

## **THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT ABC**

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### **ABSTRACT**

Employee performance is an important aspect for the company as an effort in achieving the company's targets and goals through empowering its employees. Performance can be formed from several factors, such as discipline, motivation, and performance job satisfaction. This study aims to determine the effect of discipline work, work motivation and job satisfaction at PT ABC. Number of samples that determined as many as 55 respondents and data processing using the PLS-SEM technique with SmartPls software. The research results obtained are that 1) Work discipline has a positive effect on employee performance at PT ABC; 2) Work motivation has a positive effect on employee performance at PT ABC; 3) Job satisfaction has a positive effect on employee performance at PT ABC.

**Keywords:** Work Discipline; Work Motivation; Job Satisfaction; Employee Performance

## INTRODUCTION

Human resources are important assets for a company because of their role as subjects for implementing operational activities and policies. All employees in a company are expected to produce optimal performance. Therefore, it is necessary to have a proper employee management system so that employees feel comfortable carrying out their responsibilities or duties as an employee. Work discipline is very necessary for a company to facilitate its implementation in achieving company goals. The instillation of work discipline in each employee will help the company in relation to providing willingness to comply with and implement the established regulations (Setiyadi & Febrianto, 2020) Motivation is a drive-in individuals with indications of desires, interests, needs, hopes and ideals. It is important for an employee to have motivation; this is so that morale can increase and can encourage optimal work results and encourage employees to be consistent in carrying out work discipline. Meanwhile, job satisfaction is an emotional attitude in the form of feelings in someone who loves and loves his job.

The behavioral characteristics of employees who perform well are those who have work discipline and high motivation to create job satisfaction and affect the achievement of good performance.

**Table 1. Performance of PT ABC Employees**

Year	Number of Employees	Good		Enough	
		Count	Percentage	Count	Percentage
2019	67	63	94%	4	6%
2020	65	59	90%	6	10%
2021	64	59	92%	8	10%

Source: HR Department PT ABC

Table 1 shows that not all employees received good ratings, and no one even received very good ratings. In addition, the results of the researchers' observations saw that there were still many employees who did not show up on time in accordance with applicable regulations. Some employees only work modestly and simply to fulfill obligations without considering strategy updates and performance quality. In the last three years PT ABC also experienced significant turnover, although in 2022 there was an increase in the number of new employees. In producing optimal performance, discipline is needed, motivation and job satisfaction that are interrelated. Optimal performance reflects that a person's sense of responsibility has been carried out on the tasks assigned to him.

Based on the background of the problem described above, the title of the research to be examined is "The effect of work discipline, work motivation, and job satisfaction on employee performance at PT ABC" with the formulation of the problem whether work discipline, work motivation and job satisfaction have a positive effect on employee performance at PT ABC.

## LITERATURE REVIEW

Work discipline is an essential thing that needs to be considered in an organization because the level of employee discipline will affect the implementation of work and have an impact on the performance of the company. According to Fitrianto (2020), work discipline is conformity with guidelines, standards, principles, rules, and regulations that have been set by

the association. According to Safitri (2013), discipline is useful for improving activity patterns in the future and not for punishing past activities. The goal of disciplinary action should also be positive and educational.

Organizations that are not upheld by work discipline will find it difficult to achieve a goal. Discipline is one of the keys to achieving company achievements to achieve goals, thus work discipline must be applied in every company (Safitri, 2013). Discipline is useful for further developing future action designs and not really for rejecting past exercises. The purpose of disciplinary activities must also be positive that can direct and educate.

Work discipline is useful in telling employees to submit to authoritative principles, methods, and approaches to work as desired. For Sinambela (2019), increasing discipline in representatives can build work results that can be delivered to these representatives. As stated by Sriyono (2017), there is a direct impact of fair and fair work discipline on the implementation of workers. Rozalia et al. (2015) expressed the positive impact of work discipline on employee performance. The hypothesis is put forward, namely:

**Hypothesis 1: Work discipline positively affects employee performance.**

As stated by Setiyadi and Febrianto (2020), motivation is the main desire or development that comes directly to individuals to say something or interpret one's activities. Work inspiration is something that leads to work inspiration or work spirit that comes from external and internal factors and its nature can be strong and weak (Baharuddin & Wahyuni, 2015). Thus, work motivation is said to be a model in moving and directing a task to achieve goals. Motivation provides direction, guidance and resources to employees to create inspiration and interest in work.

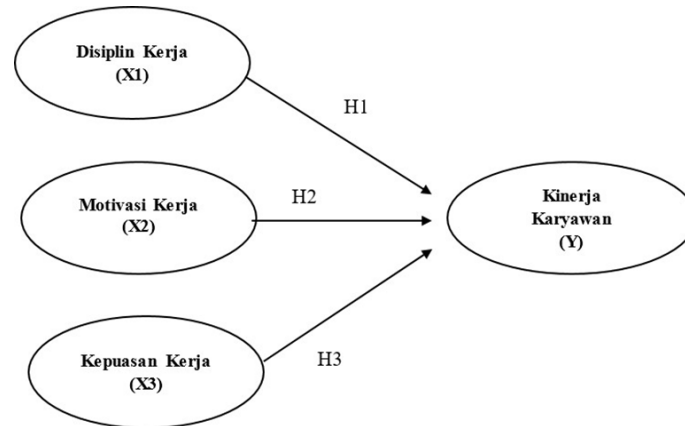
As expressed by Qoidah (2020), motivation is a condition in individuals to encourage one's ambition in completing certain affairs to arrive at goals. In the motivation embedded when individuals will form ways of behaving aimed at achieving goals. Expanding worker motivation is important for organizations because work inspiration can affect the effectiveness of delegated work that drives the achievement of organizational goals. In research (Sandika & Andani, 2020) it was revealed that work motivation affects the implementation of workers. Therefore, hypothesis 2 put forward is:

**Hypothesis 2: Work motivation has a positive effect on employee performance.**

Psychic states will pleasantly describe individual feelings and emotional impacts on the work they carry out, where there is a positive attitude generated by obligations and what visits in the work environment. Safitri et al. (2021) define job satisfaction as behavior shown by a person towards his work or tasks, if high satisfaction occurs it will tend to provide positive behavior at work, otherwise if satisfaction is low, it will show negative behavior at work. According to Setiyadi and Febrianto (2020), there is no absolute benchmark to measure the level of job satisfaction. Because each employee has different satisfaction standards. But good indicators of job satisfaction can be measured by disciplined behavior, and a small turnover rate.

Job satisfaction is closely related to the implementation of employee performance because customer satisfaction will result in the presence or absence of an achievement. In research (Giyanto, 2016) it was revealed that consumer satisfaction affects the implementation of workers. If the company can build job satisfaction of its employees, then at that time indirectly the implementation of the main work of workers will be achieved. Another study that says there is a positive influence between job satisfaction and worker implementation (Harahap & Tirtayasa, 2020). Therefore, this analysis can be formulated hypothesis 3, namely:

**Hypothesis 3: Job satisfaction positively affects employees.**



**Figure 1. Research P Model**  
Source: Safitri et al. (2021)

## RESEARCH METHOD

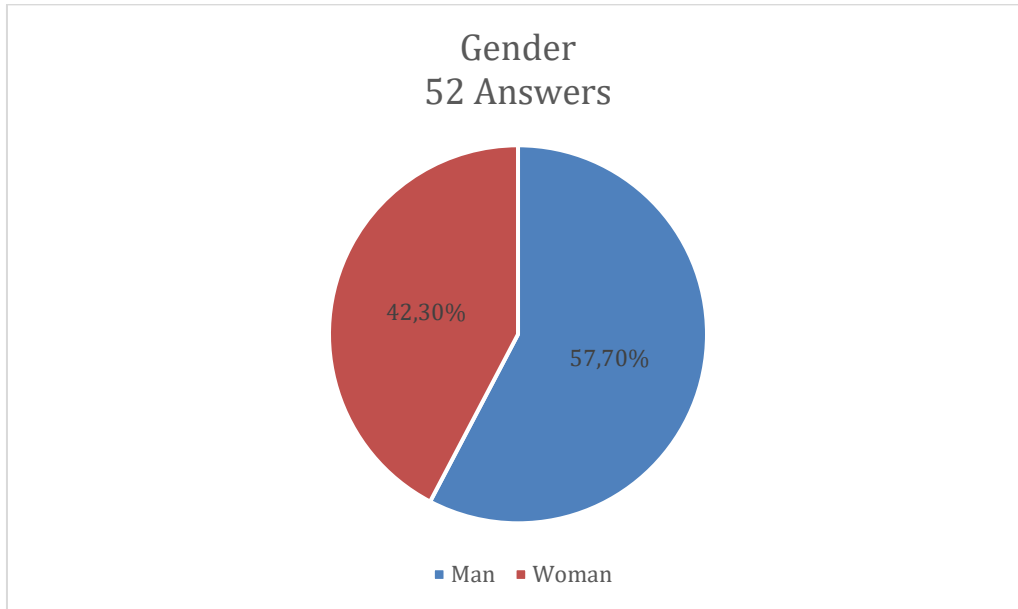
This study establishes on the method of descriptive quantitative research that intends to understand the influence of work discipline, work motivation, and job satisfaction on employee performance. The sampling method used is non-probability sampling. Furthermore, the non-probability sampling chosen is judgemental sampling with a two-tailed hypothesis test. The technique will be used through filter questions or filtering through questions provided in the questionnaire. With this filtering technique, researchers can obtain more accurate information. The sample in this study was employees of PT ABC with an age range of 21 to 35 years. The sampling of 55 workers was taken based on Slovin's formula. Data processing techniques using SmartPls 3.3.3.

Outer model testing is carried out using three criteria, namely convergent validity, reliability, and discriminant validity, with an Average Variance Extracted (AVE) limit exceeding 0.05 or  $>0.5$ . Reliability testing is done by looking at Cronbach's Alpha value above 0.7. Testing the hypothesis is carried out through the path coefficient, where this hypothesis test will see whether there is a positive or negative influence between variables. A positive influence or relationship is obtained if the value obtained is close to 1, and a negative influence or relationship is obtained if the value obtained is close to -1.

## RESULTS AND DISCUSSION

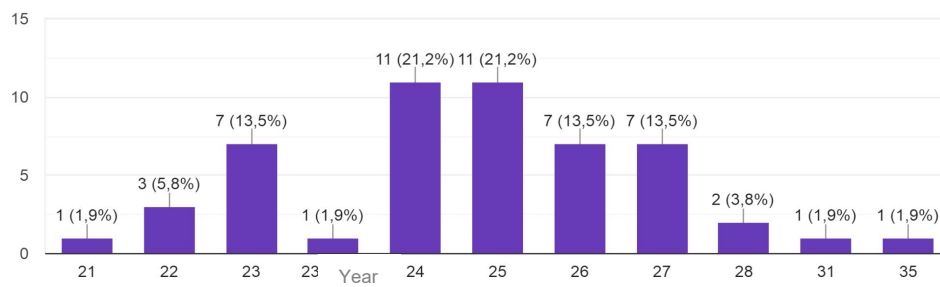
### Respondent Profile

In this review, respondents who are used as a population are all employees of PT ABC.



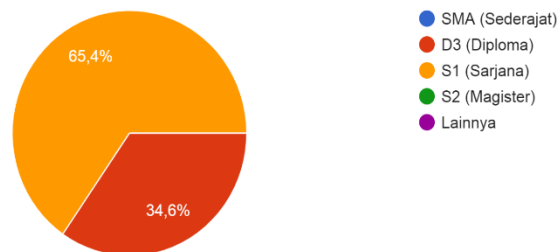
**Figure 2. Respondents' Gender**  
 Source: Processed research (2022)

Age  
 52 Answers



**Figure 3. Respondents' Age**  
 Source: Processed research (2022)

Education Level  
 52 Answers



**Figure 4. Respondents' Education Level**  
 Source: Processed research (2022)

## Test Instruments

Based on the results of the questionnaire that was distributed to employee who worked at PT ABC, 55 samples were obtained which were then processed using software SmartPls 3 3.3.3.

### 1. Test Reliability

**Table 2. Test Result Reliability**

	Cronbach's Alpha	Average Variance Extracted
Work Discipline	0.909	0.648
Job Satisfaction	0.817	0.644
Employee Performance	0.940	0.680
Work Motivation	0.812	0.640

Source: Processed research (2022)

It is known that the average value of Cronbach's Alpha of all variable indicators used is 0.869, meaning that the reliability value is in the range of 0.70-0.90 meaning that all statements in the questionnaire have high reliability.

### 2. Test Validity

**Table 3. Validity Test Results**

	Work discipline	Job satisfaction	Employee performance	Employee motivation
Work discipline	0.805			
Job satisfaction	0.779			
Employee performance	0.775	0.879	0.825	
Employee motivation	0.884	0.790	0.830	0.800

Source: Processed researcher (2022)

From result from the discriminant validity as in tabel 3, it is concluded that A root AVE for construct of labor discipline is 0.805 ( $\sqrt{0.648}$ ) higher than the correlation between other constructs in the row and column are the same work discipline construct with job satisfaction of 0.779, employee performance of 0.775, and employee motivation of 0.884. In addition, at the root of AVE K, job satisfaction construct is 0.803 ( $\sqrt{0.644}$ ), greater than the correlation between other constructs, in the same row and column, namely construct, work motivation is 0.790, while the work performance construct is greater by 0.790. The AVE root of employee performance construct of 0.825 ( $\sqrt{0.680}$ ) also shows values that are greater than in the relationship between the construct of employee performance and the construct of work discipline which is valued 0.775, job satisfaction worth 0.879, and motivation for work worth 0.830. To see the correlation between work motivation constructs and work discipline, job satisfaction, and employee performance of 0.884, 0.790, and 0.830, the AVE root of work motivation constructs also showed a greater value of 0.800 ( $\sqrt{0.640}$ ). Therefore, the discriminant validity fornell-larcker criterion has been met by all constructs in the research model.

### 3. Hypothesis Test

**Table 4. Hypothesis Test Results**

Hypothesis	Path coefficient	Hasil
H1: work discipline has no effect on employee performance	0.029	Positively influential, accepted
H2: work motivation has no effect on employee kinerya	0.344	Positively influential, accepted
H3: job satisfaction positively affects employees	0.585	Positively influential, accepted

Source: Processed research (2022)

Hypothesis testing is done to see if the proposed hypothesis is supported or not supported. Based on the results of the hypothesis test will be known the influence or relationship of the independent variable to the dependent variable through the value of the standardized path coefficient. The value of the path coefficient with a nominal approach to 1 positive means that is a positive unidirectional relationship so that an increase in the independent variable will also be followed by an increase in the value of the dependent variable. In the table it can be seen that 1) work discipline has a Path coefficient value of 0.344 on employee performance, therefore the hypothesis that work discipline has a positive effect on the performance of PT ABC employees is accepted; 2) Work motivation has a Path coefficient value of 0.029 on employee performance, thus the hypothesis that work discipline has a positive effect on the performance of PT ABC employees is accepted; 3) Job satisfaction has a Path coefficient value of 0585 on employee performance, thus the hypothesis that work discipline has a positive effect on the performance of PT ABC employees is accepted.

### 4. Discussion

Evaluation of the first hypothesis (H1), which is that work discipline has a positive influence on the performance of PT ABC employees. In accordance with the research that has been done, it can be said that through the increase in the number of employees who perform their duties responsibly, the increase in the number of employees who are willing to take responsibility for mistakes that have been committed, the more employees who do their jobs thoroughly and on time, and the increase in employees who really value time in work Although superiors do not supervise, it can illustrate that work discipline variables have a positive influence on employee performance. So, the higher the level of employee work discipline, the higher the level of employee performance produced. This conclusion is in line with the research of Pangarso and Susanti (2016) and Rozalia et al. (2015) who stated that there is a positive influence or relationship on work discipline on employee performance.

The results of testing hypothesis second (H2) namely work motivation has positive effect on performance employees of PT ABC. This statement is in line with Mitchell's opinion (in Winardi, 2007), that motivation from effective behavior then consequently will in the form of positive performance on the performance of PT ABC employees. The results of testing hypothesis second in this study agree with research that has done previously by Asah et al. (2015). This research reveals that work motivation has no positive and significant effect on employee performance.

The results of test hypothesis third (H3) have proven that job satisfaction has a positive effect on the performance of PT ABC's employees. So, the increase in the level of job satisfaction in employees brings impact on increase performance produced by employees of PT ABC. The results of this research are in line with the results of previous research by Brury

(2016) and Cahyana and Jati (2017), which suggest that job satisfaction has a positive and significant effect on the performance of PT ABC.

## CONCLUSION

Based on the results and discussion above, the author can conclude that:

1. Work discipline cannot have a positive influence on the Performance of PT ABC.
2. Work motivation can not have a positive effect on the performance of PT ABC.
3. Job satisfaction can positively affect the performance of PT ABC.

## SUGGESTION

This research is still in the early exploration stage and has research limitations that are likely to develop in future research. Future research using employee performance, work discipline, work motivation, and job satisfaction is different from this study and hopes to find valid and complete results so that the discussion can be completer and more detailed.

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