the direction and magnitude of the statistical association between employee discipline and employee work quality.

Hypothesis Testing

The hypothesis was tested using the **t-test** for the regression coefficient. The t-test was used to determine whether employee discipline had a statistically significant relationship with employee work quality. The decision criterion was based on a significance level of 5% ($\alpha = 0.05$). The null hypothesis was rejected when the p-value was less than 0.05, indicating a statistically significant association between employee discipline and employee work quality.

Coefficient of Determination

The coefficient of determination (R^2) was used to determine the proportion of variation in employee work quality that could be statistically accounted for by employee discipline in the regression model. The R^2 value ranges from 0 to 1, with higher values indicating that a greater proportion of variation in the dependent variable is accounted for by the independent variable within the model.

Research Variables

The study consisted of two variables:

Table 1. Research Variables

Variable	Symbol	Description
Employee Discipline	X	The independent variable representing employees' adherence to organizational rules, procedures, attendance requirements, punctuality, and workplace norms.
Employee Work Quality	Y	The dependent variable representing the quality with which employees

The Effect Of Discipline On Employee Work Quality At Badan Kesatuan Bangsa Dan Politik, Bone Bolango Regency

perform their assigned duties and responsibilities in accordance with organizational expectations.
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The analysis focused on determining whether variations in employee discipline were statistically associated with variations in employee work quality among employees of Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency.

RESEARCH RESULTS

Reliability Test

A reliability test was conducted to assess the internal consistency of the questionnaire items used to measure employee discipline and employee work quality. Cronbach's alpha was used as the reliability coefficient. In this study, a Cronbach's alpha value greater than 0.60 was considered to indicate acceptable internal consistency.

Table 1. Reliability Test Results for Employee Discipline

Reliability Statistics	Value
Cronbach's Alpha	0.808
N of Items	8

Source: SPSS 22, processed data (2022).

The reliability test for the employee discipline variable (X) resulted in a Cronbach's alpha value of 0.808 for eight questionnaire items. Since the value exceeds the predetermined threshold of 0.60, the items used to measure employee discipline demonstrate acceptable internal consistency. Therefore, the employee discipline instrument was considered reliable and suitable for further analysis.

Table 2. Reliability Test Results for Employee Work Quality

Reliability Statistics	Value
Cronbach's Alpha	0.874
N of Items	8

Source: SPSS 22, processed data (2022).

The reliability test for the employee work quality variable (Y) resulted in a Cronbach's alpha value of 0.874 for eight questionnaire items. This value is higher than the predetermined threshold of 0.60, indicating acceptable internal consistency among the questionnaire items. Therefore, the employee work quality instrument was considered reliable for subsequent analysis.

Simple Linear Regression Analysis

Simple linear regression analysis was performed to examine the statistical relationship between employee discipline (X) and employee work quality (Y). The analysis consisted of the model summary, ANOVA test, and regression coefficient test.

Table 3. Model Summary of Simple Linear Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.887	0.786	0.778	1.571

Predictors: (Constant), Employee Discipline
Dependent Variable: Employee Work Quality
Source: SPSS 22, processed data (2022).

The results in Table 3 show an R value of 0.887, indicating a strong positive relationship between employee discipline and employee work quality in the observations included in the regression analysis. The coefficient of determination (R^2) is 0.786, indicating that 78.6% of the variance in employee work quality is statistically accounted for by employee discipline in the regression model. The remaining 21.4% is

The Effect Of Discipline On Employee Work Quality At Badan Kesatuan Bangsa Dan Politik, Bone Bolango Regency

associated with other factors that are not included in the model.

The Adjusted R^2 value of 0.778 indicates that the model accounts for approximately 77.8% of the variance in employee work quality after adjustment for the number of predictors. The standard error of the estimate is 1.571, representing the estimated average deviation between the observed and predicted values of employee work quality.

Table 4. ANOVA Test for the Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	245.239	1	245.239	99.387	<0.001
Residual	66.6237	2	2.468		
Total	311.862	2			

Dependent Variable: Employee Work Quality
Predictors: (Constant), Employee Discipline
Source: SPSS 22, processed data (2022).

The ANOVA results indicate that the regression model produced an F-value of 99.387 with a significance value of $p < 0.001$. Because the significance value is lower than the predetermined significance level of 0.05, the regression model is statistically significant. Thus, the model provides statistically significant evidence of a linear relationship between employee discipline and employee work quality in the observations included in the analysis.

Table 5. Regression Coefficients

Model	Unstandardized B	Standard Error	Standardized Beta	t	Sig.
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(Constant)	3.749	3.691	—	1.016	0.319
Employee Discipline	1.081	0.108	0.887	9.969	<0.001

Dependent Variable: Employee Work Quality

Source: SPSS 22, processed data (2022).

The regression coefficient results show that the unstandardized coefficient (B) for employee discipline is 1.081, with a standard error of 0.108. The standardized beta coefficient is 0.887, while the t-value is 9.969 with a significance value of $p < 0.001$.

Based on the unstandardized coefficients, the simple linear regression equation is:

$$Y = 3.749 + 1.081X$$

where Y represents employee work quality and X represents employee discipline.

The constant of 3.749 represents the predicted value of employee work quality when the employee discipline score is zero. However, because a value of zero may not represent a meaningful observed score on the questionnaire scale, the constant should primarily be interpreted as the mathematical intercept of the regression model rather than as an actual expected workplace condition.

The regression coefficient for employee discipline is 1.081, indicating that a one-unit increase in the employee discipline score is associated with an estimated 1.081-unit increase in the employee work quality score, based on the fitted linear regression model. The positive coefficient indicates that the relationship between employee discipline and employee work quality is positive.

The standardized beta coefficient of 0.887 indicates the strength and direction of the standardized relationship between employee discipline and employee work quality. Its positive value is consistent with the positive direction of the unstandardized regression coefficient.

Hypothesis Testing

The hypothesis proposed in this study was:

H₀: Employee discipline does not have a statistically significant effect on employee work quality.

H₁: Employee discipline has a statistically significant effect on employee work quality.

The coefficient test produced a t-value of 9.969 with a significance value of $p < 0.001$. Since the significance value is lower than the predetermined significance level of $\alpha = 0.05$, H₀ is rejected and H₁ is supported.

Therefore, the analysis provides statistically significant evidence of a positive relationship between employee discipline and employee work quality in the observations included in the regression model. In practical terms, higher employee discipline scores are associated with higher employee work quality scores.

Furthermore, the R² value of 0.786 indicates that employee discipline statistically accounts for 78.6% of the variance in employee work quality in the regression model, while the remaining 21.4% is associated with factors outside the model.

DISCUSSION

The findings of this study demonstrate that employee discipline is positively and

significantly associated with employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. The regression analysis produced a positive unstandardized coefficient, indicating that higher employee discipline scores were associated with higher employee work quality scores. The statistical significance of the regression coefficient further indicates that the observed relationship is unlikely to be attributable to random variation within the analyzed observations. In addition, the relatively high coefficient of determination indicates that employee discipline statistically accounts for a substantial proportion of the variation in employee work quality in the regression model. These findings provide empirical support for the proposed hypothesis and suggest that discipline represents an important behavioral dimension in understanding work quality within the studied public-sector institution.

The positive relationship can be understood from the behavioral characteristics represented by employee discipline. Discipline involves employees' compliance with organizational rules, punctuality, attendance, adherence to procedures, and responsibility in carrying out assigned duties. Employees who consistently comply with organizational requirements are more likely to perform their tasks according to established procedures and workplace expectations. In a public-sector institution, where administrative activities are generally governed by formal regulations and procedural requirements, such behavioral consistency can support the orderly completion of work. Discipline therefore

functions not merely as a mechanism for controlling employee behavior but also as a behavioral foundation that supports consistency in organizational processes.

This interpretation is consistent with the organizational behavior perspective presented in the literature review. Salsabilla et al. [1] identified work discipline as an important behavioral factor in understanding employee-related outcomes, while Debby et al. [8] demonstrated that discipline forms part of the relationship between organizational conditions and employee performance. Prasetyo et al. [9] likewise reported that work discipline was associated with employee productivity in an Indonesian organizational context. The present findings extend this body of evidence by focusing specifically on employee work quality within a local-government institution. Rather than treating employee performance as a broad organizational outcome, this study emphasizes the relationship between disciplined behavior and the quality with which employees perform their assigned responsibilities.

The findings are also compatible with the quality management perspective discussed by Koskela et al. [16]. Quality management emphasizes systematic processes, consistency, and the improvement of organizational activities. From this perspective, the quality of organizational outputs is influenced not only by formal systems but also by the consistency with which organizational processes are implemented. Employee discipline can contribute to such consistency because employees who adhere to established procedures are more likely to perform tasks in

accordance with organizational standards. Thus, the positive relationship identified in this study suggests that employee behavioral consistency may constitute one of the organizational conditions supporting work quality.

The findings further support the argument that discipline should be understood within the broader organizational environment rather than as an isolated employee characteristic. Debby et al. [8] showed that leadership and work environment can be related to employee performance through work discipline, while Yuliandi et al. [20] emphasized the relevance of competence, empowerment, job satisfaction, and discipline in explaining employee performance. These studies indicate that employee outcomes may emerge from the interaction of multiple organizational and individual factors. Therefore, although discipline demonstrates a strong statistical association with work quality in the present study, it should not be interpreted as the sole determinant of work quality. The proportion of variation not accounted for by the regression model indicates that other factors may also contribute to differences in employees' work quality.

The findings also provide an important contextual contribution when compared with studies reporting weaker or non-significant effects of discipline. Mochtar et al. [7], for example, found that work discipline did not have a significant partial effect on employee performance at the Madiun City Land Office, although discipline, motivation, and work environment jointly influenced performance. The difference between that finding and the

present result may reflect differences in institutional context, measurement, organizational practices, employee characteristics, or the specific dependent variable examined. The current study focuses on work quality within Badan Kesatuan Bangsa dan Politik at the regency level, whereas other studies have examined broader employee performance constructs or different types of public organizations. This contextual variation reinforces the importance of testing organizational relationships empirically rather than assuming that the influence of discipline is identical across all public-sector institutions.

Another important finding concerns the magnitude of the statistical association. The relatively high R value indicates a strong positive relationship between employee discipline and employee work quality within the observations included in the regression analysis. The R^2 value also indicates that a substantial proportion of variation in work quality is statistically accounted for by employee discipline in the fitted model. This finding suggests that discipline is an important explanatory variable in this particular institutional context. However, the R^2 should not be interpreted as evidence that employee discipline alone causes the reported proportion of work quality. Factors such as employee competence, leadership, work environment, motivation, organizational culture, workload, job satisfaction, and available organizational resources may also influence work quality but were not included in the simple regression model.

The findings have practical implications for human resource management at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. The results suggest that efforts to improve work quality can reasonably include strengthening employees' compliance with organizational procedures, punctuality, attendance, responsibility, and consistency in performing assigned duties. However, discipline-oriented interventions should not be limited to sanctions or corrective measures. Consistent with the broader literature on public-sector management, organizational leaders should establish clear expectations, communicate procedures effectively, apply rules consistently, and create working conditions that enable employees to comply with organizational standards. In this way, discipline can function as part of a supportive management system rather than merely as an instrument of control.

The findings also have implications for the broader understanding of work quality in public organizations. The literature review demonstrated that work quality is a multidimensional concept that may overlap with productivity, employee well-being, job satisfaction, organizational commitment, and quality of work life [11]–[15]. The present study operationalizes work quality as an employee-level work outcome and demonstrates that it is statistically associated with disciplined behavior. This provides a more focused empirical perspective on the discipline–work quality relationship in a local-government setting. At the same time, the findings reinforce the need for future studies to define work quality carefully and

distinguish it from related constructs such as overall employee performance and quality of work life.

The originality of this study lies primarily in its contextual focus. Existing studies have frequently examined employee discipline in relation to general performance, productivity, or other employee outcomes across different organizational settings. This study specifically examines employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency, thereby providing institution-specific evidence from a local-government organization responsible for administrative affairs related to national unity and politics. The study therefore contributes contextual evidence to the public-sector human resource management literature and demonstrates that the discipline–work quality relationship is also observable in this particular local-government environment.

Nevertheless, several limitations should be acknowledged. First, the study employed a quantitative associative design with a single independent variable, meaning that the analysis does not capture the full range of factors that may influence employee work quality. Second, the data were collected using a questionnaire, which means that responses may be influenced by respondents' perceptions and self-reporting tendencies. Third, the study was conducted in only one local-government institution, limiting the extent to which the findings can be generalized to other government agencies or regions. In addition, although the research population consisted of 31 employees, the regression output presented in the results section contains 28 degrees of

freedom for the total variation, indicating that 29 observations were included in the regression analysis. This discrepancy should be explicitly verified against the original SPSS dataset and output before publication, particularly to determine whether missing observations resulted in listwise exclusion.

Future research can address these limitations by involving several public-sector institutions and larger samples, thereby enabling comparisons across organizational and regional contexts. Researchers may also incorporate additional explanatory variables, such as leadership, work environment, competence, motivation, organizational culture, workload, job satisfaction, and employee well-being. Furthermore, future studies could employ multiple regression, structural equation modeling, or longitudinal designs to examine more complex relationships among organizational variables. Such approaches would provide a broader understanding of how discipline interacts with other organizational conditions in shaping employee work quality.

Overall, the findings indicate that employee discipline is an important variable associated with employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. The positive and statistically significant relationship supports the theoretical expectation that consistent adherence to organizational requirements can accompany better work outcomes. At the same time, the findings should be interpreted within the limits of the research design and institutional context. Employee discipline appears to be an important component of work

quality, but improving work quality in public organizations should also consider the wider organizational, managerial, and employee-related factors that shape how work is performed.

CONCLUSION

This study concludes that employee discipline is positively associated with employee work quality at Badan Kesatuan Bangsa dan Politik, Bone Bolango Regency. The findings indicate that employees who consistently comply with organizational rules, demonstrate punctuality and attendance, follow established procedures, and fulfill their responsibilities tend to produce better-quality work. These findings reinforce the view that discipline is not merely an administrative mechanism for regulating employee behavior but also an important behavioral foundation for maintaining consistency and quality in organizational processes. In practical terms, the institution should strengthen employee discipline through clear work procedures, consistent application of organizational rules, effective supervision, and a supportive work environment that enables employees to perform their responsibilities effectively. Nevertheless, the findings should be interpreted within the institutional context of the study because work quality may also be influenced by other factors, including leadership, competence, motivation, organizational culture, workload, and working conditions. Future research should therefore examine broader organizational factors and involve multiple public-sector institutions to

provide a more comprehensive understanding of the factors shaping employee work quality.

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