

Analysis of Work Discipline and Work Motivation on Employee Job Satisfaction at the Regional Financial and Asset Management Agency of XYZ Province (Case Study on the Regional Property Management Division)

Arneta Putri Fatmawati^{1*}, Khaerul Rizal Abdurahman²

^{1,2}Faculty of Economics and Business, Universitas Jenderal Achmad Yani, Indonesia
Email: ¹⁾ arnetaputri_2450097013@mn.unjani.ac.id, ²⁾ khaerulrizal@mn.unjani.ac.id

Received : 16 August - 2025

Accepted : 23 September - 2025

Published online : 26 September - 2025

Abstract

The background of this study is the indication of suboptimal job satisfaction, as reflected in the high rate of employee tardiness, which is suspected to be caused by low employee discipline, as seen from the high rate of incomplete attendance, and low work motivation due to limited career paths and study assignment opportunities. Therefore, this study aims to analyze in-depth the influence of work discipline and work motivation on the job satisfaction of employees in the Regional Asset Management Division (BMD) of the BPKAD of XYZ Province. This study employs a qualitative approach with a case study method. Data were collected through in-depth interviews with four employees and one key managerial informant, non-participant observation, and document studies. Data were analyzed using data reduction, data presentation, and conclusion drawing, with data validity tested through triangulation. The results show that work discipline is considered good by the leadership; however, in practice, there are discrepancies due to time flexibility and administrative negligence, particularly regarding attendance and break times. Employee motivation varies significantly, polarizing between those who perceive a bright and clear career path and those who feel stagnant due to limited promotion opportunities. This perception directly affects job satisfaction. It can be concluded that both discipline and motivation significantly influence job satisfaction within the civil servant (ASN) environment.

Keywords: Career Path, Job Satisfaction, Regional Asset Management, Work Discipline, Work Motivation.

1. Introduction

In the era of dynamic government governance, human resource quality becomes a determining factor for the success of public organizations. The Regional Asset and Financial Management Agency (BPKAD) of Province XYZ, as a strategic entity, places the quality of State Civil Apparatus (ASN) as its top priority. The performance and productivity of ASN are greatly influenced by psychological variables such as job satisfaction. Job satisfaction, according to Robbins & Judge (2021), is an overall evaluation or feeling that an individual has toward their job. High levels of satisfaction reflect positive attitudes and have a close relationship with better work performance.

Initial phenomena in the Regional Asset Management (BMD) Division of BPKAD Province XYZ show indications of suboptimal job satisfaction. According to Nurnaningsih & Wahyono (2017), low job satisfaction can manifest in withdrawal behaviors such as tardiness.



This is relevant to conditions at the research location, where data shows a high rate of employee tardiness, reaching an average of 65.75% per month during 2024. This high tardiness rate serves as an early signal of potential problems in employee job satisfaction.

Several experts in recent research state that work discipline and work motivation are important factors that influence employee job satisfaction. Rama (2023) in his research proved that both work motivation and work discipline have a positive effect on job satisfaction. This finding is strengthened by Fauzi et al. (2023) who mentioned that motivation and work discipline are two important variables that can increase job satisfaction as well as employee productivity. Thus, it can be concluded that according to recent research, the higher a person's work discipline and motivation, the higher the level of job satisfaction they experience.

In the BMD Management Division of BPKAD Province XYZ itself, phenomena were found that indicate weak work discipline. Work discipline, according to Hasibuan (2017), is an attitude formed from an individual's understanding and willingness to follow and comply with all applicable regulations, becoming the foundation of effective work behavior. However, data shows that the rate of incomplete attendance (leaving before time) in the BMD Division reaches an average of 70.31% per month. This figure is not only higher than the overall BPKAD average but also reflects weak compliance with established working time regulations.

Besides discipline, work motivation also becomes a factor in forming job satisfaction. Motivation is a process that explains the intensity, direction, and persistence of individuals to achieve their goals (Robbins & Judge, 2021). The presence of issues at BPKAD, particularly perceptions of career stagnation among implementing ASN and the scarcity of study assignment quotas, could result in decreased employee motivation. According to Herzberg's Two-Factor Theory, opportunities for advancement (progression) and self-development (growth) are motivator factors essential for creating satisfaction. The absence of these factors can cause demotivation and low job satisfaction (Alrawahi et al., 2020).

Based on a review of several journals examined, all research shows that work discipline and work motivation positively shape employee job satisfaction. Lesmana & Abdurahman (2024) noted that discipline development and work motivation contribute positively and significantly to employee performance, especially in operational contexts such as at AHASS Siliwangi Motor, where discipline seen as an indicator of commitment to organizational goals. Similar results were also found by Rafsanjani & Abdurahman (2024) in educational environments, intrinsic work motivation such as self-development and achievement recognition act as key drivers in creating work enthusiasm that shape employee satisfaction.

Additionally, Syamsudhuha & Abdurahman (2024) also emphasized the importance of discipline applied consistently to form a productive work environment, which subsequently directly impacts target achievement and individual satisfaction in organizations. This research consistently strengthens the view that discipline and motivation are not only administrative factors but also strategic aspects in creating sustainable job satisfaction (Rahmadani & Alam, 2024). Furthermore, research by Aryagunawan & Heryanda (2021); Azwina & Muttaqin (2022); Oktaviani et al. (2022); Prabowo & Hartuti (2024), all conclude that both variables positively impact job satisfaction. This means that better work discipline and higher work motivation owned by employees will positively impact job satisfaction.

Based on the problems and several previous studies above, this research aims to: (1) understand the work discipline of employees in the BMD Management Division of BPKAD Province XYZ based on direct supervisor perceptions; (2) understand the work motivation of employees in the BMD Management Division of BPKAD Province XYZ; (3) understand the job satisfaction of employees in the BMD Management Division of BPKAD Province XYZ; and (4) understand the impact of work discipline and work motivation on employee job satisfaction

in the BMD Management Division of BPKAD Province XYZ. This research is expected to provide conceptual understanding and practical recommendations for government agencies in improving job satisfaction by strengthening employee discipline and motivation aspects.

2. Literature Review

Human Resource Management (HRM) is a strategic approach in managing the workforce to provide optimal contribution to achieving organizational goals. Within the HRM framework, work discipline and work motivation are viewed as fundamental aspects that not only affect performance, but also shape employee job satisfaction levels. Work discipline is defined as an individual's willingness to comply with applicable organizational regulations, policies, procedures, and norms, including compliance with time, company regulations, job execution, and other relevant rules. Discipline functions as a behavioral control mechanism to keep employees aligned with organizational goals, reduce deviations, and increase efficiency. However, implementing discipline that is too strict without motivational support can create resistance, so its effectiveness requires a fair, consistent, and transparent approach.

Work motivation, on the other hand, is an important factor that affects employee attitudes, enthusiasm, and job satisfaction. Motivation theories, such as the Two Factor Theory proposed by Herzberg, explain that intrinsic factors including achievement, recognition, responsibility, and self-development have a direct influence on job satisfaction, while extrinsic factors play more of a role in preventing dissatisfaction. Job satisfaction can be understood as an affective response of employees formed from evaluation of working conditions, compensation, interpersonal relationships, and career development opportunities. In many studies, job satisfaction has proven to serve as a mediating variable that connects discipline and motivation with organizational outcomes, such as improved performance, loyalty, and commitment. Therefore, work discipline and work motivation can be viewed as two main factors that complement each other in encouraging the formation of job satisfaction, which ultimately contributes to overall organizational effectiveness.

Referring on this conceptual framework, this research refers to the paradigm that in the context of HR Management, work discipline and work motivation are two independent variables that conceptually influence the dependent variable, namely job satisfaction. Work discipline is measured through compliance with time rules, agency regulations, task implementation, and other regulations. Meanwhile, work motivation is measured by success factors, recognition, work itself, responsibility, and self-potential development. The association between these variables is illustrated in the following research paradigm.

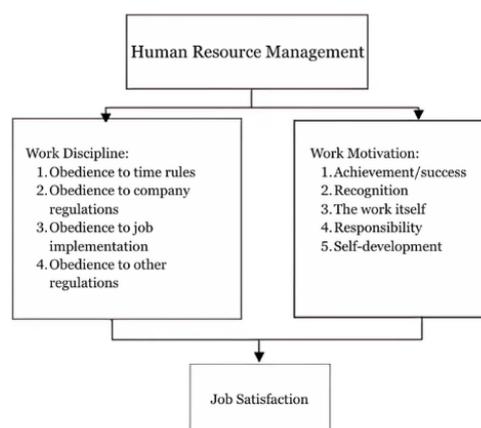


Figure 1. Research Paradigm Diagram

3. Methods

This research uses a qualitative approach with a case study design to obtain rich and in-depth understanding of the interaction between work discipline, work motivation, and job satisfaction variables in their natural context. The research object is employees in the Regional Asset Management (BMD) Division of BPKAD Province XYZ. Informant selection was conducted using snowball sampling technique, consisting of four employees with BMD Manager positions as main informants, as well as the Head of BMD Division and Team Leader as key informants for data triangulation from a managerial perspective.

Data collection was conducted using three main techniques. First, semi-structured in-depth interviews to explore perceptions, experiences, and meanings given by informants to research variables. Second, non-participant observation conducted during one work week to observe actual behavior, interactions, and discipline implementation in the work environment. Third, documentation study to analyze secondary data such as attendance recapitulation, study assignment formation data, and related regulations.

Data analysis was conducted interactively following the Miles and Huberman model involving three activity flows: (1) Data Reduction, which is the process of selection, focusing, and abstraction of raw data from the field; (2) Data Display, which is organizing data in narrative form and comparison tables to facilitate analysis; and (3) Conclusion Drawing/Verification, which is formulating research findings logically and systematically. To ensure data validity, this research uses source triangulation (comparing data between informants) and technique triangulation (comparing data from interviews, observations, and documentation).

4. Results and Discussion

4.1. Work Discipline of Employees in Regional Asset Management Division

Research results regarding employee work discipline were obtained through interviews with the Head of BMD Division. Generally, employee work discipline is assessed as good. Nevertheless, there are still some notes, particularly regarding punctuality of attendance which is not yet one hundred percent and flexibility in break time usage adjusted to workload. Based on interview data analysis results with the Team Leader, on the Compliance with Time Rules sub-variable, it was stated that not all subordinates come to work on time, but most have made efforts and usually ask permission if they are late. Regarding working hours, most are assessed as disciplined, but break time is flexible and adjusted to workload.

On the Compliance with Agency Regulations sub-variable, all subordinates are assessed as complying with dress code rules or ethics applicable at the agency. The attitude and behavior of subordinates while in the work environment are also assessed as good and they have maintained good manners well. For Compliance with Task Implementation, most subordinates are assessed as capable of completing tasks according to their main duties and functions (Tupoksi). The quality and timeliness of subordinates' work completion have been assessed as quite good by the Team Leader so far. Finally, on Compliance with Other Regulations, the Team Leader stated that his subordinates have never violated work rules, both written and unwritten. The main challenge faced is employee adaptation to new regulations that are frequently updated and dynamic.

For data triangulation, interviews were also conducted with the Head of BMD Division. The results show that digital data from the attendance application is not entirely accurate. The high violation rate is also caused by administrative negligence or human error factors, such as

employees forgetting to record attendance. Additionally, direct field observations from July 2-6, 2025, found tendencies of some employees utilizing break time exceeding one hour duration and some leaving the office earlier before working hours end.

Table 1. Comparison of Interview Results with Team Leader and Head of BMD Division

No.	Sub-variable	Team Leader Interview	Head of Division Interview	Field Observation
1.	Compliance with Time Rules	Most are good, but not 100% punctual attendance. Working hours assessed as disciplined. Break time is flexible, adjusted to workload.	Violation data in the application is not entirely accurate. High violation rates caused by human error (forgetting to check attendance), not just indiscipline.	Some employees utilize break time exceeding 1 hour. Found employees leaving early before working hours end.
2.	Compliance with Agency Regulations	All subordinates comply with dress code rules and behavior and manners assessed as good.	Confirms Team Leader interview results	Confirms Team Leader interview results
3.	Compliance with Task Implementation	Most capable of completing tasks according to Tupoksi. Quality and timeliness of work completion assessed as quite good.	Confirms Team Leader interview results	Confirms Team Leader interview results
4.	Compliance with Other Regulations	Subordinates never violated work rules. Main challenge is adaptation to new dynamic regulations.	Confirms Team Leader interview results	Confirms Team Leader interview results

Source: Interview Results and Field Observations processed (2025)

Based on Table 1, there are significant differences between interview results with leaders and field observation findings, especially on the time compliance sub-variable. Interviews with Team Leader and Head of Division tend to provide more positive pictures or provide rationalization for violations, such as considering time discipline as good despite not being 100% or blaming human error on the attendance system. However, direct field observation contradicts this perception by showing real evidence of employees utilizing break time excessively and leaving early.

Further validation from the Head of Division confirms that measuring work discipline cannot rely solely on quantitative data from attendance systems. There is bias caused by human error factors, where phenomena of employees forgetting to record attendance when arriving on time or leaving according to schedule become the main cause of high violation recapitulation rates in the application. Thus, it can be concluded that although formally and

in leadership perspective work discipline is assessed as quite good, at the practical level there are still challenges in implementation, especially regarding time compliance.

4.2. Work Motivation of Employees in Regional Asset Management Division

This section outlines research results regarding work motivation obtained through interviews with 4 BMD Manager employees, interviews with Head of BMD Division, and field observation results during one week. Based on interview data analysis results with four BMD Manager employees, on the Achievement/Success sub-variable, work motivation does not only come from incentives, but more emerges from personal satisfaction, moral responsibility sense, and work standard achievement. Each employee has different achievement drives, but generally feels motivated when their work results are beneficial and recognized.

On the Recognition sub-variable, all employees stated that mutual respect among colleagues and superiors is an important form of recognition. However, views regarding promotion or career paths are quite divided; two employees feel they have clear career paths, while two others consider career development opportunities very limited. For the Work Itself sub-variable, employee motivation is visible from enthusiasm in completing daily tasks. Driving factors include satisfaction after completing work, comfortable work environment, and personal responsibility toward assigned tasks. Finally, on the Self-Potential Development sub-variable, employee motivation is shown through desire to improve competence. Several employees are interested in participating in office training, continuing studies, or independent learning. However, not all employees feel they have equal access to such opportunities.

For data triangulation, interviews were also conducted with the Head of BMD Division. The results show that the Head of BMD Division's view is very focused on the importance of clear career paths and self-development opportunities as main motivators. He emphasized that career path clarity is a "central issue" and validated the divided perception among employees regarding this matter. According to him, motivation to achieve is strongly driven by career future clarity and study assignment opportunities.

Additionally, direct field observations from July 2-6, 2025 consistently confirmed findings from interview sessions, especially in linking motivation with career path perceptions. Observations show that employees who feel they have clear career paths demonstrate higher enthusiasm, initiative, and positive energy at work. This aligns with interview results where employees who feel they have career opportunities appear more proactive, active in team discussions, and show higher job satisfaction. Furthermore, enthusiasm in daily task execution also appears higher among employees who feel their future is bright in the company. The most evident confirmation is seen in employees who are currently or recently got study assignment opportunities; they visibly show the highest levels of enthusiasm and enthusiasm, validating statements from interviews that self-development opportunities are main motivators. Following are comparison results from interviews with 4 BMD Manager employees, interviews with head of BMD division, and field observations conducted:

Table 2. Comparison of Interview and Observation Results Regarding Work Motivation

No.	Sub-variable	Interview Results 4 Employees (BMD Managers)	Head of BMD Division Interview Results	Field Observation Results
1.	Achievement /Success	Main motivation sources vary, coming from combination of personal satisfaction, incentives, moral responsibility, and work standard fulfillment.	Not discussed specifically, but emphasizes that achievement motivation is driven by career path clarity.	Employees who feel they have clear career paths show higher enthusiasm, initiative, and positive energy at work.
2.	Recognition	Respect: All respondents agree that respect in work environment is important form of recognition. Promotion: Views divided; two respondents see clear career paths, while two others feel no opportunities.	Emphasizes that career path clarity is central issue and one of two main motivators. Divided employee perceptions regarding this are considered valid.	Employees who feel they have career opportunities (form of recognition) appear more proactive and actively involved in team discussions, showing higher job satisfaction.
3.	Work Itself	Daily enthusiasm drivers vary, from satisfaction in completing tasks, work environment, to personal and financial responsibility.	Not discussed specifically. Main focus is on correlation between self-development and career path.	Enthusiasm in daily task execution clearly appears higher among employees who feel they have bright career future in the company.
4.	Self-Potential Development	Varied motivations: some want to continue studies, join office training, independent learning to seek opportunities outside, or to support current work.	States that self-development opportunities (especially study assignments) are one of two main motivators and have close relationship with career path clarity.	Employees who are currently or recently got study assignment opportunities visibly show the highest levels of enthusiasm and enthusiasm.

Source: Processed from research result descriptions provided (2025)

Based on Table 2, comparison from the three data sources shows a strong common thread between perceptions of career development opportunities and work motivation levels that manifest. This perception difference seems to correlate with self-development motivation; some initiate continuing formal education or participating in office training for internal advancement, but there are also those who learn independently with the purpose of seeking opportunities outside the organization. This implies that clarity of career paths and perceived self-development opportunities directly influence the direction and purpose of employee self-potential development in working so they become more enthusiastic.

Employees' divided views regarding career path clarity are directly validated by the Head of Division who considers it a central issue. This finding is then visually confirmed through observation, where employees who feel they have clear career paths and get development opportunities genuinely show higher enthusiasm and initiative compared to their colleagues. Thus, it can be concluded that work motivation of employees in the BMD Management Division of BPKAD Province XYZ is influenced by recognition factors, success, job satisfaction, and self-development opportunities. All employees agree that respect is important as a form of recognition, but views regarding promotion and career paths are divided. Employees who feel they have career opportunities and access to self-development show higher motivation, while those who feel stagnant tend to feel less motivated. This shows that career path clarity and self-development support play important roles in forming work motivation.

4.3. Job Satisfaction of Employees in Regional Asset Management Division

This section outlines research results regarding work motivation obtained through interviews with 4 BMD Manager employees, interviews with Head of BMD Division, and field observation results during one week. The results show that on the Work Itself sub-variable, employee satisfaction levels are divided into two. Alviona and Mitha feel their work suits their interests and provides satisfaction, while Thomas and Alfian feel capable but less enjoy their tasks. This shows that interest in work influences employee work enthusiasm. For Salary or Wages, generally all employees feel salary amounts are sufficient. However, two employees feel the salary system is unfair because it does not reflect productivity. The Head of BMD Division also acknowledges that performance assessment remains a challenge, and observations show that indirect complaints could be related to compensation. On the Promotion aspect, two employees feel there are clear career paths, while two others feel they have no promotion opportunities. This directly influences motivation, as employees who feel stagnant appear less active and easily emotionally fatigued.

Regarding Supervision, most employees feel comfortable with their superiors. Only one employee had mixed experiences, depending on leadership style. This shows good relationships between disciplined employees and superiors, indicating that the supervision system functions quite functionally. Finally, on Colleagues, employee experiences vary greatly. Some feel teamwork is very positive, some prefer working alone, and some are neutral. This impacts team dynamics in the field, where dissatisfied employees tend not to be active in group discussions.

For data triangulation, interviews were also conducted with the Head of BMD Division. The results show that the Head of BMD Division confirms that problems felt by employees are indeed real. He acknowledges that information regarding promotion paths is not socialized evenly, explaining why employee views are divided. Additionally, he also confirms that the performance assessment system for determining salaries is indeed often a source of debate, supporting perceptions of unfairness among employees. Thus, his input confirms that these problems are not just employee feelings, but also acknowledged at the leadership level.

Additionally, direct field observations from July 2-6, 2025 provide real behavioral evidence to confirm what employees expressed. The strongest finding is that employees who stated in interviews they have no career clarity visibly appear less enthusiastic, rarely participate, and show signs of job fatigue. Observations also support complaints about team dynamics, where dissatisfied employees tend to be passive in group discussions. This visual evidence directly connects feelings expressed in interviews with daily workplace behavior. Following are comparison results from interviews with 4 BMD Manager employees, interviews with head of BMD division, and field observations conducted:

Table 3. Comparison of Interview and Observation Results Regarding Job Satisfaction

No	Sub-variable	Interview Results 4 Employees	Head of Division Interview Results	Field Observation Results
1.	Work itself	Views divided: some feel work suits interests (Alviona & Mitha), others feel capable but less interested (Thomas & Alfian).	Not discussed specifically.	Disciplined and positive employees appear more involved and enthusiastic with their work.
2.	Salary/Wages	Amount: Generally, feel sufficient to satisfied. System Fairness: Views divided; some feel fair (Alviona & Mitha), some feel it doesn't reflect individual productivity (Thomas & Alfian).	Confirms that performance assessment systems often become source of debate due to difficulty measuring individual productivity objectively.	Cannot be observed directly, but indirect complaints from dissatisfied employees could be related to compensation.
3.	Promotion	Views very divided: two respondents see clear career paths (Alviona & Mitha), while two others feel no opportunities (Thomas & Alfian).	Acknowledges that promotion path socialization is uneven, causing different perceptions among employees. This validates findings from employee interviews.	Key Finding: Employees who feel they lack career path clarity visibly show less enthusiastic attitudes, minimal participation, and job fatigue symptoms.
4.	Supervision	Majority feel comfortable with superiors. One respondent (Thomas) has varied experiences depending on superior's leadership style.	Not discussed specifically.	Disciplined employees appear to follow superior instructions well, indicating functional supervision relationships.
5.	Colleagues	Very varied experiences, from highly cooperative and harmonious teams (Alviona & Mitha), prefer individual work (Thomas), to neutral (Alfian).	Not discussed specifically.	Dissatisfied employees tend to have minimal participation in team discussions, showing potential problems in team work dynamics.

Source: Processed from research result descriptions provided (2025)

Based on Table 3, there is clear polarization in employee job satisfaction levels. The first group (Alviona & Mitha) shows high satisfaction, especially feeling work suits interests, fair salary system, and having clear promotion paths. Conversely, the second group (Thomas &

Alfian) consistently express dissatisfaction on the same crucial aspects. This finding is validated by the Head of Division who acknowledges problems in career path socialization and performance assessment objectivity.

Furthermore, dissatisfaction also emerges from perceptions of salary system fairness and relationships with colleagues. Two respondents criticize the performance-based system because it's considered not to accurately reflect individual productivity. Meanwhile, perceptions of colleagues vary greatly, where Thomas reports poor teamwork experiences and prefers individual work, contrasting with Alviona and Mitha's experiences who feel their teams are very positive and harmonious.

Field observation data becomes real evidence of this perception's impact. Employees who feel they lack career path clarity visibly show less enthusiastic attitudes, minimal participation, and job fatigue symptoms. This finding emphasizes the importance of management's role in creating more transparent, fair employee management systems that provide clear career growth space. Thus, it can be concluded that employee job satisfaction is influenced by work suitability, salary fairness, promotion clarity, relationships with superiors, and colleagues. Employees who feel supported and have development opportunities tend to be more satisfied, while those who don't experience this show less enthusiastic attitudes and minimal participation.

4.4. Impact of Work Discipline and Work Motivation on Job Satisfaction

Based on research results, work discipline and work motivation have complementary roles in forming job satisfaction (Fatmasari & Badaruddin, 2022). Employees who show high discipline tend to have more positive work attitudes and feel more satisfied. Discipline functions not only as formal compliance with rules, but also becomes an indicator of involvement and sense of ownership toward the organization. Meanwhile, work motivation becomes a very strong driver, with perception differences regarding career path clarity greatly influencing how employees view their future. Employees who feel they have clear self-development and career prospects appear more enthusiastic, actively involved, and satisfied. Conversely, employees who feel stagnant tend to work minimally and show passive attitudes.

Work discipline and work motivation have complementary roles in forming employee job satisfaction (Asep et al., 2022; Gultom et al., 2024). Employees who show high discipline tend to have more positive work attitudes and feel more satisfied. Discipline functions not only as formal compliance with rules, but also becomes an indicator of involvement and sense of ownership toward the organization. This aligns with theory from Robbins & Judge (2021) stating that discipline is the main foundation in creating consistent work behavior, which ultimately impacts job satisfaction. Meanwhile, work motivation becomes a very strong driver, with perception differences regarding career path clarity greatly influencing how employees view their future. Employees who feel they have clear self-development and career prospects appear more enthusiastic, actively involved, and satisfied. Conversely, employees who feel stagnant tend to work minimally and show passive attitudes. This is strengthened by Herzberg's Two-Factor Theory, stating that motivators such as career development, recognition, and achievement play important roles in creating job satisfaction (Herzberg, 1959).

It can be concluded that job satisfaction is not merely produced by one single factor, but is the result of interaction between discipline, motivation, and personal perception. Discipline forms the basis of orderly work behavior, while motivation becomes the driver that gives meaning and direction. According to Luthans (2011), job satisfaction is influenced by various internal factors such as motivation and attitudes toward work rules. To achieve comprehensive job satisfaction, managerial strategies are needed that not only emphasize formal rules, but

also encourage active employee participation through recognition, promotion opportunities, and support for individual growth.

5. Conclusion

Hasil penelitian menunjukkan bahwa disiplin kerja, motivasi kerja, dan kepuasan kerja saling berkaitan erat dalam memengaruhi efektivitas kinerja organisasi. Secara umum, disiplin kerja karyawan pada BPKAD Provinsi XYZ telah berjalan dengan baik, terutama dalam penyelesaian tugas sesuai arahan, meskipun masih terdapat kelemahan pada aspek kedisiplinan waktu, seperti ketidaktepatan dalam kehadiran dan kepulangan. This indicates a mismatch between leadership perceptions and field practices, so consistent and continuous discipline evaluation and coaching is needed. Employee work motivation was also found to be at varying levels, with recognition from superiors, salary satisfaction, and especially clarity of career paths as dominant factors. Differences in motivation between individuals directly impact job satisfaction levels, where employees who feel their work matches their interests, receive leadership support, and have clear career prospects show higher satisfaction levels compared to employees who experience career stagnation. Thus, this research confirms that the higher the level of discipline and work motivation, the higher the employee job satisfaction, which ultimately contributes positively to loyalty, commitment, and organizational performance.

Based on these findings, it is recommended that BPKAD of XYZ Province clarify career paths and promotion systems transparently through career mapping that is openly socialized to all employees. In addition, strengthening consistent discipline coaching systems and developing work motivation that is not only financially based, but also includes non-financial aspects such as rewards, recognition, and self-development opportunities is needed. Regular dialogue between leaders and employees can serve as a communication channel to absorb aspirations while increasing active participation. From the employee side, efforts are needed to maintain and improve discipline, build intrinsic motivation that does not depend solely on external factors, and be active in capacity building programs. Meanwhile, for future researchers, it is recommended to expand research coverage to other work units, combine quantitative and qualitative approaches (mixed methods), and add other variables such as leadership style and organizational culture to obtain a more comprehensive understanding of the relationship between discipline, motivation, satisfaction, and performance.

6. References

- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, 6(9), e04829. <https://doi.org/10.1016/j.heliyon.2020.e04829>
- Aryagunawan, P., & Heryanda, K. K. (2021). Disiplin Kerja, Motivasi Kerja, dan Kepuasan Kerja Karyawan Hotel Prama Sanur Beach Bali. *Jurnal Manajemen Perhotelan Dan Pariwisata*, 4(1), 35–45. <https://doi.org/10.23887/jmpp.v4i1.29912>
- Asep, D., Afrizal, A., Muhammad, M., & Satriawan, B. (2022). The Effect of Work Motivation, Compensation and Work Discipline on Employee Performance through Job Satisfaction at Batam University, Indonesia. *International Journal of Advances in Social Sciences and Humanities*, 1(3), 159–165. <https://doi.org/10.37641/jiakes.v1i2i5.2848>
- Azwina, D., & Muttaqin, F. R. (2022). Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pengadilan Agama Kelas 1A di Kota Depok. *Jurnal Disrupsi*

Bisnis, 5(2), 123–133.

- Fatmasari, F., & Badaruddin, B. (2022). Discipline, motivation, local wisdom, and work environment on performance through job satisfaction. *Jurnal Manajemen*, 26(3), 492–511. <https://doi.org/10.24912/jm.v26i3.940>
- Fauzi, A., Akbar, F. M., Cahyaningtyas, F., Adi Saputra, L., & Puspa Ningrum, M. (2023). Pengaruh Motivasi, Kepuasan Kerja, dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Ilmu Multidisplin*, 1(4), 1007–1012. <https://doi.org/10.38035/jim.v1i4.210>
- Gultom, P., Sipayung, A. B. R., & Hasibuan, G. A. A. (2024). The Effect of Work Discipline, Motivation, and Work Stress on Employee Job Satisfaction. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(5 SE-Articles), 669–676. <https://doi.org/10.37641/jiakes.v12i5.2848>
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia, Cetakan Ke-21*. PT Bumi Aksara.
- Herzberg, F. (1959). *Motivation to work*. Routledge.
- Lesmana, A. N. P., & Abdurahman, K. R. (2024). Pengaruh Pembinaan Disiplin dan Motivasi Kerja terhadap Kinerja Karyawan Bagian Mekanik Pada Ahass Siliwangi Motor. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 7(3), 2588–2596. <https://doi.org/10.54371/jiip.v7i3.3802>
- Luthans, F. (2011). *Organizational Behavior*. McGraw-Hill Irwin.
- Nurnaningsih, S., & Wahyono, W. (2017). Pengaruh kepuasan kerja, motivasi kerja dan komitmen organisasi terhadap kinerja melalui organizational citizenship behavior (ocb) sebagai variabel intervening. *Economic Education Analysis Journal*, 6(2), 365–378.
- Oktaviani, F., Rianto, J., Fiyul, A. Y., & Erialdy, E. (2022). Kepemimpinan, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. *JURNAL PEMANDHU*, 3(1), 123–129.
- Prabowo, B., & Hartuti, E. T. K. (2024). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kepuasan Kerja pada Karyawan PT Korindo Group Jakarta. *Jurnal Operasional Manajemen [JURAMA]*, 1(3), 186–190. <https://doi.org/10.58174/jrm.Volume:1.No:3.2024.143.Hal:186-190>
- Rafsanjani, S. A., & Abdurahman, K. R. (2024). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan Departemen Maintenance, Repair & Overhaul (MRO) Aircraft PT Dirgantara Indonesia. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 7(3), 3068–3076. <https://doi.org/10.54371/jiip.v7i3.3801>
- Rahmadani, D. S., & Alam, I. A. (2024). The Effect Of Work Discipline, Internal Environment And Employee Satisfaction On Employee Productivity CV. Langgeng Propertindo. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 4(1), 1–17. <https://doi.org/10.55047/transekonomika.v4i1.588>
- Rama, A. N. (2023). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kepuasan Kerja Dosen di Universitas Lakidende. *Jurnal Pendidikan Dan Konseling*, 5(1). <https://doi.org/10.31004/jpdk.v5i1.11294>
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior*. By Pearson Education. Inc., Publishing as Prentice Hall, United States of America.
- Syamsudhuha, W., & Abdurahman, K. R. (2024). Pengaruh Kompensasi Finansial dan Kompensasi Non Finansial terhadap Kepuasan Kerja Karyawan pada Rumah Sakit XYZ Cimahi. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 7(3), 2469–2479. <https://doi.org/10.54371/jiip.v7i3.3931>