

Employee Discipline Reviewed From Leadership, Motivation, Compensation At The District Office

Tri Wahyuni, Istiatin, Siti Maryam

Management Faculty, Postgraduate Program, Batik Islamic University, Surakarta
yuni8038@gmail.com

ABSTRACT

This study aims to analyze the influence of leadership, motivation, compensation, and work environment on employee discipline in Serengan District. The study used a quantitative approach with a survey method. The population in this study were all 40 State Civil Apparatus (ASN) in Serengan District. The sampling technique used saturated sampling, so that the entire population was used as a research sample. Data were collected through questionnaires, observations, documentation, and literature studies, then analyzed using multiple linear regression with the help of the SPSS version 27 program. The results showed that simultaneously, leadership, motivation, compensation, and work environment had a significant effect on employee discipline with an F count value of 5.059 and a significance of 0.011. The coefficient of determination (Adjusted R Square) value of 0.516 indicated that 51.6% of employee discipline variations could be explained by leadership, motivation, compensation, and work environment variables, while the remaining 48.4% was influenced by other factors outside the research model. These findings indicate that improving the quality of leadership, motivation, compensation, and work environment can be an effective strategy in improving employee discipline in Serengan District.

Keywords: Leadership, Motivation, Compensation, Work Environment, Employee Discipline.

INTRODUCTION

A government agency is an organization comprised of a group of individuals specifically selected to carry out state duties as a form of public service. Human resources play a crucial role in an agency because human resource management facilitates the agency's achievement of its desired goals. A government agency's goals can be achieved through the effective and efficient management, mobilization, and utilization of its human resources, as they are the central driving force behind the organization's policies and operational activities. Achieving organizational goals depends not only on modern technology and complete facilities, but also on the employees who carry out these tasks. Employees are the driving force behind the system within a government organization. Providing public services to the community requires a friendly, polite, and respectful attitude. One factor that can foster this friendly and polite attitude is work discipline. Employee discipline is crucial for organizational growth, primarily used to motivate employees to discipline themselves in carrying out their work, both individually and in groups. Employee discipline is beneficial in educating employees to obey and enjoy the work, which can result in good performance.

Discipline is a key factor in maintaining the effective and efficient performance of government organizations. Discipline is the willingness or attitude to

comply with established rules, norms, regulations, or procedures.(Erifebriani, 2025)This involves a person's ability to follow schedules, comply with regulations, and carry out tasks consistently and orderly. Discipline is a condition that causes or motivates employees to carry out all activities in accordance with established rules (Zurrianti & Yuliharsi, 2023).

Employee discipline is a crucial factor in determining the quality of employee performance in government organizations. Highly disciplined employees tend to carry out their duties responsibly, on time, and in compliance with applicable regulations and procedures. Late attendance, lack of adherence to work regulations, low participation in office activities, and minimal initiative in completing tasks optimally are employee discipline issues in the Serengan District of the Government. Discipline is the employee's desire to work and strive to the maximum to achieve agency goals. (Sultoni, 2021)

Serengan District, as one of the Regional Apparatus Organizations within the Surakarta City Government, is required to provide prompt, accurate, and professional public services. Improving employee discipline is an urgent need that must be addressed immediately. This research is essential to conduct a deeper analysis of the influence of factors such as leadership, motivation, compensation, and the work environment on employee discipline, as well as to formulate appropriate strategies to foster a disciplined and productive work culture.

Employee discipline is crucial and serves as a benchmark for determining whether other human resource management functions have been implemented effectively. Agencies or companies that lack discipline will struggle to achieve optimal results. Employee discipline is a managerial tool used to increase employee awareness and willingness to comply with all applicable regulations and norms in the workplace, in order to achieve organizational goals and improve performance. Discipline is useful for educating employees to comply with regulations, standards, procedures, and policies, thereby achieving company goals (Hapsari et al., 2023).

The success of an organization depends heavily on the role of its leaders. It is crucial for leaders to motivate and provide clear direction to employees (Rahmat et al., 2024). Leaders must have the ability to influence employees to carry out their orders willingly and without coercion. It is crucial for leaders to motivate and provide clear direction to employees (Zurrianti & Yuliharsi, 2023). Leadership is a factor that has a significant influence on employee discipline because organizational leaders must be able to nurture and motivate employees to achieve organizational goals. It is crucial for leaders to foster cooperation and good relationships (Umar & Iba, 2020). Leadership is an effort to direct others to achieve specific goals (Monra & Muchtar, 2021). It is crucial for leaders to motivate and provide clear direction to employees (Rahmat et al., 2024).

Work motivation is a factor that plays a role in increasing employee productivity and performance in an organization. Employee welfare is important as a way to increase employee motivation, passion, and work ethic for the company (Hapsari et al., 2023). Work motivation is an internal drive that drives someone to

achieve goals and influences the effectiveness of achieving organizational targets. Activities to motivate employees must consider certain aspects, such as understanding the needs and desires of subordinates and the results of their work. People want to work to fulfill their needs and desires, both physical and mental, both conscious and unconscious. High work motivation encourages employees to be more responsible in completing their tasks (Rachman & Rastryana 2025). High employee motivation can positively impact the business of a company or institution. Employees with high levels of motivation tend to be more proactive, disciplined, and have a strong commitment to their duties and responsibilities. However, there are still several obstacles that can reduce employee motivation, such as a lack of teamwork and limited incentives that can support performance improvement.

Motivation is a process of encouragement that directs and guides employees to produce a work spirit that influences employees to achieve a goal (Anwar & Abrar, 2023). Superiors should be able to provide motivation and support for subordinates as objects of supervision so that subordinates carry out work with full awareness and high discipline. Low work motivation is influenced by various factors, including a lack of appreciation for employee performance and weak communication between leaders and subordinates in Serengan District. Such conditions have an impact on declining work enthusiasm and a lack of employee involvement in carrying out tasks optimally. Intrinsic motivation factors, such as recognition of achievements and rewards for work results, serve to increase job satisfaction and employee productivity. The higher the motivation, the more positive and good impact it will have on employee work discipline (Lestari et al., 2024).

Compensation is a reward given to employees, either directly or indirectly, financially or non-financially, fairly, for their contribution to achieving organizational goals (Erifabriani, 2025). Compensation can improve work discipline (Aeni, 2022).

A strategy is needed to build work motivation. Good compensation can improve employee work discipline. The better the compensation, the more disciplined the employees will be (Rahmat et al., 2024). Increasing the compensation received by employees, to improve employee work discipline, is done by establishing a compensation method, namely a reward or replacement for the energy and thoughts of employees provided by the company in the form of money and other facilities that can be used by employees to meet their needs. Adequate compensation can encourage employee compliance with company regulations. Compensation in the form of benefits meets employee expectations (Rumapea et al., 2025). Although employee performance varies from one employee to another, compensation in the form of money or goods is one way to meet employee needs.

Employee discipline is also influenced by the work environment. The work environment can directly influence discipline because it is felt daily by employees. A good work environment will enable employees to work optimally, safely, and comfortably. The better the physical work environment provided by the company, the higher the level of employee discipline (Sultoni, 2021). Another factor that is no less important in determining whether or not employee discipline is good is the work

environment. A comfortable, safe, and clean work environment will make employees feel at home and focused on their work (Hartono, 2022).

A conducive work environment will have a positive and good impact on the continuity of employees' work, on the other hand, if the work environment is less conducive, it will have a negative impact on the continuity of employees' work. The work environment in question is the entirety of the tools and materials encountered, the surrounding environment in which people work, their work methods, and their work arrangements, both as individuals and in groups. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors (Pasaribu, 2022).

Serengan District has the function of organizing government affairs in the field of public services. Serengan District employees as elements of the state apparatus who are human resources, have a very strategic role in carrying out government duties in the field of public services. Public service is a mandatory affair in the administration of government, to fulfill it requires obedience and good performance by employees in Serengan District. Measurement of the performance and discipline of Serengan District employees is measured through compliance with the presence that has been carried out through the *sisensi* application, namely an application that can be used to report the accuracy of employee attendance levels. From this indicator, there are several employees who have not been optimal in adhering to working hours. Indiscipline in adhering to working hours, especially late arrival, is one of the most frequent and easiest to measure violations of order in an organization. Lateness is not only a matter of time, but also an indicator of commitment, work ethic, and employee respect for team and company time. The criteria for measuring the performance of an employee who is categorized as undisciplined, the average frequency of lateness is usually in the range of 20% to 40% of the total working days in a month. A 20% figure means the employee is late approximately 4 days in a work month (assuming 20 work days). A 40% figure means the employee is late approximately 8 days in a work month. If an employee consistently exhibits a frequency of lateness in this range, they are certainly a target for disciplinary action by the Surakarta City Personnel and Human Resources Development Agency. Facing these problems, the role of human resources in Serengan District is crucial. The type of employee expected to be able to fulfill this role is one who has a high level of compliance, a high spirit of professionalism, noble character, and is aware of their responsibilities as a public servant and a servant of the state.

Employee discipline is a key pillar in realizing a professional, accountable government that is oriented towards excellent public service. At the sub-district level, as the frontline that directly interacts with the public, employee work discipline is a crucial indicator in assessing the overall quality of regional government performance. Serengan Sub-district employees, as elements of the state apparatus and human resources, play a highly strategic role in carrying out government duties in the public service sector. Sub-district employees are required to demonstrate punctuality,

compliance with work regulations, consistency in completing tasks, and attitudes that reflect integrity and responsibility. Punctual attendance, morning roll call, wearing official uniforms, and adherence to Standard Operating Procedures (SOPs) are concrete forms of the daily application of employee discipline. Efforts to instill a culture of discipline are continuously carried out through regular coaching, the implementation of rewards and punishments, and close supervision from direct superiors. In addition, strengthening internal employee motivation and increasing capacity through training are also part of the strategy to build the character of an apparatus that is disciplined and committed to public service.

Employee discipline is not merely a matter of attendance, but also reflects an employee's work ethic and professional attitude. In the context of public service, discipline is key to building public trust in government institutions. Therefore, all employees in Serengan District are continually reminded that employee discipline is a form of service, not simply an administrative obligation. With a disciplined and responsible work spirit, Serengan District is committed to continuously improving the quality of service, accelerating response to community needs, and serving as a positive example for other government work units.

RESEARCH METHODS

This study uses a quantitative descriptive approach. In this quantitative descriptive study, the author focuses on leadership, motivation, compensation, and work environment on employee discipline in Serengan District. This study aims to examine the influence of leadership, motivation, compensation, and work environment on employee discipline in Serengan District by collecting data using questionnaires, observation, and documentation. The research location was in Serengan District. The research period was from August 1, 2025, to February 28, 2026. The population of this study was 40 Serengan District employees with the status of State Civil Apparatus (ASN). Because the population was less than 100, a total sampling approach was used, meaning the entire population was used as a research sample. The sampling technique used was saturated sampling. The saturated sampling technique is a sampling technique when all members of the population are used as samples. Where all members of the population are used as samples, so the total sample is 40 people. The variables used in this study consist of two variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consist of leadership (X1), motivation (X2), compensation (X3), work environment (X4), and the dependent variable is employee discipline (Y). The data collection methods used in this study are observation, documentation, questionnaires, and literature studies. After the data tabulation was carried out, the data was processed using multiple linear regression analysis tools with the help of SPSS 27 software.

RESULTS AND DISCUSSION

Multiple Linear Regression

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	9,967	Positive
2	Leadership	0.349	Positive
3	Motivation	0.235	Positive
4	Compensation	0.223	Positive
5	Work environment	0.418	Positive

Source: Primary data processed in 2026

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 9.967 + 0.349 X_1 + 0.235 X_2 + 0.223 X_3 + 0.418$$

From this equation it can be explained that:

a. Constant (a)

The results of the statistical analysis show that the discipline variable has a coefficient value of 9.967. This indicates that every one-level increase in the discipline variable will be significantly followed by an increase in the values of the leadership, motivation, compensation, and work environment variables by 9.967, assuming the other variables remain constant..

b. Leadership coefficient (b1)

This means that if leadership increases by one level, employee discipline will increase by 0.349 assuming motivation, compensation and work environment are constant.

c. Motivation coefficient (b2)

This means that if motivation increases by one level, employee discipline will increase by 0.235 assuming leadership, compensation and work environment are constant.

d. Compensation coefficient (b3)

This means that if compensation increases by one level, employee discipline will increase by 0.223 assuming leadership, motivation and work environment remain constant.

e. Work environment coefficient (b4)

This means that if the work environment increases by one level, employee discipline will increase by 0.418 assuming constant leadership, motivation and compensation.

Model Feasibility Test

Table 2. Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	5,059	2.66	0.011	0.05	Eligible Model

Source: Primary data processed in 2026

From the results of the model feasibility test, the calculated $F > F_{table}$ was

5.059 > 2.66 with a significance of 0.011, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is an influence between leadership, motivation, compensation, and work environment on employee discipline in Serengan District and meets the model feasibility test.

Hypothesis Test/t-Test

Table 3 Hypothesis Testing Results

Hypothesis	thitung	ttable	Sig.	Standard	Information
H1	2,214	2,024	0.047	0.05	Ha Accepted
H2	2,437	2,024	0.031	0.05	Ha Accepted
H3	2,107	2,024	0.057	0.05	Ha Accepted
H4	2,763	2,024	0.003	0.05	Ha Accepted

Source: Primary data processed in 2026

Based on the results of the t-test in the table above, it can be explained in the following form:

- The influence of leadership on employee discipline
Work motivation has a calculated t value > t table ($2.214 > 2.024$) and a significance of $0.047 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of leadership on employee discipline in Serengan District.
- The influence of motivation on employee discipline
Motivation has a calculated t value > t table ($2.437 > 2.024$) and a significance of $0.031 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of motivation on employee discipline in Serengan District.
- The effect of compensation on employee discipline
Compensation has a calculated t value > t table ($2.107 > 2.024$) and a significance of $0.057 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of compensation on employee discipline in Serengan District.
- The influence of the work environment on employee discipline
The work environment has a calculated t value > t table ($2.763 > 2.024$) and a significance of $0.003 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of the work environment on employee discipline in Serengan District.

Coefficient of Determination Test (R²)

Table 4 Results of the Determination Coefficient

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Standard Error of the Estimate</i>
1	0.798	0.637	0.516	0.98016

Source: Primary data processed in 2026

Based on the calculation results, the adjusted R square value was 0.516. This means that the variables of leadership, motivation, compensation, and work environment contributed 51.6% to employee discipline, while the remaining 49.4% was explained by other variables not included in this study, such as education, commitment, social status, and others.

Discussion

1. The influence of leadership on employee discipline in Serengan District.

Based on the SPSS calculation results presented in Table IV.10, the calculated t value > t table ($2.214 > 2.024$) with a significance of $0.047 < 0.05$ indicates that leadership has a positive and significant effect on employee discipline. These results prove that better leadership will significantly improve employee discipline. This research is in line with previous research conducted by Zurriati & Yuliharsi (2023), Monra & Muchtar (2021), Rahmat et al. (2024), and Umar & Iba (2020). which shows that leadership has a positive and significant influence on employee discipline.

Decision-making ability is a leader's ability to determine the best choice among various alternatives to resolve organizational problems. Accurate decision-making is crucial because a leader's decisions will impact work effectiveness, the achievement of organizational goals, and the working conditions of subordinates.

A good leader must be able to analyze situations, consider risks, and make decisions quickly and accurately. This ability also reflects the leader's level of responsibility and courage in facing various organizational challenges (Zurriati & Yuliharsi, 2023). Motivational skills are a leader's ability to provide encouragement, enthusiasm, and inspiration to subordinates to work optimally to achieve organizational goals. Leaders who can motivate subordinates will create a positive work environment and increase employee morale (Monra & Muchtar, 2021).

Communication skills are a leader's ability to convey information, direction, and organizational policies clearly and effectively to subordinates. Good communication can reduce misunderstandings and improve work coordination within an organization. A leader is required to be able to communicate in a two-way manner, namely not only giving instructions but also listening to subordinates' input and complaints. With effective communication, the relationship between leaders and employees becomes more harmonious,

thus supporting the creation of a conducive work atmosphere (Rahmat et al., 2024). The ability to control subordinates is a leader's ability to direct, supervise, and ensure that subordinates work according to organizational rules and goals. Controlling subordinates is necessary for work execution to run effectively and meet established standards (Umar & Iba, 2020).

Leadership is a very important aspect as an example and guide for subordinates in carrying out a job. Leadership in an organization has a very important role, in order to improve employee discipline in Serengan District. The role of leadership will be realized if there is a behavioral relationship or a harmonious behavioral relationship and good communication between superiors and subordinates. There are coordination meetings both routinely or at certain times (urgent conditions) related to the implementation of activities or daily work where in the coordination the leader always conveys motivation in carrying out the work. The leader always encourages employees to increase creativity and innovation so that work can be completed well and quickly.

2. The influence of motivation on employee discipline in Serengan District.

Based on the SPSS calculation results presented in Table IV.10, the calculated t value is greater than the t table ($2.437 > 2.024$) and the significance value is $0.031 < 0.05$, indicating that motivation has a positive and significant effect on employee discipline. These results prove that the higher the motivation, the more significant the increase in employee discipline. This research is in line with previous research conducted by Hapsari et al., (2023), Rachman & Rastryana (2025), Anwar & Abrar (2023), Lestari et al (2024), which show that motivation has a positive and significant effect on employee discipline.

Physical needs are basic needs that must be met for individuals to perform work activities effectively. These needs relate to biological needs such as food, drink, and rest, as well as economic needs through the provision of a decent salary or wage. In the workplace, meeting physical needs is crucial because it impacts employee morale and productivity. Employees who receive adequate income and good work facilities tend to have higher work motivation than those whose basic needs are not met ((Hapsari et al., 2023). The need for safety and security relates to employees' desire for protection from various risks that could disrupt work continuity or personal safety. This need includes job security, health insurance, job protection, and certainty of employment status. Employees who feel safe at work will have psychological peace, allowing them to work more focused and productively. Conversely, job uncertainty or an unsafe work environment can reduce employee motivation (Rachman & Rastryana, 2025).

Social needs are an individual's need to be accepted, appreciated, and to build good relationships with others in the work environment. In organizations, social needs are reflected through interactions between employees, teamwork, and harmonious relationships between superiors and subordinates. Fulfilling social needs can increase a sense of belonging to the organization, making employees feel comfortable at work. Good social relationships can also create a

conducive work environment and increase employee morale (Anwar & Abrar, 2023). The need for esteem is an individual's need for recognition for their abilities, achievements, and contributions to the organization. Rewards can take the form of praise, promotions, incentives, or other forms of appreciation. Employees who feel appreciated will have higher self-confidence and work motivation. Rewards can also encourage employees to improve the quality of their work and demonstrate their best abilities (Lestari et al., 2024).

High motivation among employees tends to improve their discipline. Discipline stemming from strong motivation tends to be more stable and sustainable than discipline driven solely by fear of sanctions. In other words, positive motivation transforms discipline from mere "obedience by force" to "obedience by awareness."

3. The effect of compensation on employee discipline in Serengan District.

Based on the SPSS calculation results presented in Table IV.10, the calculated t value $> t$ table ($2.107 > 2.024$) and a significance level of $0.057 < 0.05$ indicate that work compensation has a positive and significant effect on employee discipline. These results prove that the higher the compensation, the more significant the increase in employee discipline. This research is in line with previous research conducted by Rumapea et al., (2025), Erifebriani (2025), Aeni (2022), Rahmat et al (2024) which states that compensation has a positive and significant effect on employee discipline. This finding indicates that any increase in the quality or amount of compensation received by employees, whether in the form of salary, performance allowances (TPP), or non-financial rewards, will be followed by increased employee compliance with organizational rules. Salary is a reward provided by the organization to employees on a regular basis based on their work and responsibilities. Salary is a major factor in meeting employee living needs and therefore has a significant influence on the level of work discipline. Employees who receive salaries commensurate with their workload and responsibilities tend to be motivated to work more disciplined, arrive on time, and comply with organizational rules. Conversely, dissatisfaction with salary can lead to indisciplinary behavior such as lateness, low responsibility, and decreased work productivity (Rumapea et al., 2025). Overtime pay is additional compensation given to employees for work performed outside of normal working hours. Providing overtime pay is a form of organizational appreciation for the additional time and effort provided by employees. In relation to employee discipline, overtime pay can increase employee willingness to comply with organizational work requirements, especially in urgent work conditions. Employees who receive fair overtime pay tend to be more responsible and have a high work commitment (Erifebriani, 2025).

Incentives are additional income given to employees based on specific work achievements or accomplishments. Incentives serve as a motivator for employees to work better and be more disciplined in carrying out their duties. Providing incentives can increase employee morale because employees feel their

work is valued by the organization. Employees who receive incentives are usually more motivated to comply with regulations, increase productivity, and achieve work targets (Aeni, 2022). Allowances are additional compensation provided by organizations to improve employee welfare, such as health benefits, family allowances, and position allowances. Allowances demonstrate the organization's attention to employee needs beyond base salary. Employees who receive adequate benefits tend to feel more secure and comfortable in their work, thereby increasing loyalty and work discipline. Allowances can also reduce employee dissatisfaction with the organization (Rahmat et al., 2024).

Compensation deemed adequate by Serengan District employees serves as a guarantee of economic security. This reduces the burden on employees regarding family financial needs, allowing them to be more focused and disciplined in adhering to working hours. A compensation system directly linked to attendance (such as deductions for lateness or absences) has proven to be an effective tool in both enforcing and cultivating disciplined behavior in employees.

4. The influence of the work environment on employee discipline in Serengan District

Based on the SPSS calculation results presented in Table IV.10, the calculated t value $> t$ table ($2.763 > 2.024$) and a significance level of $0.003 < 0.05$ indicate that the work environment has a positive and significant effect on employee discipline. These results prove that the better the work environment, the more significant the increase in employee performance. This research is in line with previous research conducted by Sultoni (2021), Chaerunnisa et al (2024), Hartono (2022), Pasaribu (2022) which states that the work environment has a positive and significant impact on employee discipline. A work environment with an appropriate air temperature will help employees work more focused and disciplined in carrying out their tasks. A comfortable room temperature can also increase work productivity and reduce employee stress levels (Sultoni, 2021). Noise is an unwanted sound in the work environment and can disrupt employee concentration. High noise levels can make it difficult for employees to concentrate, easily fatigue, and reduce work effectiveness. An excessively noisy work environment can also trigger stress and discomfort, resulting in decreased employee discipline. Conversely, a calm work environment will help employees focus more and comply with work regulations properly (Chaerunnisa et al., 2024).

Employees who feel safe in the workplace tend to feel calm and more disciplined, leading to greater responsibility. Conversely, an unsafe work environment can cause anxiety and lower employee motivation. Organizations need to provide occupational safety systems, protective equipment, and safety procedures to create a safe and orderly work environment (Hartono, 2022). A well-organized workspace can have a positive psychological effect, making employees more enthusiastic and disciplined. Conversely, using colors that are

too striking or inappropriate can cause discomfort and disrupt work concentration. Therefore, the color scheme of the workspace is a supporting factor in creating a conducive work environment (Pasaribu, 2022).

Employees in Serengan District enjoy a positive, safe, and comfortable work environment. A positive work environment is a key factor in supporting employees to work more productively, comfortably, and optimally. A supportive work environment makes employees feel comfortable and motivated, allowing them to work more focused and productively. A positive work environment is a key factor in improving employee discipline in Serengan District. By creating a comfortable, supportive, and adequate work environment, employees can work more efficiently, productively, and with quality. A positive work environment will also improve employee discipline in Serengan District.

CONCLUSION AND SUGGESTIONS

Based on the analysis and discussion, it can be concluded that leadership, motivation, compensation, and work environment have a positive and significant effect on employee discipline in Serengan District. The calculation results show an adjusted R square value of 0.516, which means that the variables of leadership, motivation, compensation, and work environment are able to explain 51.6% of the variation in employee discipline, while the remaining 48.4% is influenced by other factors outside this study, such as education, hobbies, social status, and other factors. This finding implies that effective leadership plays an important role in improving employee discipline and supporting organizational effectiveness. In addition, motivation is a driving factor that can increase employee morale and service quality in achieving organizational goals. Appropriate compensation can also encourage employees to work more responsibly and with discipline, while a conducive work environment supports the implementation of tasks in a professional, efficient, and communicative manner. Based on the results of this study, it is recommended that Serengan District continue to maintain and improve the quality of leadership, motivation, compensation, and work environment to encourage continuous improvement in employee discipline. It is hoped that further research will expand this study by adding other variables that could potentially influence employee discipline, given that other factors beyond this study have significant influence. Furthermore, employee discipline can be studied in various types of organizations, both in the private sector and other institutions, such as corporations, banks, and industries, as discipline is a crucial factor in supporting organizational progress and success.

BIBLIOGRAPHY

- Aeni, DN (2022). The Effect of Compensation and Leadership on Employee Work Discipline at CV. Sukahati Pratama, Tasikmalaya City. *ULIL ALBAB: Multidisciplinary Scientific Journal*, 1(9), 3186–3198.
- Afandi, P. (2018). *Human Resource Management: Theory, Concepts, and Indicators*. Pekanbaru: Zanafia Publishing.

- Agustia Monra, BM (2021). The Influence of Leadership Style, Compensation and Work Motivation on Employee Discipline in West Pasaman Regency. *Advances in Economics, Business and Management Research* by Atlantis Press International BV, 192(Piceeba), 578–582. <https://www.atlantispress.com/proceedings/piceeba-21/125963969>
- Anwar, S., & Abrar, U. (2023). The Influence of Compensation and Work Motivation on Employee Performance through Employee Discipline. *International Journal of Multidisciplinary Approach Research and Science*, 1(02), 133–138. <https://doi.org/10.59653/ijmars.v1i02.66>
- Emma Zurrianti, Y. (2023). The Influence of Leadership Style, Compensation and Work Environment on Employee Work Discipline at the Regional Planning, Research and Development Agency (BAPPEDA) Office in Padang Panjang City. *Mirai Management Journal*, 5(2)(2), 256–264.
- Enny, M. (2019). *Human Resource Management*. Surabaya: Ubhara Management Press.
- Erifebriani. (2025). Leadership Exemplary Behavior and Compensation for Work Discipline (Case Study: Medical Device Company). *Journal of Management Science and Education*, 01(04), 312–319. <https://jurnal.kopusindo.com/index.php/jimp/index>
- Farida, U., & Hartono, S. (2016). *Human Resource Management II*. Ponorogo: Umpo Ponorogo Press.
- Ghozali, I. (2018). *Multivariate Analysis Application with IBM SPSS 23 Program*. Semarang: Diponegoro University Publishing Agency
- Hapsari, AR, Murtini, W., & Ninghardjanti, P. (2023). The influence of motivation, communication, and supervision on employee work discipline. *JIKAP (Journal of Information and Communication of Office Administration)*, 7(1), 73. <https://doi.org/10.20961/jikap.v7i1.62032>
- Hasibuan, M. (2021). *Human Resource Management*. Jakarta: Bumi Aksara.
- Hayat Rachman, PS, & Rastryana, U. (2025). The Influence of Work Motivation and Work Environment on Employee Discipline. *Journal of Management, Economics, and Accounting*, 1(2), 122–131. <https://doi.org/10.63921/jmaeka.v1i2.38>
- Istiatin, & Sudarwati. (2021). *Research Methodology Module*. Surakarta: Batik Islamic University. 7
- Jafar, I., Alam, S., & Hamzah, M. (2023). The Influence of Work Culture, Human Resource Competence, and Work Motivation on Employee Performance at the Agriculture and Food Security Office of Selayar Islands Regency. *Indonesian Management Pioneer Journal (JPMI)*, 2(1), 35–47.
- Masram, Mu`ah, Basyah, MA, Indrayani, TI, & Qomariah, N. (2022). The Impact of Compensation, Motivation And Commitment To The Performance Of Hospital Employees. *American Journal of Humanities and Social Sciences Research*, 6(2), 117–124.
- Mangkunegara. (2017). *Corporate Human Resource Management*. Bandung: PT. Remaja Rosdakarya.

- 5541 | Volume 7 Nomor 9 2026