

The Effect of Work Discipline and Work Motivation on Job Satisfaction and its Impact on the Performance of Government Employees

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ABSTRACT: This study will examine the effect of work discipline and work motivation on job satisfaction and its impact on government employees' performance. The research objective was to determine the effect of work discipline on job satisfaction, work motivation on job satisfaction, the effect of work discipline on employee performance, the correlation between job satisfaction and performance. The population in this study was 90 government employees of the West Jakarta Transportation Department. In this research, the authors calculated the sample size by limiting the people to the Slavic ancestors—formula technique. Using the Slovin formula technique, a sample of 73 government employees from the West Jakarta Transportation Service was taken. In data processing, the method used is path analysis. Thus, the conclusion from the results of this study is that Work Discipline and Work Motivation have a significant effect on Job Satisfaction. Along with Work Discipline, Work Motivation and Job Satisfaction also influence Employee Performance.

Keywords: work discipline, work motivation, job satisfaction, employee performance

I. INTRODUCTION

Performance can be known and measured if an individual or group of employees has criteria or benchmarks of success that the organization has established. Therefore, if there are no goals and targets set in the measurement, a person's performance or organizational performance cannot be known if there is no success measure. Davis et al. (2015) stated that good performance is a step towards achieving organizational goals. Therefore, performance is also a determining tool in achieving organizational goals, so efforts must be made to improve employee performance. However, there are still phenomena that impact employees' low performance, namely the low level of employee ability to serve the community, employees' willpower to work, inadequate compensation, and lack of security.

Factors that affect employee performance, namely: work discipline, work motivation, and job satisfaction for employees at work, will then result in the employee's efforts and employee ability to work. Work discipline can be seen as something of great benefit, both for its use and the employees themselves. For an organization, discipline can improve executive order so that employees obey the organizational rules. Whereas for employees themselves, work discipline can make employees more diligent and responsible for their work. Lack of discipline and disobedience to the prevailing rules and norms will affect work efficiency and effectiveness. If punishment does not enforce, it is possible that the objectives that have been set cannot be achieved effectively and efficiently. Employee discipline is reflected in employees who are unable to complete work following the specified time. Meanwhile, work motivation is the most vital driving force in achieving performance. Without Motivation, employees will not succeed in completing a job maximally because no will comes from within the employee himself. What appears is only routine. According to Tumilaar (2015), a manager's Activity is an activity carried out by a manager in providing inspiration, enthusiasm, and encouragement to others. Employees who have high confidence and responsibility in carrying out each of their duties. On the other hand, employees who do not have high Motivation to do their job will find it challenging to work well and tend to be irresponsible even if they have good operational skills.

While job satisfaction reflects a person's feelings about his job, when a person feels pride at work, of course, he will try as much as possible to the best of his ability to complete his job assignments. However, dissatisfaction at work can lead to aggressive behavior or vice versa. It will show an attitude of withdrawing from contact with the social environment. For example, by taking the perspective of quitting the organization, truancy and behavior tend to avoid activities (Duchon & Plowman, 2005). This can cause employee performance to be not optimal, namely because of employee dissatisfaction at work.

This research is in line with research conducted by Rinaldi (2016). The study results show that the variables of motivation, satisfaction, and work discipline both jointly and partially positively and significantly impact employee performance at PT. The Sari Medini family. Also, Musyaddad (2014) shows an influence between Motivation, discipline, and job satisfaction on employee performance at the Education and Training Office of South Sumatra Province.

Research conducted by researchers will have a purpose. Therefore, this research has the following research objectives: To determine the effect of work discipline on job satisfaction, to assess the impact of work motivation on job satisfaction, To assess the effect of work discipline on employee performance, To determine the impact of work motivation on employee performance, To find out how employee happiness affects an employee's performance.

II. LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Work Discipline

The rules or guidelines that control an organization's operations need to be strictly enforced by the management. Discipline is a form of employee self-control and regular implementation and shows the work team's seriousness in an organization (Budirianti, 2020). Meanwhile, according to work discipline, it is also a company action to direct the company's members to comply with various existing company regulations (Iptianet al.20).

Jeffrey & Soleman (2017) states that work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and cannot avoid receiving sanctions if they violate the duties and authorities given to them. Meanwhile, Hidayati et. aetal.019) show that work discipline is a measure used by superiors to discuss with employees to change practices and behavior to increase employees' willingness to follow all the rules in the company. So if laws or regulations that exist in the company are ignored, or are often violated, then employees have poor work discipline

Muchran & Hidayat (2019) Let the workers know that managers use work disciplines to talk to their employees, get them to be willing to alter their conduct, raise awareness, and follow all of the regulations and social norms apply at the business. Discipline is an attitude to life and conduct that reflects responsibility for life without external coercion. These attitudes and behaviors are adopted based on the belief that they benefit both oneself and society. This is related to the willingness and ability of a person to adjust his interior and control himself to follow the norms, rules, laws, and customs that apply in the local socio-cultural environment.

According to Duchon & Plowman (2005), work discipline is needed to support all organizational activities' smooth running so that organizational goals can be maximally achieved. Work discipline can be seen as an excellent benefit for the organization's use and employees' interests. For organizations, work discipline will ensure that order is maintained and the execution of tasks is smooth to obtain optimal results. As for employees, a pleasant working atmosphere will be accepted to increase morale in carrying out their work. Meanwhile, according to (Isnaini et al., 2020), work discipline is defined as management's implementation to reinforce organizational guidelines. Sometimes, workers' behavior in the organization becomes very disturbing, so it impacts decreased performance. Therefore, discipline is needed in such conditions. Many employees are still late in organizations, ignore safety procedures, do not follow established instructions, or get into trouble with colleagues.

Work motivation

Based on Wahyuni et al. (2019) research, Motivation is an act that is carried from birth that determines the organism to know or pay attention to each object and action or have a semblance of impulse that determines expression in a specific way of behaving. Meanwhile, Munawaroh (2020) Motivation is the willingness of individuals to make high efforts to achieve organizational goals.

According to Breaugh et al. (2018), Motivation is a skill in directing employees and organizations to work successfully so that employees' desires and organizational goals are achieved simultaneously. Meanwhile, Duchon & Plowman (2005) argue that Motivation is a factor that encourages a person to do a specific activity. Motivation is often interpreted as a factor driving one's behavior.

Sandhu et al. (2017) stated that the notion of Motivation in everyday life is defined as the whole process of giving encouragement or stimulation to employees so that they are willing to work willingly without being forced. According to Ratnawati et al.(2020), Motivation is the persistence of a person's work that arises because of a push from within a person due to personal needs, the influence of the physical environment, and the social environment.

Job satisfaction

Job satisfaction is essentially a positive feeling towards work because of an evaluation of the characteristics or, in other words, someone's pleasant feeling after someone assesses a job. There are consequences if employees like work, and there are consequences if employees don't like work (Arifin et al., 2019). According to Javed et al. (2014), employee satisfaction is a measure that talks about employees' emotions in general about the workplace and their jobs. It measures its approach to work and the degree to which it satisfies employee needs.

When it comes to job satisfaction, employees may feel satisfied with their attitudes, work conditions, and coworkers' collaboration. (Nirmalasari & Amelia, 2020). Meanwhile, according to Carvalho et al. (2020), job satisfaction is the employee's perception of how well the job provides what is considered essential and positive.

According to Wijaya (2019), employee job satisfaction can be seen that "working is not just doing work but also related to other aspects such as interacting with colleagues, superiors, following specific rules and a work environment that is often inadequate or lacking. Meanwhile, according to Have z(2019), job satisfaction is employees' feelings about their work. People may resist all they want, but as a consequence, they must deal with the situation and a result of employee assessment of their work. Employees' feelings about their work reflect their attitudes and behavior at work.

Employee Performance

According to Arifet al. (2019), performance results from work can be achieved by one or a group of people in an organization, following their respective responsibilities and authorities to achieve organizational goals. Meanwhile, Akinbowale et al. (2014) argued that employee performance is defined as employees' ability to perform specific skills. Employee performance is essential because, with this performance, it will be known how far the employee can carry out the assigned tasks. For this reason, it is necessary to determine clear and measurable criteria that are mutually determined, which are used as a reference.

Performance is defined as something to be achieved, the achievements are shown, and one's abilities. According to Jaworski et al. (2018), performance is basically what employees do and don't do. Employee performance affects how much they contribute to the organization. Meanwhile, according to Alefari et al. (2020), performance results from work achieved by employees based on job requirements. Employees are people who do work for services in the form of salaries and allowances from the government. These employees do all the work or government administration activities. Then the definition of employee performance is the result of individual work in an organization.

Performance is a work result that can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, does not violate the law following morals or ethics (Happy & Astuti, 2019). Meanwhile, according to Nguyen et al. (2020), performance is a natural behavior displayed by everyone as employees produce work performance following their role in the organization.

III. HYPOTHESIS DEVELOPMENT

The Effect of Work Discipline on Job Satisfaction

According to Tentama et al. (2020), discipline is a management action to encourage organizational members to meet the demands of various conditions that must be obeyed and standards that must be met. Therefore, in practice, if an organization has attempted most of the rules that most employees follow, discipline can be enforced (Efi & Budi, 2020). Every employee must have a high discipline attitude because employee satisfaction will emerge from high employee discipline. This study is in line with research conducted by Setyaningdyah et al. (2013). The study results show that discipline has a positive and significant effect on employee job satisfaction at PT Palma Plantasindo.

H1: There is an effect of work discipline on job satisfaction

Work Motivation on Job Satisfaction

According to Nasution et al. (2018), Motivation is a process of willingness to make high-level efforts to achieve organizational goals, conditioned by a business's ability to meet individual needs. Motivation is also a driving force for one's work towards specific goals and involves various skills to achieve the desired satisfaction. Therefore, a person's satisfaction depends on their Motivation for a job that one wants. According to Suhartono (2015), the motivational goals include increasing employee morale and job satisfaction, increasing employee productivity, and maintaining the stability of company employees. The higher the Motivation of someone to do a job, the higher the job satisfaction they feel. This research is in line with research conducted by Cherian & Jacob (2013). This study indicates that the work motivation variable has a significant effect on job satisfaction at PT. Askes at Boyolali Branch.

H2: There is an effect of work motivation on job satisfaction

Work Discipline and Work Motivation on Job Satisfaction

Discipline is a reflection of how much responsibility an employee has. Work discipline is the ability to respect and appreciate the existing regulations in an organization, both written and unwritten, to complete work on time. Thus, Motivation is needed to become disciplined because Motivation is an essential factor determining how employees face a situation at work. Besides that, Motivation to work is assumed to be the main factor determining how often an employee is absent (Rapsanjani & Johannes, 2019). By having Motivation, employees are encouraged to do a job as much as possible so that the results are satisfactory. This research is in line with Breaugh et al.'s (2018) study that works Motivation and work discipline significantly affect the job satisfaction of BPKPD employees in West Kalimantan province.

H3: There is an effect of work discipline and work motivation on job satisfaction

Work Discipline on Employee Performance

According to Maswaniet al. (2021), work discipline is the attitude or behavior of a person following the organization's rules where he works. Every employee must have work discipline within the organization or company, such as complying with written and unwritten regulations that the company has set. This can create a conducive and harmonious work environment to have a positive impact on employee performance. Organizations want capable, capable, and skilled employees but what is essential is discipline. They can work actively and want to achieve maximum work results and can improve employee performance. This research aligns with Priyandi et l. (2020), which shows that discipline affects the Marketing department's performance at the Millennium Sirih Hotel, Jakarta.

H4: There is an effect of work discipline on employee performance

Impact of Job Satisfaction on Employee Performance

Job satisfaction is a state of emotional joy resulting from achieving a person's goals by carrying out his contribution to an organization (Saleem & Mahmood, 2010). Employee performance is said to be good if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by job satisfaction in employees. Thus, job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in basic salary, compensation, opportunities for salary increases, promotion, awards, and others. This research is in line with research conducted by Wijaya (2018), which shows job satisfaction on the performance of CV Bukit Sanomas.

H5: There is an effect of job satisfaction on employee performance

Work Motivation on Employee Performance

Motivation is a factor that encourages a person to do certain activities. Therefore, Motivation is often interpreted as a factor driving one's behavior (Duchon & Plowman, 2005). Suppose the company wants to achieve optimal performance according to predetermined targets. In that case, the company must motivate employees because the more substantial the work motivation, the higher the employee's performance, which means that any increase in employee motivation will significantly increase employee performance (Stoyanov, 2017). This research aligns with Rahsel's (2016) study, which shows that work motivation influences employee performance in the General Administration section of UNPAD Bandung.

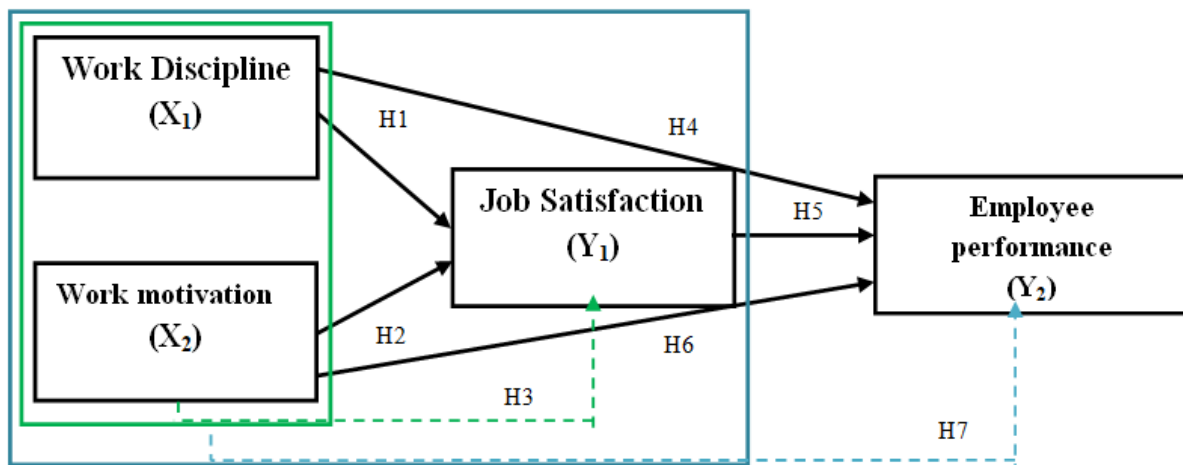
H6: There is an effect of work motivation on employee performance

Work Discipline, Work Motivation and Job Satisfaction on Employee Performance

Work discipline is formed by the leadership to be applied by subordinates to create a sense of responsibility for their work because employees are aware of their obligations and prioritize good work results following predetermined standards. Meanwhile, according to (Kadir & Amalia 2017), Motivation is central to management to explain how people behave and how they work in the organization. At the same time, job satisfaction will condition employees to feel comfortable to maximize their responsibilities in carrying out tasks. Thus, job satisfaction will familiarize employees to feel pleased to maximize their duties in carrying out tasks (Musyaddad, 2014). With this explanation, the discipline, Motivation, and job satisfaction of employees can support employee performance. This study is in line with research conducted by Kuvaas (2006) that there is a significant influence on Motivation, work discipline, and job satisfaction together on the performance of the Education and Training Board of South Sumatra Province.

H7: There is an effect of work discipline, work motivation, and job satisfaction on employee performance

The framework that the writer puts forward is as follows:



Picture 1. Framework

IV. RESEARCH METHODOLOGY

According to Sugiyono (2017), the population is an area of generalization of objects with specific qualities and characteristics set by researchers to study and draw conclusions. The population in this study was 90 tribal government employees of the West Jakarta Transportation Service. Meanwhile, according to Hair et al. (2013), the sample is a data collection procedure where only a part of the population is taken and used to determine the characteristics and characteristics desired. Regarding the research, the writer uses the Slovin formula technique. In this study, the authors narrowed the population to 90 government employees of the West Jakarta Transportation Service by calculating the sample size using the Slovin formula technique. However, the error tolerance level in the study was 5%, 10%, and 15%, the maximum error rate taken is 10%. The greater the error rate, the smaller the number of samples, and conversely, the smaller the error rate, the greater the number of samples obtained.

Using the Slovin formula technique, a sample of 73 government employees from the West Jakarta Transportation Service was taken as respondents in this study. The location that was brought to conduct this research was the West Jakarta Administration City Transportation Department. This research was conducted from September 2020 to completion.

In data processing, the method used is path analysis using SPSS version 20. This path analysis technique will examine the amount of contribution shown by the path coefficient on each path diagram of the causal relationship between work discipline variables, work motivation on job satisfaction, and its impact on employee performance.

V. RESULTS

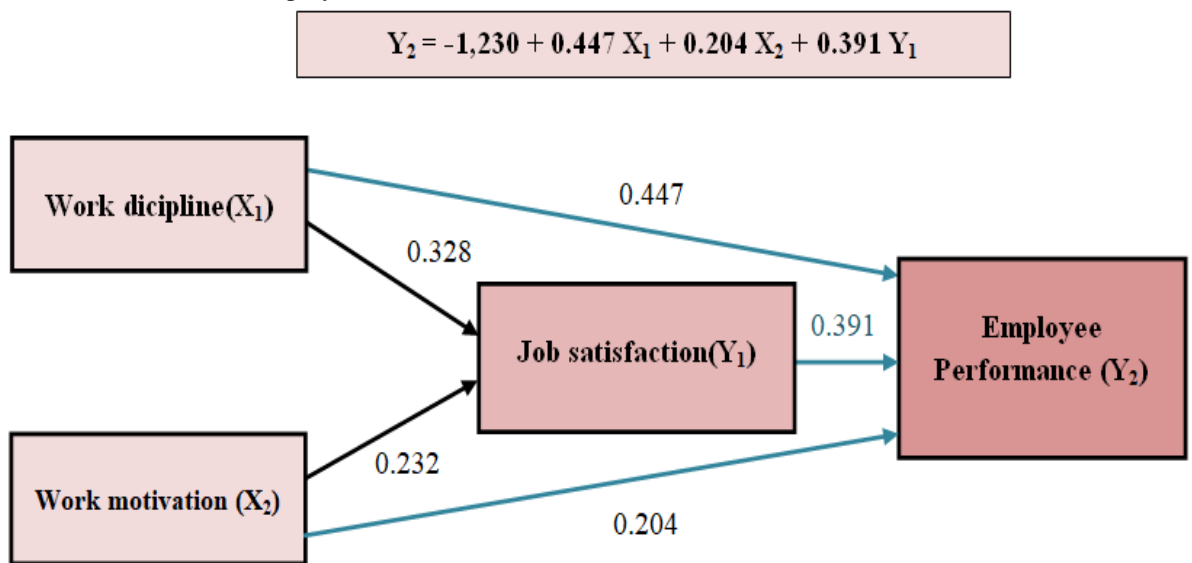
From the description of the analysis results, carried out by calculating path analysis or path analysis to determine the effect of work discipline variables and work Motivation on job satisfaction and determining the impact of work discipline and job satisfaction on employee performance.

The Work Discipline variable (X1) significantly affects the Job Satisfaction variable (Y1). This can be proven by the path coefficient of 0.328 with a count of 2.832 with a probability of 0.006 (0.006 < 0.050). This shows that the Work Discipline variable (X1) significantly affects Job Satisfaction (Y1).

The Work Motivation variable (X2) significantly affects the Job Satisfaction variable (Y1). This can be proven by the path coefficient of 0.232 with a count of 2.001 with a probability of 0.049 (0.049 < 0.05). This shows that the Work Motivation variable (X2) significantly affects Job Satisfaction (Y1).

The magnitude of the Work Discipline (X1) contribution and Work Motivation (X2) variables can be seen from the R Square value, which is 0.224. This means that 22.4% of the Job Satisfaction variable (Y1) is influenced by the independent variables, namely Work Discipline (X1) and Work Motivation (X2). Simultaneously, the remaining 77.6% of the Job Satisfaction variable (Y1) is influenced by other variables that are not discussed in this study.

The results of the study have provided evidence that Work Discipline (X1), Work Motivation (X2), and Job Satisfaction (Y1) affect Employee Performance (Y2).



Picture 2. Path Analysis

The Work Discipline variable (X1) significantly affects the Employee Performance variable (Y2) from statistical calculations. This can be proven by the path coefficient of 0.447 with a count of 5.626 with a

probability of 0.000 ($0.000 < 0.05$). Work discipline (X1) is very important-significantly affects Employee Performance (Y2).

The variable Job Satisfaction (Y1) significantly affects the Employee Performance variable (Y2) from statistical calculations. This can be proven by the path coefficient of 0.391 with a count of 5.038 with a probability of 0.000 ($0.000 < 0.05$). This shows that the Job Satisfaction variable (Y1) significantly affects Employee Performance (Y2).

From the results of the statistical calculations, the Work Motivation variable (X2) has a significant effect on the Employee Performance variable (Y2). This can be proven by the path coefficient of 0.204 with a count of 2.635 with a probability of 0.010 ($0.010 < 0.05$). This shows that the Work Motivation variable (X2) significantly affects Employee Performance (Y2).

The amount of contribution from the variable Work Discipline (X1), Work Motivation (X2), and Job Satisfaction (Y1) can be seen from the R Square value, which is equal to 0.677. This means that 67.7% of the Employee Performance variable (Y2) is influenced by the independent variables, namely Work Discipline (X1), Work Motivation (X2), and Job Satisfaction (Y1). Simultaneously, the remaining 32.3% of the Employee Performance variable (Y2) is influenced by other variables that are not discussed in this study.

Table 1. Hypothesis Research Test Results

Hypothesis	Hypothesis Statement	Significant Value	Remark
H1	Work discipline affects the job satisfaction	0,006	Significant
H2	Work motivation affects the job satisfaction	0,049	Significant
H3	Work discipline and work motivation affect job satisfaction	0,000	Significant
H4	Work discipline affects employee performance	0,000	Significant
H5	Job satisfaction affects employee performance	0,000	Significant
H6	Work motivation affects employee performance	0,010	Significant
H7	Work discipline, work motivation, and job satisfaction affect employee performance	0,000	Significant

Source: SPSS processed data

VI. DISCUSSION

This study aims to determine the effect of work discipline and work Motivation on job satisfaction and its impact on employee performance. This study's results indicate that the Path Coefficient has provided evidence that Work Discipline and Work Motivation variables affect Job Satisfaction.

The Work Discipline variable has a significant effect on the Job Satisfaction variable from statistical calculations. The Work Discipline variable is having a significant impact on Job Satisfaction. This study is in line with research conducted by Setyaningdyah et al. (2013). The study results show that discipline has a positive and significant effect on the job satisfaction of employees of PT Palma Plantasindo. Thus, every employee must have a high discipline attitude because employee satisfaction will emerge from high employee discipline.

Work Motivation also has a significant influence on the Job Satisfaction variable. The Work Motivation variable has a significant effect on Job Satisfaction. This research is in line with research conducted by Cherian & Jacob (2013). This study indicates that the work motivation variable has a significant effect on job satisfaction at PT. Askes (Persero), Boyolali Branch. It can be stated that the higher the Motivation of a person to do a job, the higher the job satisfaction is felt.

Work Discipline and Work Motivation have a positive influence on job satisfaction. This research aligns with Lim's (2019) research that work, Motivation, and work discipline significantly affect job satisfaction of BPKPD employees in West Kalimantan Province. It can be stated that work discipline and Motivation affect employee job satisfaction. This is because discipline is a reflection of how much responsibility an employee has. Therefore, Motivation is needed so that employees become disciplined. Because by having Motivation, employees are encouraged to do a job as much as possible so that the results obtained are satisfactory.

The Path II coefficient research results have provided evidence that Work Discipline, Work Motivation, and Job Satisfaction affect employee performance. This shows that the Work Discipline variable has a significant influence on employee performance. This research is in line with research conducted by Hajrina et al. (2016), which shows that discipline affects the Marketing department's performance at the Millennium Sirih Hotel in Jakarta. It can be stated that the organization wants capable, capable and skilled employees but what is essential

is discipline. They can work hard and want to achieve maximum work results and can improve employee performance.

The Job Satisfaction variable significantly influences the Employee Performance variable from the results of statistical calculations. This shows that the Job Satisfaction variable has a significant influence on Employee Performance. This research is in line with research conducted by Wijaya (2018,) which offers job satisfaction on CV Bukit Sanomas. This shows that employee performance can be said to be good if the job satisfaction felt by employees is also getting better. Thus, job satisfaction in a company is needed to boost employee performance.

The Work Motivation variable significantly influences the Employee Performance variable from the results of statistical calculations. This shows that the work motivation variable has a significant influence on employee performance. This research aligns with Rahsel's (2016) study, which shows that work motivation influences employee performance in the General Administration section of UNPAD Bandung. It can be stated that the stronger the work motivation, the higher the employee's performance. This means that any increase in employee motivation will provide a very significant increase in employee performance.

The relationship between the variables of Work Discipline, Work Motivation, and Job Satisfaction positively influences employee performance. This study is in line with Musyaddad's (2014) research that there is a significant influence on Motivation, work discipline, and job satisfaction together on the performance of the Education and Training Agency of South Sumatra Province. These studies indicate that employee work discipline can create a sense of responsibility for their work. Also, Motivation is the power to arouse employee morale at work. Meanwhile, job satisfaction can maximize its responsibilities in carrying out tasks. Thus discipline, Motivation, and employee job satisfaction can support employee performance.

VII. CONCLUSION

The conclusion from the results of this study is that work discipline and work motivation influence job satisfaction, which means that the role of discipline and Motivation at work has an essential role in increasing satisfaction in government employees. Thus, from Work Discipline, Work Motivation, along with job satisfaction, have an influence on Employee Performance which means that an employee can improve performance if it has been disciplined, motivated, and job satisfaction in government work.

The implication of this research is expected to be helpful for the West Jakarta Administration City Transportation Agency, which can be used as consideration for leaders in improving employee performance so that employees can work more optimally. Also, this research will be used as valuable input for the West Jakarta Administration City Transportation Department in making policies regarding the application of work discipline, work motivation, job satisfaction, and maintaining employee performance levels in the future. The implication of this research for researchers is that by conducting this research, the researcher can add the moderating variable of demographic factors to improve employee performance through work discipline, work motivation, and job satisfaction.

This study's limitations are that this study only uses four variables, namely two independent variables of work discipline and work motivation, one dependent variable on employee performance, and one intervening variable on job satisfaction. Then the researcher only uses this short time to narrow the space for the researcher so that it can affect the results of the research that the author did.

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