

The Influence of Leadership Style and Work Discipline on Employee Job Satisfaction at the Department of Personnel and Human Resource Development Bandung Regency

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Abstract

In the era of globalization, traditional societies have evolved into modern ones, with lifestyles that prioritize speed, practicality, ease, and comfort. To remain competitive, organizations must effectively manage their resources, especially human resources. Employees play a crucial role, as their skills, energy, and creativity are essential for achieving organizational goals. This study analyzes "The Influence of Leadership Style and Work Discipline on Employee Job Satisfaction at the Department of Civil Service and Human Resource Development (*BKPSDM*) of Bandung Regency." Employing a quantitative approach with descriptive and verification methods, data were gathered via questionnaires from 60 respondents. The analysis utilized descriptive statistics, Validity and Reliability Tests, and Multiple Regression Analysis, processed with *SPSS 20*. Results show that 32.1% of employees favor the current leadership style, while 42.1% demonstrate strong work discipline. Although both leadership style and work discipline are positively perceived, their individual impact on job satisfaction is not statistically significant. However, together, they contribute to a supportive and orderly work environment, which enhances employee satisfaction and ensures compliance with organizational regulations. The findings highlight the importance of effective leadership and disciplined work practices in fostering a positive organizational climate and improving overall outcomes.

Keywords: Leadership Style; Discipline; Bandung

INTRODUCTION

Employee job satisfaction is a key factor in organizational success, as employees not only carry out essential company activities but also have expectations and needs that must be met for them to feel fulfilled in their roles. Satisfied employees contribute to optimal performance, loyalty, and a positive organizational image. According to Sutrisno (2016), job satisfaction is a feeling of pleasure or displeasure in viewing and carrying out one's work. Afandi (2018) adds that job satisfaction reflects an employee's attitude toward work, influenced by work situations, cooperation, rewards, and both physical and psychological factors. Dissatisfaction can lower motivation and increase absenteeism, which further diminishes job satisfaction.

Self-awareness (*kesadaran diri*), as described by Lisyowati (2008), is the condition in which an individual understands themselves, including their thoughts, feelings, and self-evaluation. Leaders with strong self-awareness are better equipped to understand and support their employees, thus fostering a positive work environment. Discipline is defined as the awareness and willingness to obey all company, agency, or organizational regulations and applicable social norms (Mardi Astuti, 2016; Hasibuan, 2015). Discipline involves voluntarily adhering to rules and

fulfilling responsibilities, not out of coercion but from a sense of duty.

Previous studies have examined the relationships between leadership style, work discipline, and job satisfaction, but often overlook variables such as democratic leadership styles and contextual factors like organizational culture and tenure. This study addresses these gaps by analyzing the influence of leadership style—including democratic practices—and work discipline at *BKPSDM* Bandung Regency, while also considering employee tenure and education level for a more comprehensive perspective.

Leadership style has a positive influence on employee job satisfaction by encouraging enthusiasm, creativity, and engagement. Effective leadership practices include increasing employee participation in goal setting, promoting two-way communication, implementing flexible work systems, providing recognition, and maintaining a feedback-oriented culture. A democratic leadership style can enhance satisfaction by fostering trust and empowerment (Sutrisno, 2016). Similarly, work discipline and job satisfaction are closely linked—high satisfaction often leads to higher discipline, and vice versa. Discipline is a crucial function of human resource management, as it improves performance and helps organizations achieve optimal results (Hidayat et al., 2024; Judge et al., 2017, 2020; Lee & Kim, 2023; Wardiansyah et al., 2024).

The combined influence of leadership style and work discipline creates a harmonious and motivating work environment. Discipline also serves as a communication tool for managers to guide behavioral change and reinforce compliance. Enforcing discipline helps address performance issues and strengthens group dynamics. In conclusion, the synergy between effective leadership and strong discipline significantly enhances employee satisfaction and organizational outcomes, providing valuable insights for improving human resource management practices, especially in public sector organizations.

The findings will offer practical insights for improving human resource policies in public sector organizations, particularly in enhancing leadership training and disciplinary frameworks to boost employee satisfaction. Additionally, the study contributes to academic literature by validating and extending existing theories in a non-Western, governmental context. Ultimately, this research aims to provide actionable recommendations for *BKPSDM* to foster a more satisfied and productive workforce, benefiting both the organization and its stakeholders.

RESEARCH METHODS

This study uses a quantitative method with a descriptive and verification approach. In this study, a quantitative method with a descriptive and verification approach was used to test whether there was an influence of leadership style and work discipline on employee job satisfaction at the Bandung Regency Human Resources Development and Personnel Agency (*BKPSDM*). While primary data is data collected and obtained directly and directly from respondents using a questionnaire. Primary data in this study were obtained by distributing questionnaires to employees of the Bandung Regency Human Resources Development and Personnel Agency (*BKPSDM*). As for secondary data, namely data needed to support the research results come from literature, articles and various other sources related to the research, data obtained from documents at the Bandung Regency Human Resources Development and Personnel Agency (*BKPSDM*), literature books, scientific articles and previous research reports.

The analysis methods used to prove the hypothesis are:

1. Validity and Reliability Test

a. Validity Test shows the ability of the research instrument to measure what should be measured from a concept

b. Reliability Test

Shows the accuracy, precision and consistency of the questionnaire in measuring variables.

2. Multiple Regression Analysis

This analysis is used to predict changes in the value of a particular variable if another variable changes. Multiple regression analysis is used by researchers when researchers intend to predict the condition (rise and fall) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (increased or decreased in value) so multiple regression analysis will be carried out if the number of independent variables is at least two.

RESULTS AND DISCUSSION

Descriptive Analysis Results of Respondents

Respondent Characteristics by Gender

This data is to determine the proportion of respondents' gender. Based on the research results, the characteristics of respondents based on gender are presented in the following table:

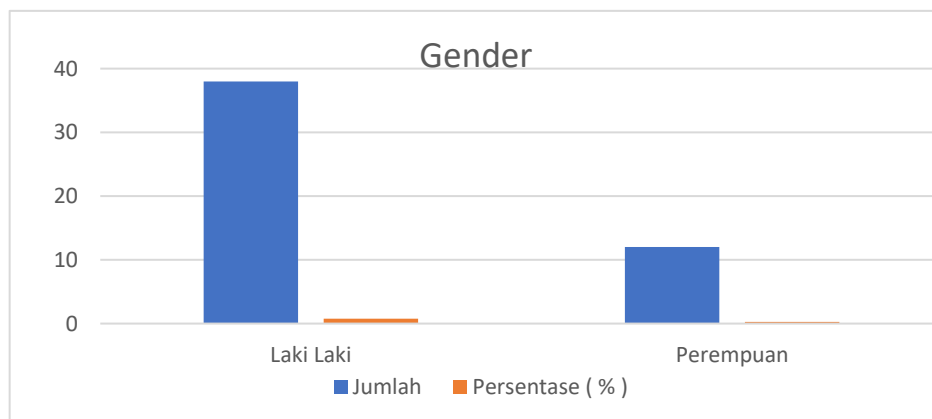


Figure 1. Human Resources Development and Personnel Agency (BKPSDM) of Bandung Regency Based on Gender

Source: processed by researchers 2025

It can be seen from the table above that the employees at the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM) are mostly male employees, as many as 76% and female employees as many as 24%, so the majority of employees are male.

Respondent Characteristics Based on Age

The data displayed based on age taken from existing respondents is as follows:

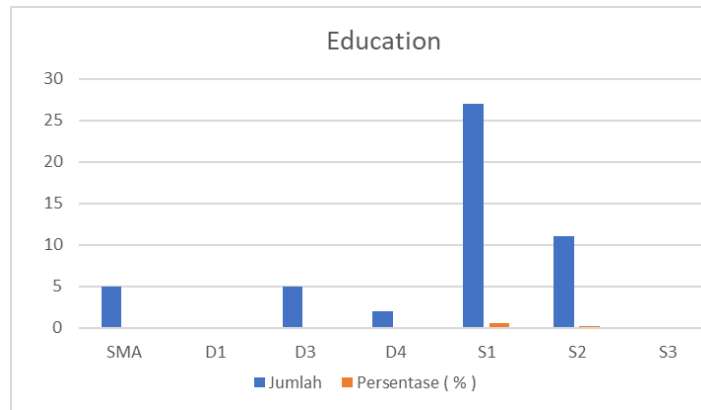


Figure 2. Human Resources Development and Personnel Agency (BKPSDM) Bandung Regency Based on Age
Source: processed by researchers 2025

The table shown shows that most employees in the Human Resources Development and Personnel Agency (BKPSDM) of Bandung Regency are aged 38-42 years who are productive employees and reach 32% consisting of male and female employees, while the second and third ranks are almost balanced are those aged 43-47 years as many as 18% who are also productive employees and those aged 28-32 years as many as 16%. After that the fourth rank is at the age of 23-27 years as many as 14% and the rest are the ages called old age around 20%.

Respondent characteristics based on education

The researcher concluded that the respondents who referred to the education of each respondent who filled out the questionnaire and matched it with data from the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM), that the table is:

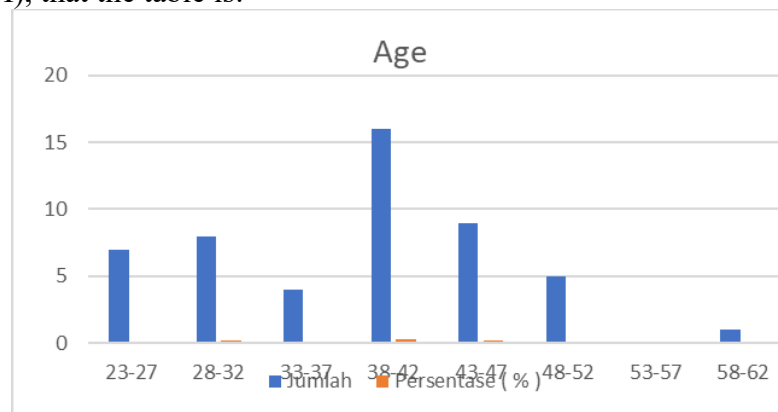


Figure 3. Agency for Personnel and Human Resources Development (BKPSDM) of Bandung Regency Based on Education
Source: processed by researchers 2025

As seen from the table above, the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM) employs employees with various types of education. However, it can be seen from the table above that the majority of employees who have a Bachelor's degree consisting of men and women as many as 54% so that the quality of workers at the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM) is very good because the level of education is good as a supporter of activities in work or organization, thus

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improving the quality of employees who can make their divisions run according to their respective duties and functions. Meanwhile, for employees who have a Master's degree, there are 22%, thus increasing the quality of employees, supported by a good educational background and the occurrence of communication that runs with a single command flow from the leadership. As many as 10% for high school education and 10% for those with a Diploma education as a supporter in work activities in the division of the Personnel and Human Resources Development Agency (BKPSDM) of Bandung Regency.

Respondent characteristics based on length of service

The law that regulates the State Civil Apparatus (ASN) does not look at the length of time someone has worked but they also look at their educational background. So the length of time working does not guarantee a person's level or class. Within the scope of the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM) as many as 24% of those who worked for 9-11 years are almost the same as those who worked for 3-5 years as many as 22%. For those who worked for 12-15 years as many as 16%. And those who worked from 0-2 years are the same percentage as those who worked in the period of 16-19 years as much as 12%. Those who worked in the period of 6-8 years as much as 8% and those who worked the longest from 20-22 years as much as 6%.

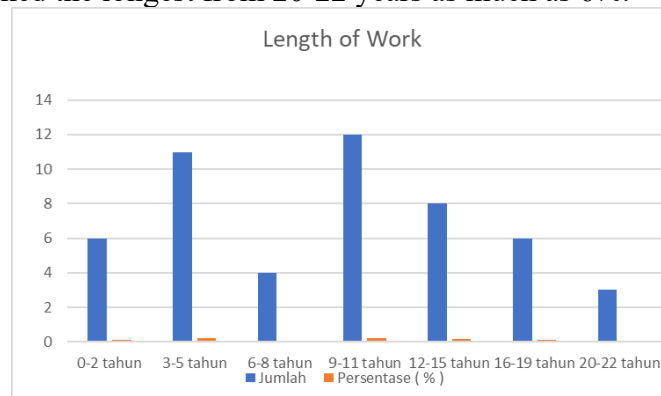


Figure 4 Agency for Personnel and Human Resources Development (BKPSDM) of Bandung Regency Based on Length of Service

Source: processed by researchers 2025

Validity and Reliability Testing

Validity Test is a tool used to measure the validity of a questionnaire. In testing the level of validity of data can be done in two ways, namely: factor analysis and item analysis. In this study using item analysis, namely the total score of the items is viewed as the value of X and the score is viewed as the value of Y, this test uses SPSS 20. The results of the calculation of r are calculated then consulted with the r table with a significant level of less than 0.05. if $r_{count} > r_{table}$ then the statement item can be said to be valid, but if $r_{count} < r_{table}$ then it can be said that the statement item is invalid.

Table 1. Validity Test

	Statement Items	r count	r table	information
Leadership Style Variable (X1)	X1.1	0,63	0,51	valid
	X1.2	0,53	0,51	valid
	X1.3	0,53	0,51	valid
	X1.4	0,66	0,51	valid
	X1.5	0,63	0,51	valid
	X1.6	0,74	0,51	valid
Work Discipline Variable (X2)	X1.7	0,52	0,51	valid
	X1.8	0,64	0,51	valid
	X1.9	0,55	0,51	valid
	X1.10	0,55	0,51	valid
	X2.1	0,77	0,51	valid
	X2.2	0,60	0,51	valid
	X2.3	0,55	0,51	valid
	X2.4	0,53	0,51	valid
	X2.5	0,63	0,51	valid
	X2.6	0,63	0,51	valid
Job Satisfaction (Y)	X2.7	0,69	0,51	valid
	X2.8	0,56	0,51	valid
	X2.9	0,60	0,51	valid
	X2.10	0,65	0,51	valid
	Y1	0,74	0,51	valid
	Y2	0,74	0,51	valid
	Y3	0,76	0,51	valid
	Y4	0,75	0,51	valid
	Y5	0,59	0,51	valid
	Y6	0,60	0,51	valid
	Y7	0,00	0,51	invalid

Source: data processed by researchers

Based on the validity test result table above, it is known that the statement items used in this study to measure the variables of leadership style, work discipline and employee job satisfaction statistically the correlation figures obtained must be compared in the r person correlation table figures. If $r \text{ count} > r \text{ table}$ then the statement item is said to be valid. R table is determined by determining the total number of samples (n) and r table is obtained at 0.514.

Based on table 4.9, it is known that all statement items in the variables of leadership style, work discipline and job satisfaction meet the requirements.

Reliability Test

Reliability Test is used to measure a questionnaire which is an indicator of a variable (Sugiyono, 2019). A questionnaire is said to be reliable if a person's answers to the questionnaire are stable over time. The reliability of the questionnaire in this study uses the Cronbach's Alpha coefficient formula by comparing the alpha value with its standard. Reliability is said to be good if it has a Cronbach's Alpha value of 0.60. Based on this description, the results of data processing regarding data reliability testing in research variables are presented.

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Table 2. Reliability Test

Variable	Alpa	Information
Job Satisfaction	0,681	Reliable
Leadership style	0,789	Reliable
Work Discipline	0,821	Reliable

Source: processed by researchers 2025

Based on table 2 of the results of data processing regarding reliability, it shows that all statement items that will be submitted are reliable, so it can be concluded that all variables are reliable because they have a Cronbach's Alpha value above 0.60.

Multiple Linear Regression Analysis

The data from this study were processed using multiple linear analysis.

Table 3. Results of Multiple Linear Regression Analysis

Model (Constant)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
		4.752		3.915	0.000
Leadership Style (X1)	0.155	0.079	0.269	1.962	0.056
Work Discipline (X2)	0.126	0.088	0.196	1.426	0.160

Source processed by researchers 2025

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

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 18,606 + 0,155X_1 + 0,126X_2$$

From the equation above it can be explained that :

- Constant value of 18.606 means that if the leadership style and work discipline variables are equal to 0, then Job Satisfaction is 18, 606
- The coefficient value $b_1 = 0.155 X_1$ or 15% indicates that leadership style has an influence on job satisfaction, if the leader is able to direct, support, participate and be task-oriented, it is estimated that job satisfaction will increase assuming other variables are constant.
- The coefficient value $b_2 = 0.126X_2$ or 12% indicates that work discipline has an influence on job satisfaction, if employees are able to comply with all regulations, use time effectively, responsibility in work and tasks, and have a high level of absenteeism, then job satisfaction will also increase assuming constant variables.

Hypothesis Testing

Partial Test (t-test)

Partial hypothesis testing is used to determine the effect of each independent variable, namely leadership style and work discipline on the dependent variable of job satisfaction at the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM) based on multiple linear regression in table 4.11, the t-test is carried out by comparing the calculated t value with the t-table value. From the comparison of calculated t and t-table, it can be concluded that if calculated $t > t$ -table, then the independent variables (X_1 and X_2) have a significant effect on the dependent variable (Y). Conversely, if calculated $t < t$ -table, it can be

concluded that variable X does not have a significant effect on variable Y.

Table 4. t-Test Results

Dependent Variable	t count	sig	t table
Leadership Style (X1)	1.962	0.056	2.682
Work Discipline (X2)	1.426	0.160	2.682

Source: processed by researchers 2025

Based on table 4, the testing using partial tests (t-tests) for each variable can be explained, namely:

- 1) The calculated value for the leadership style variable (X1) is 1.962 and the 5% distribution value is 2.682, then the calculated t is $1.962 < t \text{ table } 2.682$, and also the significant value is smaller than 0.05 ($0.056 > 0.05$). This means that the X variable does not have a significant effect on the Y variable. The leadership style does not have much effect on the X variable on Y.
- 2) The calculated value for the Work Discipline variable (X2) is 1.426 and the value in the 5% distribution is 2.682, then the calculated t is $1.426 < t \text{ table } 2.682$ and also the significant value is smaller than 0.05 ($0.160 > 0.05$). This means that Work Discipline (X2) does not affect Job Satisfaction (Y).

To test the influence of independent variables simultaneously using the F test. The F test is carried out by comparing the calculated F value with the F table value, if the calculated $F < \text{from the F table}$ then there is a simultaneous influence (together) between leadership style and work discipline. Conversely, if the calculated $F < F \text{ table}$ then it can be concluded that there is no simultaneous influence between the independent and dependent variables. The results of the simultaneous regression calculation are obtained as follows:

$$F \text{ table} = DF = N - 1 - k = 3.20$$

Table 5. F Test Results

Model	Total of Squares	df	Mean Square	F	Sig.
Regression	98.705	2	49.353	3.196	0.050 ^b
Residual	725.795	47	15.442		
Total	824.500	49			

Source: processed by researchers 2025

Based on table 5, it shows that the calculated F value is smaller than the F table value, namely calculated $F 3.196 < F \text{ table } 3.20$ and also the significant value is the same, namely $0.05 = 0.05$. This means that the variables simultaneously do not have a positive and significant influence on Job Satisfaction.

a. Coefficient of Determination (R^2)

The coefficient of determination shows how much the independent variable is able to explain the variation of the dependent variable. In other words, this coefficient of determination is used to measure how far the independent variables explain the dependent variable. The value of the coefficient of determination is determined by the adjusted R square value as seen in the table below:

Table 6. Results of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.346 ^a	0.120	0.082	3.92969	1.631

Source: processed by researchers 2025

Based on table 6, the R square value is 0.120, which means that variables X1 and X2 simultaneously affect variable Y by 82%.

1. Analysis and Interpretation

Based on the statistical test results, it can be clearly seen that partially all independent variables have an effect on the dependent variable. The influence given by the two independent variables is positive, meaning that the higher the leadership style and work discipline, the higher the job satisfaction felt by employees. These results are in accordance with the hypothesis made. The explanation of each variable's influence can be explained as follows:

- The influence of leadership style (X1) on job satisfaction (Y) The results of partial hypothesis testing prove that there is an influence between leadership style and job satisfaction. Through the calculations that have been carried out, the t-value is 1.962 with a significant level of 0.056, which is greater than 0.05. Thus, this test statistically proves that leadership style has a positive effect on job satisfaction. This means that there is an influence between the leadership style variable and job satisfaction in the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM).
- The Influence of Work Discipline (X2) on Job Satisfaction (Y) The results of partial hypothesis testing prove that there is an influence between work discipline and job satisfaction. Through the results of the calculations that have been carried out, the calculated t value is 1.426 with a significant level of 0.160 Greater than 0.05. Thus, this test statistically proves that work discipline does not have a positive effect on job satisfaction, meaning that there is no influence between the work discipline variable and job satisfaction at the Bandung Regency Development and Personnel Agency (BKPSDM).
- The influence of leadership style (X1) and work discipline (X2) on job satisfaction (Y) The results of simultaneous hypothesis testing have proven that there is an influence between leadership style and work discipline on employee job satisfaction. Through the results of the calculations that have been carried out, the calculated F value is 3.196. with a significant level of 0.050 equal to 0.05. Thus, this test statistically proves that leadership style and work discipline have a positive and simultaneous (together) effect on job satisfaction. This means that there is an influence between the leadership style variable and the work discipline variable on job satisfaction at the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM).

CONCLUSION

The analysis of the Bandung Regency Human Resources Development and Personnel Agency (BKPSDM) reveals that leadership is generally perceived as very good, with a significant proportion of employees expressing strong approval of the current leadership style. Discipline levels are also high, as indicated by 80.6% of

respondents, though a minority still struggle with consistent adherence to organizational norms. Despite these positive assessments, not all employees report satisfaction with the current work environment, suggesting room for improvement in meeting employee needs. Leadership style accounts for a 10% influence on job satisfaction, while work discipline has a substantial impact, particularly as improved discipline is associated with reduced absenteeism. Overall, the findings confirm that effective leadership and strong work discipline are key drivers of employee satisfaction at *BKPSDM*, reinforcing the importance of integrated human resource management practices. For future research, it is recommended to explore additional factors influencing job satisfaction, such as organizational culture, career development opportunities, and the impact of remote or hybrid work arrangements, to provide a more comprehensive understanding of employee well-being and performance in public sector organizations.

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