

---

**WORK ETHICS, PROGRESSIVE DISCIPLINE, AND WORK  
ENGAGEMENT ON JOB SATISFACTION OF LABUHANBATU DISTRICT  
EDUCATION SERVICE EMPLOYEES**



**Zulkarnain<sup>1</sup>**

**Universitas Labuhanbatu, Rantauprapat, Indonesia**  
[zul98930@gmail.com](mailto:zul98930@gmail.com)

**Pitriyani<sup>2</sup>**

**Universitas Labuhanbatu, Rantauprapat, Indonesia**  
[pitriy187@gmail.com](mailto:pitriy187@gmail.com)

**Abd. Halim<sup>3</sup>**

**Universitas Labuhanbatu, Rantauprapat, Indonesia**  
[abdulhalimpr89@gmail.com](mailto:abdulhalimpr89@gmail.com)

---

**Abstract**

This research was conducted at the Labuhanbatu Regency Education Office, with the aim of analyzing the influence of work ethics, progressive discipline, and work involvement on employee job satisfaction. This research uses quantitative methods with several analytical techniques such as classical assumption testing, multiple linear regression analysis, hypothesis testing, and coefficient of determination testing. The results of this research state that all independent variables have a positive and significant influence on the dependent variable. This can be proven by the work ethics variable (X1) which has a value of t count (7.26) > t table (1.66), which means that Ha is accepted and Ho is rejected. Meanwhile, the significant value is smaller than the probability value of 0.05 or the significant value of 0.000 < 0.05. Thus, the work ethics variable (X1) has a positive and significant effect on employee job satisfaction (Y). Progressive discipline (X2) has a value of t count (6.65) > t table (1.66) which means Ha is accepted and Ho is rejected. Meanwhile, the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Therefore, progressive discipline (X2) has a positive and significant effect on employee job satisfaction. Work involvement (X3) has a value of t count (11.26) > t table (1.66) which means Ha is accepted and Ho is rejected, while the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Thus, work involvement (X3) has a positive and significant effect on employee job satisfaction. Meanwhile, the F test has an F count value of 87.27 > F table 2.70 with a significance value of 0.000 < 0.05. From these results, it can be concluded that work ethics (X1), progressive discipline (X2), and work involvement (X3) simultaneously have a positive and significant effect on employee job satisfaction (Y).

**Keywords:** Work Ethics, Progressive Discipline, Work Engagement, Job Satisfaction

## INTRODUCTION

Every organization has a vision, mission, and goals that can be used as a measure of its success. The success of an organization cannot be separated from the human resources it has. Organizations make human resources a determining factor in achieving their goals. This is because employees play an important role in managerial and operational matters, thus organizations need to pay attention to the job satisfaction of their employees so that their productivity and performance increase for the sake of the organization's progress. Employee job satisfaction is a measure of an employee's likes or dislikes for the work they are responsible for (Kianto, et al, 2016: 2). In simpler terms, job satisfaction is the extent to which a person likes their job.

Employee job satisfaction is one of the determinants of the success of an organization because job satisfaction can contribute to employee psychology in the workplace, an employee who is satisfied with his work feels more comfortable with his work. An employee who is satisfied with his work will give his best performance which can then have a good influence on the organization. Job satisfaction is important because most people spend almost half of their waking hours working, this shows that job satisfaction is a positive or pleasant feeling that individuals obtain through assessing their work or work experience (Gheitani, et al., 2018: 5). Job satisfaction can be influenced by several factors, one of which is work ethics. This is in line with the opinion of Gheitani, et al. (2018: 3) who state that work ethics can be considered in the category of factors that can increase employee job satisfaction and organizational commitment. Work ethics is believed to reflect an employee's attitude towards various aspects, such as work, rewards received, and the desire for career advancement and achieving a higher rank in the organization (Gheitani, et al., 2018: 3).

Work ethics are defined as normative rules that have moral values and principles which can then be used as guidelines for employees in carrying out the tasks, they are responsible for in an organization (Simorangkir, 2013: 4). Work ethics is based on the principles of responsibility, justice, autonomy, and moral integrity (Simorangkir, 2013: 5). Work ethics in work relationships is very important because achieving a balanced relationship between behavior at work can increase employee job satisfaction. After conducting a pre-survey at the Labuhanbatu Regency Education Office, there were several

phenomena related to work ethics, including that there were several employees who lacked discipline, such as employees who were often late when arriving at work, and also lacked responsibility for their work, this was It can be seen that there are several employees who are not diligent in their work, and what is fatal is that these employees do not complete the work that is their responsibility, and assign this work to employees who have positions below them.

Discipline also has an influence on employee job satisfaction. Discipline is the attitude shown by employees in obeying the regulations set by the organization (Arif, et al., 2019: 265). The level of discipline of an employee can influence the activities and success of the organization in the future. According to Sarpiah, et al. (2020: 5) there are several types of discipline that can be applied in an organization, including preventive discipline, corrective discipline, and progressive discipline. The discipline applied by the Labuhanbatu Regency Education Office is progressive discipline. Progressive discipline is a disciplinary effort carried out on employees who commit violations, with the aim of motivating the employee to correct his mistakes and directing the employee to continue to comply with the regulations set by the organization (Utami, et al., 2018: 56). Progressive discipline is carried out by giving heavier punishments than before. Progressive discipline is applied in several ways, such as giving advice to employees, reprimanding employees who have poor performance verbally and in writing, imposing suspensions, demoting them, and the most fatal, namely terminating employment relations with related employees. Implementation of progressive discipline in the organization to help employees understand that every problem that occurs at work has the opportunity to be corrected, that way you can provide feedback to employees so that they can solve the problems they are experiencing. Through the application of progressive discipline, it is hoped that all members of the organization will have high job satisfaction.

At the Labuhanbatu Regency Education Office, there are problems related to progressive discipline, including several employees who do not obey time rules. This can be seen from several employees who are often late to come to work. There are also some employees who have poor behavior at work, this can be seen from the employees who often use their time to chat about things that are not related to work. Another problem is that organizational leaders are less firm in taking action against employees who repeatedly

make mistakes, and when imposing sanctions, they often only impose simple sanctions that are not appropriate to the violations committed by the employee. The problems that occur will certainly have an influence on employee job satisfaction in an organization.

Apart from work ethics and progressive discipline, the impact of work engagement is also no less important for employee job satisfaction. Work engagement is defined as a positive, satisfying, and work-related state of mind that is characterized by enthusiasm, dedication, and absorption (Borst, et al., 2019: 373). In this context, passion is defined as energy and resilience, that is, the willingness to invest effort in one's work and to persist in work-related tasks; dedication is characterized by strong involvement in one's work and work-related enthusiasm, pride, and inspiration, and absorption involves enjoyment in one's work, to the extent that time passes quickly and someone has difficulty detaching themselves from work (Extremera, et al, 2018: 3). Work engagement refers to a situation where employees have high motivation to focus more on the work, they are responsible for. Every organization is required to build work involvement in employees, this is because work involvement can have an impact on creativity, task performance, organizational citizenship behavior, and client satisfaction. Long-lasting work engagement refers to how engaged employees feel in relation to their work in general and over time, Daily work engagement reflects a temporary state of mind that exists at a particular moment and fluctuates within the same individual over a short period of time (Bakker, et al, 2019: 419). Work engagement tends to increase if employees have a high variety of tasks and receive feedback on the work they do (Amor, et al., 2020: 3). At the Labuhanbatu Regency Education Office there are several phenomena relating to work involvement, including that there are several employees who lack responsibility for their work, in this case, it appears that these employees do not complete the work that is their responsibility and delegate it to other employees who have positions below them, apart from that there are also some employees who do not have a good response to work. This can be seen from several employees who postpone their work, without important reasons related to the organization.

Work ethics is a point of view, behavior, and characteristics related to the behavior of an employee, with a high work ethic, of course, employees do not easily feel bored with their routine and can also improve the resulting performance, so that job satisfaction will emerge from within the employee (Nilawati, 2021: 118). Indrawan (2017: 1852) states that

work ethics are values held by each employee individually as regulations in carrying out work. Work ethics can also be defined as the values used by all members of an organization in carrying out work for which they are responsible. Work ethics can also be used as the work enthusiasm possessed by members of an organization to be able to work better (Widnyani, et al., 2021: 320). Work ethics can be measured through several indicators, such as a sense of responsibility for work, hard work, and respect for time (Wakhyuni, et al, 2020: 16). Apart from that, there are several other indicators that can be used as a measure of work ethics, such as employees having the high discipline and being diligent in their work (Aini, et al, 2020: 12). Based on the background of the problem, researchers used indicators of responsibility, hard work, respect for time, discipline and perseverance in work as benchmarks for work ethics, such as employees having high discipline and being diligent in their work (Aini, et al, 2020: 12). Based on the background of the problem, researchers used indicators of responsibility, hard work, respect for time, discipline and perseverance in work as benchmarks for work ethics. such as employees having high discipline and being diligent in their work (Aini, et al., 2020: 12). Based on the background of the problem, researchers used indicators of responsibility, hard work, respect for time, discipline, and perseverance in work as benchmarks for work ethics.

Progressive discipline is discipline carried out on employees who have committed violations repeatedly with heavier or more serious penalties (Sapiah, et al., 2020: 5). Juma, et al. (2015: 1551) state that progressive discipline is a process carried out to deal with employee behavior related to non-conformity of work carried out with work standards that have been set by the organization. Progressive discipline can be measured through several indicators, including the provision of sanctions and firmness of organizational leadership (Eriyanti, et al., 2020: 4). Guli, et al. (2022: 52) state that the indicators used to measure progressive discipline variable are obeying the time rules, obeying the rules of behavior at work, and comply with other regulations of the organization that have been mutually agreed upon. Based on the background of the problem, researchers state that progressive discipline can be measured through indicators such as obeying time rules, obeying rules of behavior at work, obeying other regulations, giving appropriate sanctions, and the leader's firmness in taking action.

Work involvement is a condition that occurs in employees and is focused on physical, emotional and cognitive aspects that are directly related to the work for which they are responsible (Kasparkova, et al., 2018: 44). Nguyen, et al. (2019: 190) define work engagement as a positive perspective resulting from employee dedication and passion at work. Work engagement can also be described as the positive reaction of employees while doing their work. Work engagement can be measured through several indicators such as the response that employees have to work, employees involving themselves in a job, employees having a sense of responsibility for their work, feeling uncomfortable with work that has not been completed, and absenteeism by employees (Kembau, et al, 2018: 3429).

According to Yuen, et al. (2018: 4) job satisfaction can be explained using equity theory which refers to the balance between input and output from an employee, with input consisting of a combination of time, effort, ability, and loyalty carried out by an employee at the time. work, as output employees receive intrinsic and extrinsic rewards in the form of salary, bonuses, allowances, and health insurance. Loan (2020: 3308) adds an explanation regarding job satisfaction, Job satisfaction is defined as a feeling that arises from within an individual employee based on the perception that a job requires material and psychological needs. Job satisfaction can also be defined as a description of the emotions felt by employees regarding the results of the work, they do compare to the work results they expected (Waruwu, 2018: 5). Luz, et al (2016: 88) state that employee job satisfaction can be measured through several indicators, including providing salaries on time, providing incentives according to the work done, good relationships with co-workers, good relationships with leaders, feeling satisfied. with the work done.

## **RESEARCH METHOD**

This research was conducted at the Labuhanbatu Regency Education Office, with a population of 95 employees, who were then used as a whole as the research sample. The sampling technique uses a saturated sampling technique, which makes the entire population the research sample, according to Sugiyono's opinion as quoted by Pratama, et al (2017: 123). The data in this research uses primary data sources and secondary data sources, where the primary data sources are obtained through questionnaires distributed directly to

employees who are used as research samples, while secondary data is obtained through interviews conducted with related employees, and observations carried out directly. directly to the organization. This research uses quantitative methods with analytical techniques such as validity testing, reliability testing, classical assumption test, multiple linear regression test, hypothesis test, and coefficient of determination test. The data analysis process was carried out with the assistance of the software IBM SPSS Statistics 25.

## RESULTS AND DISCUSSION

A research questionnaire is declared suitable for distribution if it has met the validity and reliability tests carried out on the question items in the questionnaire. Validity testing is carried out to find out how valid the question items in the questionnaire are. The validity test was carried out on 30 employees of the Labuhanbatu Regency National Defense Agency. A question item is said to be valid if it has a significant criterion value of  $> 0.5$  (Ghazali, 2018: 51).

**Table 1.**  
**Validity Test**

<b>Variable</b>	<b>Total Correlation</b>	<b>Sig Criteria</b>	<b>Information</b>
X1.1	,684	0.5	Valid
X1.2	,765	0.5	Valid
X1.3	,633	0.5	Valid
X1.4	,587	0.5	Valid
X1.5	,538	0.5	Valid
X2.1	,833	0.5	Valid
X2.2	,516	0.5	Valid
X2.3	,862	0.5	Valid
X2.4	,755	0.5	Valid
X2.5	,862	0.5	Valid
X3.1	,660	0.5	Valid
X3.2	,919	0.5	Valid
X3.3	,743	0.5	Valid
X3.4	,757	0.5	Valid

Variable	Total Correlation	Sig Criteria	Information
X3.5	,919	0.5	Valid
Y.1	,919	0.5	Valid
Y.2	,660	0.5	Valid
Y.3	,757	0.5	Valid
Y.4	,743	0.5	Valid
Y.5	,919	0.5	Valid

Information: \*Sig Criteria < 0.5

Source: Research Results, 2022.

Table 1 shows that all question items have a correlation value > 0.5, thus, all question items can be said to be valid. Next, a reliability test was carried out on the questionnaire question items. Reliability testing is carried out to determine consistent results from consistent measurements of a question item when carried out with the same measurement tool. A question item is said to be reliable if it has a Cronbach alpha value > 0.6 (Sugiyono, 2016: 130).

**Table 2.**  
**Reliability Test**

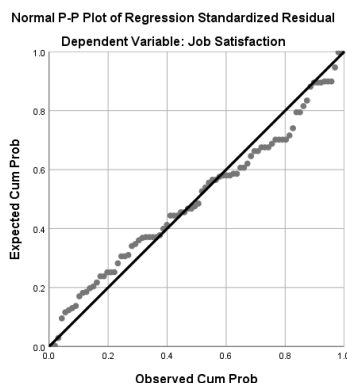
Variable	Cronbach Alpha (CA)	Information
Work Ethics	,796	Reliable
Progressive Discipline	,752	Reliable
Work Engagement	,806	Reliable
Job satisfaction	,802	Reliable

Information: \*CA criteria > 0.6.

Source: Research Results, 2022.

Table 2 contains the results of the reliability test, where all variables have a Cronbach alpha value > 0.6, thus it can be stated that all variables are reliable, and the questionnaire is suitable for distribution. The data obtained from the results of distributing questionnaires was then analyzed to determine the influence of work ethics, progressive discipline, and work involvement on job satisfaction. The first analysis technique used is the classic assumption test, which consists of the normality test, multicollinearity test, and

heteroscedasticity test. The normality test in this study used a p-plot graph with the following results:



**Figure 1.**

**Graph P-Plot Normality Test**

Source: Research Results, 2022.

Figure 1. Graph p-plot displays the residual points of the regression model which spread along a diagonal line, so it can be concluded that the regression model in this study is normally distributed. Next, a multicollinearity test was carried out, with the results displayed in Table 3:

**Table 3.**

**Multicollinearity Test Results**

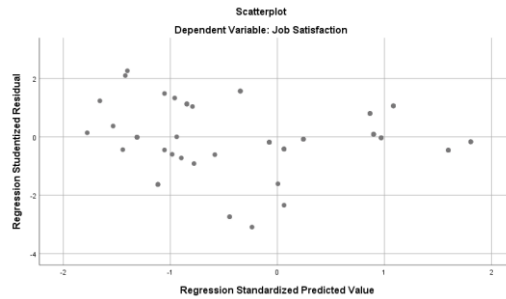
Coefficients <sup>a</sup>				
	Model	Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)			
	Work Ethics	,000	,964	1,037
	Progressive Discipline	,000	,998	1,002
	Work Engagement	,000	,965	1,036

a. Dependent Variable: Job Satisfaction

Information: \*p < 0.05.

Source: Research Results, 2022.

From this table, it is known that all independent variables have a tolerance value of > 0.1 and a VIF value of < 10. These values indicate that the data in this study do not experience symptoms of multicollinearity. Next, a heteroscedasticity test was carried out, with the following results:



**Figure 2.**  
**Graph Scatterplots**

Source: Research Results, 2022.

It contains points spread above and below the number 0 on the Y axis, thus it can be stated that the data from this study does not experience symptoms of heteroscedasticity. After passing the normality test, the data from this study was tested using multiple linear regression analysis, with the results displayed in Table 4:

**Table 4.**  
**Multiple Linear Regression Test Results**

		Coefficients <sup>a</sup>				
Model		B	Std Error	Beta	Q	Sig.
1	(Constant)	20,050	2,792		7,181	,000
	Work Ethics	,553	,076	,394	7,266	,000
	Progressive Discipline	,591	,089	,355	6,655	,000
	Work Engagement	,716	,064	,610	11,260	,000

Information: \*p < 0.05

Source: Research Results, 2022.

The table contains the results of the multiple linear regression test which can be described as follows, the B value for work ethics (B1) is 0.553. The progressive discipline value (B2) is 0.591. The work involvement value (B3) is 0.716 and the constant value (a) is

20.050. Based on these values, the following multiple linear regression equation is obtained:  $Y=20,050+0.553X_1+0.591X_2+0.716X_3$ . The description of the multiple linear regression equation shows that the variables work ethics, progressive discipline and work involvement have a positive and significant influence on job satisfaction.

The next analysis is hypothesis testing. Hypothesis testing consists of the t-test and F-test. The t-test is carried out to analyze the influence of the independent variables, namely work ethics (X1), progressive discipline (X2), and work involvement (X3) partially on the dependent variable, namely job satisfaction (Y). The basis for decision-making in the t-test is: If  $t \text{ count} > t \text{ table}$ , then  $H_a$  is accepted and  $H_o$  is rejected, meaning that work ethics, progressive discipline, and work involvement have a positive and significant effect on employee job satisfaction. If  $t \text{ count} < t \text{ table}$ , then  $H_a$  is rejected and  $H_o$  is accepted, meaning that work ethics, progressive discipline, and work involvement do not have a positive and significant effect on employee job satisfaction. To determine the t table value, the following equation can be used:  $df = nk-1 = 95-3-1 = 91$ . After calculating using this equation, it can be determined that the value of the t table is 1.66. The t-test results are contained in Table 5:

**Table 5.**  
**t Test Results**

Coefficients <sup>a</sup>					
Model	B	Std. Error	Beta	t	Sig
1 (Constant)	20,050	2,792		7,181	,000
Work Ethics	,553	,076	,394	7,266	,000
Progressive Discipline	,591	,089	,355	6,655	,000
Work Engagement	,716	,064	,610	11,260	,000

a. Dependent Variable: Job Satisfaction

Information: \* $p < 0.05$

Source: Research Results, 2022.

Table 5 shows that work ethics (X1) has a value of t count (7.26) > t table (1.66), which means that Ha is accepted and Ho is rejected. Meanwhile, the significant value is smaller than the probability value of 0.05 or the significant value of 0.000 < 0.05. Thus, the work ethics variable (X1) has a positive and significant effect on employee job satisfaction (Y). Progressive discipline (X2) has a value of t count (6.65) > t table (1.66) which means Ha is accepted and Ho is rejected. Meanwhile, the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Thus, it can be concluded that progressive discipline (X2) has a positive and significant effect on employee job satisfaction. Work involvement (X3) has a value of t count (11.26) > t table (1.66) which means Ha is accepted and Ho is rejected, while the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Thus, it can be concluded that work involvement (X3) has a positive and significant effect on employee job satisfaction.

The F test was carried out to test the independent variables, namely work ethics (X1), progressive discipline (X2), and work involvement (X3), which simultaneously have a significant relationship or not with the dependent variable, namely employee job satisfaction (Y). The basis for making the F-test decision is: If F count > F table, then Ha is accepted and Ho is rejected, meaning that work ethics, progressive discipline, and work involvement have a positive and significant effect on employee job satisfaction. If F count < F table, then Ha is rejected and Ho is accepted, meaning that work ethics, progressive discipline, and work involvement do not have a positive and significant effect on employee job satisfaction. To determine the F table value, the following equation can be used:  $df = k; n - k = 3; 95 - 3 = 3; 92$ . After calculating using this equation, it can be determined that the F table value is 2.70. The results of the F test in this research can be contained in Table 6:

**Table 6.**  
**F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	657,282	3	219,094	87,275	,000b
	Residual	228,445	91	2,510		
	Total	885,726	94			

- a. Dependent Variable: Job Satisfaction
- b. Predictors: (Constant), Work Engagement, Progressive Discipline, Work Ethic

Information: \*p < 0.05

Source: Research Results, 2022.

Table 6 contains the results of the F test, where the calculated F value is 87.27 > F table 2.70 with a significance value of 0.000 < 0.05. From these results, it can be concluded that work ethics (X1), progressive discipline (X2), and work involvement (X3) simultaneously have a positive and significant effect on employee job satisfaction (Y).

The final analysis is the coefficient of determination test. The coefficient of determination test is carried out to analyze how big the contribution of the independent variable is to the dependent variable. If the coefficient of determination value approaches 1, it can be stated that the relationship between the independent variable and the dependent variable is getting stronger, and vice versa. The coefficient of determination test results can be contained in Table 7:

**Table 7.**  
**Coefficient of Determination Test Results**

<b>Model Summary b</b>			
	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>
1	.861a	.742	.734
			<b>Std. Error of the Estimate</b>
			1,584

a. Predictors: (Constant), Work Engagement, Progressive Discipline, Work Ethic

b. Dependent Variable: Job Satisfaction

Information: \*p < 0.05

Source: Research Results, 2022.

Table 7. The results of the coefficient of determination test show that the adjusted R Square value is 0.734, meaning that employee job satisfaction can be explained by the variables work ethics (X1), progressive discipline (X2), and work involvement (X3) of 73.4%, while the remaining 26.6% can be explained by other variables not examined in this study.

The results of the t-test for the work ethics variable (X1) have a t count value (7.26) > t table value (1.66), which means that  $H_a$  is accepted and  $H_o$  is rejected, with a significant value smaller than the probability value of 0.05 or  $0.000 < 0.05$ , thus it can be stated that the work ethics variable has a positive and significant effect on employee job satisfaction at the Labuhanbatu Regency Education Office. This is in line with previous research conducted by Maulida, et al. (2018) with the title “*Analisis Etika Kerja Islam Terhadap Kepuasan Kerja Dan Komitmen Organisasional*”. Based on the results of tests that have been carried out, the Islamic work ethics variable has a significant positive effect on job satisfaction and organizational commitment because it has a calculated t value greater than the t table, namely, t calculated for job satisfaction is  $4,113 > 2,160$  (t table) and t calculated for organizational commitment is  $3,289 > 2,160$  (t table) which means that the Islamic work ethics variable has a partially significant effect on job satisfaction and organizational commitment. The validity of this calculation is supported by the sig column in the variable Islamic work ethics on job satisfaction which has a value of 0.001.

Progressive discipline (X2) has a t count value (6.65) > t table value (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value smaller than the probability value of 0.05 or  $0.000 < 0.05$ . It can be stated that the progressive discipline variable (X2) has a positive and significant effect on employee job satisfaction Labuhanbatu Regency Education Office. This is in line with research conducted by Muslim (2021) with the title “*Pengaruh Motivasi dan Disiplin Kerja Terhadap Kepuasan Kerja Pada Karyawan PT. Asji Jakarta*”. The research results show that it is known that the calculated t value of X1 is  $7.899 > 1.97$ , so  $H_o$  is rejected and  $H_1$  is accepted, meaning that motivation partially has a significant effect on employee job satisfaction. The calculated t value of X2 is  $4.483 > 1.97$ , so  $H_o$  is rejected and  $H_1$  is accepted, meaning that work discipline partially has a significant effect on employee job satisfaction.

The work involvement variable (X3) has a t count value (11.26) > t table value (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value smaller than the probability value of 0.05 or  $0.000 < 0.05$ , it can be stated that the work involvement variable (X3) has a positive and significant effect on employee job satisfaction Labuhanbatu Regency Education Office. This is in line with research conducted by Alfian, et al (2017) with the title “*Pengaruh Keterlibatan Kerja, Beban Kerja dan Konflik Peran*

*Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai Pada Dinas Pendidikan Aceh*". The results of the research show that work involvement has a positive and significant influence on the performance of Aceh Education Service employees. The estimated parameters for testing the effect of work involvement on employee performance show a CR value of 8.919 and a probability of 0.000. These two values obtained meet the requirements for acceptance of H4, namely a CR value of 8.919 which is greater than 1.97, and a probability that is smaller than 0.05.

Research analysis using the F test, obtained an F value of  $87.27 > F$  table 2.70 with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that work ethics (X1), progressive discipline (X2), and work involvement (X3) simultaneously have a positive and significant effect on employee job satisfaction (Y).

## CONCLUSION

1. Work ethics has a positive and significant effect on the job satisfaction of Labuhanbatu Regency Education Service employees
2. Progressive discipline has a positive and significant effect on the job satisfaction of Labuhanbatu Regency Education Office employees
3. Work involvement has a positive and significant effect on the job satisfaction of Labuhanbatu Regency Education Service employees
4. Work ethics, progressive discipline, and work involvement have a positive and significant effect on the job satisfaction of Labuhanbatu Regency Education Office employees

## REFERENCES

- Aini Nur Lilies, Nurtjahtjani Fullchis, Dhakirah Sanita. (2020). *Pengaruh Etika Kerja Terhadap Kinerja Karyawan Pada Perusahaan Ony Comp Di Malang*. Polinema.
- Alfian Ferri, Adam Muhammad, Ibrahim Mahdani. (2017). *Pengaruh Keterlibatan Kerja, Beban Kerja dan Konflik Peran Terhadap Kepuasan Kerja Serta Dampaknya Pada Dinas Pendidikan Aceh*. Jurnal Manajemen dan Inovasi.
- Amor Monje Ariadna, Vazquez Abeal Pablo Jose, Faina Andres Jose. (2020). *Transformational Leadership and Work Engagement: Exploring The Mediating Role Of Structural Empowerment*. European Management Journal.

- Arif Muhammad, Syaifani Endah Putri, Siswadi Yudi, Jufrizen. 2019. *Effect Of Compensation and Discipline on Employee Performance*. UII-ICABE.
- Bakker D Arnold, Oerlemans M G Wido. (2019). *Daily Job Crafting and Momentary Work Engagement: A Self-determination and Self-Regulation Perspective*. Journal of Vocational Behavior.
- Borst T Rick, Kruyen M Peter, Lako J Christian. (2019). *Exploring the Job Demands–Resources Model of Work Engagement in Government: Bringing in a Psychological Perspective*. Review of Public Personnel Administration.
- Eriyanti, Hairul, Hadini Muhammad. (2020). *Analisis Disiplin Kerja Pada PT.Tawakal Mandiri Di Kabupaten Banjar*. Uniska-BJM.
- Extremera Natalio, Lopez Merida Sergio, Alvarez Sanchez Nicolas, Orts Quintana Cirenia. (2018). *How Does Emotional Intelligence Make One Feel Better at Work? The Mediatonal Role of Work Engagement*. International Journal of Environmental Research and Public Health.
- Ghazali Imam. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS25*. STIE Indonesia.
- Gheitani Alborz, Imani Saheb, Amiri Seyyed Nader, Foroudi Pantea. (2018). *Mediating Effect of Intrinsic Motivation on the Relationship between Islamic Work Ethic, Job Satisfaction, and Organizational Commitment in the Banking Sector*. International Journal of Islamic and Middle Eastern Finance and Management.
- Guli, Nurhikmat Aini Fermia, Dayatullah. (2022). *Pengaruh Pelatihan Dan Disiplin Progresif Terhadap Kinerja Pegawai Di Dinas Pariwisata Kabupaten Pandeglang*. Jurnal Ekonomi dan Publik.
- Indrawan Isa Muhammad. (2017). *Pengaruh Etika Kerja, Pengalaman Kerja dan Budaya Kerja Terhadap Prestasi Kerja Pegawai Kecamatan Binjai Selatan*. Jurnal Abdi Ilmu.
- Juma Achieng Caroline, Moronge Makori. (2015). *Influence of Progressive Discipline on Employee Performance in Kenya: A Case of Mukurwe-Ini Wakulima Dairy LTD*. The Strategic Journal of Business & Change Management.
- Kasparkova Ludmila, Vaculik Martin, Prochazka Jakub, Schaufeli B Wilmar. (2018). *Why Resilient Workers Perform Better: The Roles of Job Satisfaction and Work Engagement*. Journal of Workplace Behavioral Health.
- Kembau Basten Jefan, Sendow M Greis, Tawas N Hendra. (2018). *The Effect of Work Involvement and Work Competency on Work Satisfaction and Performance of Basic School Teachers in Malalayang District, Manado City*. Jurnal EMBA.
- Kianto, Vanhala, Heilmann. (2016). *The Impact Of Knowledge Management On Job Satisfaction*. Journal of Knowledge Management.
- Loan Minh Thi Le. (2020). *The Influence of Organizational Commitment on Employee's Job Performance: The Mediating Role of Job Satisfaction*. Management Science Letters.

- Luz Ramalho Dias Machado Carolina, Paula De Luiz Silvio, Oliveira De Barbosa Maria Lucia. (2016). *Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to Turnover*. Revista de Gestao.
- Maulida Rizki Anisa, Hamdani Ikhwan, Irfani Fahmi. (2018). *Analisis Etika Kerja Islam Terhadap Kepuasan Kerja dan Komitmen Organisasional*. Jurnal Ekonomi Syariah.
- Muslim Muhammad. (2021). *Pengaruh Motivasi dan Disiplin Kerja Terhadap Kepuasan Kerja Pada Karyawan PT.Asji Jakarta*. Jurnal Manajemen Bisnis.
- Nguyen Minh Ha, Nguyen Cuong, Ngo Thanh Trung, Nguyen Vinh Luan. (2019). *The Effects of Job Crafting on Work Engagement and Work Performance: A Study of Vietnamese Commercial Banks*. Journal of Asian Finance, Economics and Business.
- Nilawati. (2021). *Pengaruh Kepemimpinan Transformasional, Pengawasan Dan Etika Kerja Terhadap Disiplin Kerja Pegawai Pada Biro Umum Sekretariat Daerah Aceh*. Jurnal AKMAMI (Akutansi, Manajemen, Ekonomi,)
- Pratama Nugraha Aziz Abdul, Wardani Aprina. (2017). *Pengaruh Kemampuan Kerja dan Semangat Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja (Studi Kasus Bank Syariah Mandiri Kantor Cabang Kendal)*. Jurnal Ekonomi dan Perbankan Syariah.
- Sapiah, Lamsah, Yulianti Farida. (2020). *Analisa Kebijakan Disiplin Kerja Terhadap Prestasi Kerja Karyawan Pada Koperasi Karyawan Sucofindo Site Batulicin Kabupaten Tanah Bumbu*. ePrints UNISKA.
- Simorangkir, O. P. (2013). *Etika Bisnis, Jabatan dan Perbankan Cetakan Pertama*. Jakarta: PT Asdi Mahasya.
- Sugiyono. (2016). *Metode Penelitian: Kuantitatif, Kualitatif, dan R dan D*, Bandung: Alfabeta.
- Utami Dwi Resthia, Purwatmini Nining. (2018). *Disiplin Kerja Karyawan Produksi Bagian Plastic Injection Pada PT Padma Soode Indonesia*. Jurnal Administrasi Kantor.
- Wakhyuni Emi, Dalimunthe Anisyah Ade. (2020). *Pengaruh Etika Kerja, Pengalaman Kerja, dan Budaya Kerja Terhadap Prestasi Kerja Pegawai Badan Kesatuan Bangsa, Politik dan Perlindungan Masyarakat Kabupaten Karo*. Jurnal Manajemen Tools.
- Waruwu Aswan Ahmad. (2018). *Pengaruh Kepemimpinan, Stres Kerja dan Konflik Kerja Terhadap Kepuasan Kerja Serta Dampaknya Kepada Kinerja Pegawai Sekretariat DPRD Provinsi Sumatera Utara*. Jurnal Manajemen Tools.
- Widnyani Wayan Ni, Suartina Wayan I. (2021). *Pengaruh Etika Kerja, Budaya Organisasi dan Disiplin Kerja Terhadap Kinerja Karyawan pada PT. Balai Lelang Bali di Denpasar*. Jurnal Widya Amrita.
- Yuen Fai Kum, Loh Hui Shan, Zhou Qingji Wong, Yiik Diew. (2018). *Determinants of Job Satisfaction and Performance of Seafarers*. Transportation Research Part A: Policy and Practice.