THE EFFECT OF WORK DISCIPLINE AND WORK STRESS ON EMPLOYEE LOYALTY AT THE PUBLIC WORKS AND SPATIAL PLANNING OFFICE OF TANAH DATAR REGENCY

Marissa Nur Angela[1], Arif Yuswardi[2], M. Havidz Aima[3], Lusiana[4]
[1,2,3,4]Universitas Putra Indonesia "YPTK" Padang
Email: marissanangela@gmail.com, arifyuswardi23@gmail.com, havidz.aima@upiyptk.ac.id, lusiana070977@gmail.com

ABSTRACT
This study aims to analyze the influence of work discipline and work stress on employee loyalty at the Public Works and Spatial Planning Office of Tanah Datar Regency. The research method used is quantitative with a survey approach using questionnaires. The number of respondents was 53 employees of the Public Works and Spatial Planning Office of Tanah Datar Regency. Data analysis is carried out in several stages, namely 1)The Validity Test is tested by Pearson correlation (r count > r table). 2) Reliability tested with Cronbach Alpha (> 0.60 is considered reliable). 3) Normality Test to find out whether the data is normally distributed or not 4) T test to find out the influence of each independent variable on the dependent variable. 5) F test to determine the effect of work discipline and work stress simultaneously on employee loyalty. 6) Coefficient of Determination (R^2) to find out how much contribution independent variables contribute in explaining dependent variables. Effective leadership, demonstrated by an exemplary attitude, open communication, and participatory decision-making, as well as a conducive work culture such as discipline, responsibility, and teamwork, has been proven to be able to improve employee productivity and work quality. This research makes a theoretical and practical contribution in efforts to improve the performance of local government apparatus.
Keywords: Work Discipline, Work Stress, Employee Loyalty

INTRODUCTION

In today's modern era, every organization, both private and government, is required to have professional, loyal, and high-performance human resources (HR) in order to achieve organizational goals effectively and efficiently. Human resources are the most important element in an organization because human roles cannot be completely replaced by technology. Therefore, organizations must create a work environment that supports and encourages employees to make maximum contributions in carrying out their duties and responsibilities. Human resources (HR) in companies or agencies are very vital assets in determining the direction, development, and success of the organization. HR not only consists of individuals who work at various levels, but also includes their skills, knowledge, attitudes, and abilities(Fevila & Satriansyah, 2024). The importance of human resource management (HRD) cannot be ignored. MSDM is responsible for attracting, developing, motivating, and retaining talented employees.

This process involves a variety of functions, including recruitment and selection, training and development, performance management, compensation and benefits, and employee relations. Through effective recruitment and selection, organizations and departments can ensure that they get employees who have the necessary skills and competencies to achieve organizational goals (Kautzariana & Taruna, 2024). The PUPR Office stands for the Public Works and Spatial Planning Office. The PUPR Office of Tanah Datar Regency plays a role as the vanguard of infrastructure development and spatial planning, based on the principles of efficiency, professionalism, and integrity of 3C2DI work culture. The complete structure and comprehensive services—from licensing administration to implementation techniques—make it a coordination center in supporting the ideals of a civil and prosperous district.

Employee loyalty is one of the important aspects in human resource management. Loyalty reflects an employee's attitude and commitment to the organization, which is demonstrated through dedication, adherence to rules, a desire to continue working in the organization, and a willingness to give the best for the organization's progress. Loyal employees will show positive behaviors such as working beyond expectations, maintaining the good name of the organization, and having a desire to continue to grow and progress with the institution where they work(Agusti Apriansyah et al., 2024). Therefore, organizations that want to achieve long-term success must be able to maintain and increase the loyalty of their employees. Employee loyalty is an employee's willingness to remain loyal to the company they work for. Loyalty is able to have a significant influence on the survival of the organization, with effects that can be positive or negative. If the loyalty level of employees is high, it will have an impact on the survival or progress of the organization (Kusuma, 2024). Loyalty is an attitude of individual loyalty in the form of physical loyalty, and non-physical loyalty manifested in the form of thought and attention. This loyalty reflects the extent to which employees feel attached, loyal, and committed to the company they work for(Lubis & Kalsum, 2024). Therefore, understanding the factors that affect employee loyalty is crucial for human resource management. One of the factors that affect employee loyalty is that work discipline also plays an important role in forming employee loyalty, by

obeying or showing respect for the regulations given to employees to support the company's welfare (Zein & Nirawati, 2024). Employee loyalty is the attitude of employees who devote their abilities and expertise, carry out their duties with responsibility, honesty in work, good working relationships with superiors, good cooperation with colleagues, discipline, maintaining the company's image and loyalty to work for a longer time. The level of employee job loyalty will greatly affect employee performance and affect the productivity of a company. Companies cannot run well if the management of employees in discipline is not managed properly (Linawati, 2024).

One of the important factors that affect employee loyalty is work discipline. Work discipline refers to the level of employee compliance with the rules and norms that apply in the organization. High discipline will create an orderly and productive work environment, so that employees are able to work effectively and efficiently. Discipline also reflects the employee's responsibility to their duties, which will ultimately increase the sense of belonging to the organization and lead to loyalty. Employees who are used to disciplined behavior will feel proud of their work and are likely to stay in the workplace for a long time. One of the factors that also affect the low work discipline of employees, including the increase in absenteeism and tardiness, is the work stress felt by employees in carrying out their duties and responsibilities. Work stress is one of the factors that affect the low work discipline of employees, such as the high rate of absenteeism and tardiness. The pressure of high workload, service demands on the community, and the complexity of administrative tasks are the main triggers of stress, which ultimately negatively impact the performance and effectiveness of the implementation of government employee duties. Work discipline is one of the fundamental elements in achieving organizational goals, both in the public and private sectors. In Indonesia, work discipline is an important highlight, especially in the context of a government tasked with providing services to the community.(Sulaiman et al., 2025), work discipline is defined as the attitude of employees to comply with and carry out the stipulations that have been set. Good discipline not only reflects an individual's commitment to the task, but also contributes to the overall effectiveness and efficiency of the organization. In many cases, the level of employee discipline is directly

proportional to the performance produced. Disciplined employees tend to be more productive and efficient in completing tasks, so that they can improve the quality of services provided to the community. The importance of work discipline in the Indonesian context can also be seen from various regulations that regulate the performance of civil servants (PNS). The government has established various policies and supervision systems to encourage employees to be more disciplined. In this case, the Ministry of State Apparatus Empowerment and Bureaucratic Reform emphasized that employee discipline has a significant effect on the quality of public services. Without discipline, the organization's goal of providing optimal services to the community is difficult to achieve. Work discipline and employee performance are two crucial elements in the effectiveness of the bureaucracy in Indonesia(Figures, 2020).

However, in the implementation of their duties and responsibilities, employees are inseparable from various pressures that can cause work stress. Work stress is a condition of tension that affects a person's emotions, thought processes, and physical conditions due to a mismatch between job demands and abilities and resources. Prolonged work stress can reduce employee motivation, morale, and productivity (Pratama & Saputro, 2024). Furthermore, work stress that is not managed properly can lead to job dissatisfaction, increased absenteeism, and even the desire to leave the organization. Therefore, work stress is also one of the crucial factors that can affect employee loyalty, both directly and indirectly. This condition is also experienced by government agencies such as the Public Works and Spatial Planning Office of Tanah Datar Regency. As an institution that has a strategic role in infrastructure development and regional spatial planning, the Public Works and Spatial Planning Office is required to provide optimal and timely public services. High workloads, tight project targets, and limited resources often put pressure on employees. On the other hand, the consistent application of work discipline is expected to be able to maintain the quality of employee performance in the midst of these challenges.

The results of the initial observations made by the author show that there are still employees who arrive late, do not comply with work procedures, and show a decrease in motivation in completing tasks. In addition, complaints about workload,

pressure from superiors, and lack of time to rest are also often heard in the office environment. This phenomenon indicates the potential influence of work discipline and work stress on employee loyalty. Therefore, it is necessary to conduct more in-depth research to examine the relationship between these variables.

Based on the elaboration of the background, this study is intended to analyze the influence and discipline of work and work stress on employee loyalty. Therefore, the title raised in this study is "The Influence of Work Discipline and Work Stress on the Loyalty of Employees of the Public Works and Spatial Planning Office of Tanah Datar Regency".

METHODE

This research was carried out using a quantitative approach, namely the emphasis of the research analysis on numerical data or numbers processed by statistical methods. The quantitative approach is carried out in order to test the hypothesis and the results of the conclusions are based on a probability of error of rejecting the hypothesis is nil. By using quantitative methods, the significance of the group or the significance of the relationship between the variables being studied is obtained. This research was carried out at the Public Works and Spatial Planning Office of Tanah Datar Regency. The location was chosen as the problem described in the background of this research. In addition, it has received approval from the head of the work unit so that the implementation of research will be easier in the data collection process, both primary and secondary data. The sampling technique uses total sampling. A sample is a part of the number and characteristics that the population has (Apriyanto et al., 2022). Saturated or census samples, which are the number of samples that reflect all populations, are an option for use in this analysis. In this analysis, the sample is the State Civil Apparatus which totals 53 people. Data collection was carried out using a questionnaire to measure employees' perceptions of work discipline, work stress and employee loyalty. The questionnaire was compiled based on the indicators of each variable using a Likert scale of 1–5. Data analysis was carried out in several stages, namely 1) Validity Test was tested with Pearson correlation (r count > r table). 2)

Reliability tested with Cronbach Alpha (> 0.60 is considered reliable). 3) Normality Test to find out whether the data is normally distributed or not 4) T test to find out the influence of each independent variable on the dependent variable. 5) F test to determine the effect of work discipline and work stress simultaneously on employee loyalty. 6) Coefficient of Determination (R^2) to find out how much contribution independent variables make in explaining dependent variables.

RESEARCH RESULTS AND DISCUSSION

In this study, the normality test was carried out to test the residual value in the normal distributed regression mode or not, the test used was a non-parametric statistical test of Kolmogorov Smirnov by looking at if Asymp. Sig. (2-tailed) < 0.05 then the data is distributed abnormally, whereas if Asymp. Sig. (2-tailed) > 0.05 then the data is normally distributed(Mention, 2022). The results of the data normality test can be seen in the table below:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		53
Normal Parametersa,b	Mean	.0000000
	Hours of deviation	3.17651539
Asymp. Sig. (2-tailed)c		.200d

Based on the results of the SPSS output for the normality test in table 1. above, it can be seen that the value of Asymp. The sig. (2-tailed) obtained is 0.200 which means

that it is greater than 0.05 so that it can be concluded that the data is distributed normally.

The T test is used to see the degree of significance of independent variables affecting dependent variables partially or individually. The test was carried out using a significance level of 0.05.To test the influence of each variable, a partial independent variable was used. (Khanan et al., 2025)If t calculates > t table, then there is an influence between the independent variable and the dependent variable. If t calculates < t table, then there is no influence between the independent and dependent variables, or if the sig value < 0.05 then the independent variable has a significant effect on the bound variable. If the sig value > 0.05, then the free variable has no significant effect on the bound variable.

Table 2. T Test Results (Partial)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
(Constant)	10.554	5.463		1.923	.057
WORK DISCIPLINE	.465	.081	.564	7.650	.000
WORK STRESS	.331	.089	.363	6.713	.001

a. Dependent Variable: EMPLOYEE LOYALTY

Based on the results of the t-test in table 2 above, it can be interpreted that:

Hypothesis testing the influence of work discipline on employee loyalty

Based on the results of the t-test above, the result of the tcal value of the work discipline variable was 7.650 > the ttable value was 0.2241 with a significance value of 0.000 which was < of the α value of 0.05. Therefore, it can be concluded that work discipline has a insignificant effect on employee loyalty.

Hypothesis testing the effect of work stress on employee loyalty

Based on the results of the t-test above, the results of the tcal value of the work stress variable were 6,713 > the ttable value was 0.2241 with a significance value of 0.001 which < of the α value of 0.05. So it can be concluded that work stress has a insignificant effect on employee loyalty.

The F test aims to test whether independent variables have a simultaneous or joint influence on dependent variables. The decision-making criterion is that if the sig value is < 0.05, all independent variables simultaneously affect the dependent variables in the study. However, if the sig value > 0.05, it means that all independent variables simultaneously have no effect on the variables in the study

Table 3. Test F Results (simultaneous)

ANOVA

Model	Sum of Squares	df	Mean Square	F	I tself.
Regression	1241.609	2	620.804	48.157	.000b
Residual	524.693	50	10.494		
Total	1766.302	52			

a. Dependent Variable: EMPLOYEE LOYALTY

b. Predictors: (Constant), WORK STRESS, WORK DISCIPLINE

Based on table 3. above, it shows that the significance value of the F test is 0.000, which is smaller than the significance value used which is 0.05. Decision making can also be done by comparing the value of Fcal with the value of Ftable. Where the Fcal value is 48.157 while the Ftable value is 2.779. So that the value of Fcal is greater than Ftable. So, it can be concluded that work discipline and work stress have a simultaneous effect on employee loyalty.

The determinant coefficient (R2) is a tool used to measure how far the model is able to explain independent variable variations. The value of the determination coefficient is between 0-1, if the value of r2 is close to 1 then the independent variable provides almost all the information needed to predict the variation of the dependent variable.

Table 4. Determination Test Results (R2)

Model Summary

od el	R	Squar e	A djusted R Square	St d. Error of the Estimate
	. 838a	. 703	.8 72	3. 23942

a. Predictors: (Constant), WORK DISCIPLINE, WORK MOTIVATION

Based on the results of the determination coefficient test in table 4, an adjusted r2 value of 0.872 or 87.2% was obtained, so it can be concluded that the ability of independent variables, namely work discipline and work stress in explaining the variation in employee loyalty variables, was 87.2%.

DISCUSSION

The Impact of Work Discipline on Employee Loyalty

Work discipline is one of the important factors in achieving organizational goals. An organization that has a good and positive work culture will make it easier to

encourage its members to be willing to learn and continue to develop in improving their performance. Work discipline is a habit that has been around for a long time and then applied in work activities and is one of the drivers in improving the quality of employee work. From the results of the research at the Public Works and Spatial Planning Office, the respondents provided answers to the indicators of the work discipline variables used. It is shown by the results of data processing where, based on the t-test, the value of the Work Discipline variable (X2) is greater than the t table. With the results of this positive partial test, it indicates that the better the Work Discipline, the more influential the results will be and increase the loyalty of employees of the Public Works and Spatial Planning Office. Thus, it can be concluded that the hypothesis that Work Discipline has a positive effect on the Loyalty of Public Works and Spatial Planning Office employees is acceptable.

The Effect of Work Stress on Employee Loyalty

Based on the results of the study, it can be seen that the results of the research in hypothesis testing found that work stress has a positive and significant effect on employee loyalty. The results of this study are in accordance with the research conducted by (Amanda, 2025)which states that there is a positive and significant influence on employee loyalty. Research (Nirwan, 2025) stating that work stress partially and significantly affects employee loyalty. This explains that high work stress due to excessive workload and work demands can reduce employee loyalty to the company and vice versa if work stress is low, it will increase employee loyalty to the company.

The Effect of Work Discipline, and Work Stress on Employee Loyalty

The success of the implementation of the wheel of government is greatly influenced by the performance of its apparatus. Every agency, including the Public Works and Spatial Planning Office of Tanah Datar Regency, will always strive to improve the performance of its employees, with the hope that what the organization's goals will be achieved. One of the ways taken in improving performance, for example by creating a conducive work environment and increasing employee job satisfaction. Increasing employee loyalty will bring progress to the organization or government agency in

realizing the vision, mission, or goals of the organization. Therefore, efforts to increase employee loyalty are the most serious challenge because the success to achieve goals depends on the quality of the performance of the human resources in them. Work discipline, and work stress together have an influence on the performance of employees of the Public Works and Spatial Planning Office of Tanah Datar Regency. This is based on the value of F Calculate > F Table so that it can be concluded that there is a significant influence between work discipline and work stress together on employee loyalty. The better the work discipline, and work stress, the more employee loyalty will increase. Therefore, the hypothesis that work discipline and work stress simultaneously have a positive and significant effect on employee loyalty at the Public Works and Spatial Planning Office of Tanah Datar Regency was accepted. This reinforces the results of previous research conducted by (Rahman & Idris, 2024) and obtained the results of the research on the simultaneous positive and symbolic influence between work discipline and work stress on employee loyalty.

CONCULASION

Based on the results of the research and discussion that has been stated above, several conclusions can be drawn as follows:

1. The variable of work discipline has a positive effect on employee loyalty at the Public Works and Spatial Planning Office of Tanah Datar Regency. This means that the better the work discipline of employees as an institution, the more employee loyalty will increase.

2. The variable of work stress has a positive effect on employee loyalty at the Public Works and Spatial Planning Office of Tanah Datar Regency. This means that the better the work stress control of employees across agencies, the more employee loyalty will increase.

3. Simultaneously, work discipline, and work stress have a positive effect on employee loyalty at the Public Works and Spatial Planning Office of Tanah Datar Regency.

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