

## Research Article

# The Influence Of Discipline And Job Satisfaction Toward Work Motivation And Implications On Performance Of Employees At Center Administrative Syiah Kuala University, Banda Aceh, Indonesia

Rini Yulia Sari\*<sup>1</sup>, Nasir, Faisal<sup>1</sup>

<sup>1</sup>Magister Management Program, Faculty of Economics and Business, Universities Syiah Kuala, Banda Aceh, Indonesia

### Article History

Received: 04.02.2020

Accepted: 12.02.2020

Published: 15.03.2020

### Journal homepage:

<https://easpublisher.com/easmb>

### Quick Response Code



**Abstract:** The purpose of this study is to know the condition of discipline, job satisfaction, work motivation and employee performance, the influence of discipline on the performance of employees, the influence of job satisfaction on employee performance, the influence of discipline on employee motivation, the influence of job satisfaction on employee motivation, performance of employees, the influence of work discipline on performance through employee work motivation, the influence of job satisfaction on performance through employee work motivation. The object of this study is the discipline and job satisfaction of work on work motivation and its implications on employee performance. The data analysis equipment used in this research is descriptive test that is to test the descriptive statistic model based on the average value and verifikatif test by using the structural equation modeling (SEM) data analysis tool with the help of AMOS program. The result of the research shows that work discipline, job satisfaction, work motivation and employee performance have been running well, there is influence of work discipline, job satisfaction to work motivation, there is influence of work motivation to employee performance, there is influence of work discipline and job satisfaction on employee performance and there is influence of work discipline and job satisfaction on employee performance through work motivation of Head Office Administration Syiah Kuala University.

**Keywords:** Discipline, Job Satisfaction, Work Motivation and Employee Performance.

**Copyright © 2020:** This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use (Non Commercial, or CC-BY-NC) provided the original author and source are credited.

## INTRODUCTION

The Ministry of Research, Technology and Higher Education of Indonesia with its mission strives to (a) improve access, relevance, and quality of higher education to produce qualified human resources and (b) enhance the ability of science and technology and innovation to generate value-added innovation products. In an effort to carry out its mission, the Ministry of Research, Technology and Higher Education has produced several achievements.

To achieve organizational goals, disciplinary factors are indispensable. Discipline is an obedience to organizational rules to achieve controlled behavior that can be done, among others, through the implementation of punitive measures to achieve the expected results. Functions of action include: 1) creating order; 2) enforcing legislation and legal certainty; 3) foster employees in order to behave effectively, efficiently and professionally; 4) uphold integrity, honor and identity as employees. Employee discipline at the Administration Headquarters of Syiah Kuala University

is a manifestation of the obedience of employees to the existing regulations in the Central Administration Office. Employee discipline manifested one of them with the discipline of time is the punctuality present in working hours is at 08.00 am to 5:00 pm WIB. Then the discipline of results that is carrying out the task in accordance with the burden and responsibilities of employees. And discipline in terms of cleanliness and tidiness. Persons who do not meet good discipline will be subject to sanctions in accordance with disciplinary action by employees, ranging from verbal reprimands, written warnings to dismissals.

The phenomenon of problems faced in the Head Office Administration associated with employee discipline among others is still there are employees who are not disciplined in the work time, there are still employees who are late to enter the working hours, there are still employees who do not complete the work in accordance with standards and time has been determined and there is still excessive use of leisure time in the workplace. The problem of such discipline greatly affects employee performance. Therefore, the

application of discipline to employees will be able to grow employee satisfaction in work.

Based on the results of pre-survey with interviews conducted by researchers on the administrative staff of Syiah Kuala University Administration Office as many as 30 people on September 20, 2017, showed the discipline of employees still need to be increased by the average of 2.83. Indicators whose average score is still low, such as timely indicators, compliance with rules and attitudes and behavior.

The problems that often occur in employees at the Headquarters Administration associated with increasing work discipline each year, It takes discipline enforcement to better the company's performance and organizational goals will be achieved. Saydam (2012: 60) states that employee discipline will accelerate the achievement of corporate goals and discipline that degenerate will become a barrier (brake) and slow the achievement of organizational goals.

This can be affected by several factors. According to Kartono (2013: 35) there are several factors that affect the discipline, namely 1) Social value because in each country has different variations in the designation of discipline, 2) personal factors, is how individuals are responding to their work 3) The economic condition of the company, 4) Employees who do not feel secure, 5) Jobs, challenging jobs, too difficult or too easy can cause boredom that leads to the discipline of employees. Based on the factors proposed Kartono (2013: 35), that one of the factors that affect the discipline of work is a personal factor of self-concept. Individuals with positive self-concept will tend to develop positive attitudes about themselves. Conversely, individuals with negative self-concept will tend to develop negative attitudes about themselves.

Work discipline is the result of an interactive process between external factors and factors from within the individual. Factors from within the individual can be self-assessment and the environment called self-concept, while the factor from outside the individual is the work done by the individual, the better the self-concept of the employee will be easier in overcoming the problems that exist within and outside him.

In addition to work discipline factors that can affect the increase in employee motivation at the Central Administration Office of Syiah Kuala University is a factor employee job satisfaction. Job satisfaction is a feeling that there is an employee based on what employees receive in the work. Something received is both physical and non physical such as remuneration, leadership attitude, work environment, communication with superiors and subordinates. Job satisfaction is a way of seeing a person both positive

and negative about his work. Satisfaction will arise if the indicator is well perceived.

The results of research conducted by Husni, Nasir and Faisal (2017) state that job satisfaction has an influence on employee performance in detention centers in Aceh Province. The results prove that job satisfaction felt by employees is able to provide a real influence on improving employee performance in the future.

Then the results of research conducted by Erni (2017) explain that job satisfaction felt by an employee has an influence in improving employee performance at the Regional Office of the Directorate General of Aceh State Assets.

Feeling satisfied in working can improve employee performance because it will affect the work done by an employee. An employee who enjoys his job means having a positive level of job satisfaction, on the contrary an employee who tends to be absent from his job means that his level of job satisfaction is low. Problems relating to employee job satisfaction at the Syiah Kuala University Administration Headquarters are still not optimally employee physical facilities at the workplace, communication between employers and employees is less than optimal, then the remuneration should still be increased by providing higher operational allowance.

Low employee job satisfaction ultimately affect the employee's motivation, where employees feel less satisfied and have not been able to give the best effort beyond what is targeted in a job hence the motivation of work owned will be reduced. Based on the results of a preliminary survey of 30 employees at the administrative headquarters of Syiah Kuala University, it was not all employees expressed feeling very satisfied or satisfied in working.

In order to improve work motivation of employees at the administrative headquarters of Syiah Kuala University, the leaders need to provide work motivation to employees through improving work discipline in the form of giving awareness to employees of the importance of work discipline in achieving organizational goals and increasing job satisfaction through adequate compensation, provide promotion to employees who are considered achievers.

Motivation greatly affects performance within the organization. In order to improve the performance of its employees, the organization needs to pay attention to the various needs of its merchants. Hasibuan (2013: 28) states that these kinds of needs are perceived as drivers or drivers for someone to do something, including doing work or work. A professional employee can not escape the fact that they are individuals who also have the needs, desires, and expectations of where they work. The desire to fulfill this need that

mempengaruhi motivation of work in doing activities to achieve optimal performance. Implementation of employee performance is influenced by the motivation of each employee itself, with good motivation employees are expected to perform better in providing services also better.

This phenomenon is supported by the results of research conducted by Ika Fuzi, Nurdasila and Roli, (2017) which prove that work motivation possessed by employees has a real influence in improving the performance of employees in the office organization.

## LITERATURE REVIEW

### Employee Performance

The concept of performance is an abbreviation of the kinetics of work energy equivalent in English is performance. Level achievement of the implementation of an activity or policy program in realizing organizational goals, goals, vision and mission as outlined through strategic planning of an organization, Moehersono (2012: 75).

Meanwhile, according to Wirawan (2015: 10) Performance is the output generated by the functions or indicators of a job or a profession in a certain time.

Employee performance is the level of success of employees in carrying out their duties and responsibilities. The understanding of employee performance according to Wibowo (2016: 80), performance is a process of how the work takes place to achieve the results of work. Meanwhile, according to Mangkunegara (2013: 219) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him.

Handoko (2014: 154), termed performance (performance) with work performance is the process through which the organization evaluates or assesses employee performance. According Hasibuan (2013: 98), performance (work achievement) is a work achieved by a person in carrying out tasks assigned to him based on skills, experience and sincerity and time.

According to some experts opinions is define their performance is more likely to see performance as a result of work achieved by an employee in performing a specific task in accordance with the responsibilities given.

In this case we can explain that performance is the result of work both in quality and quantity produced by an employee within a certain period in accordance with the responsibilities given in an organization.

### Work Motivation

Motivation, derived from the word motive (motive), which means encouragement. Motivation is a

condition that encourages or becomes the cause of someone doing an action / activity that goes consciously, Bangun (2012: 312).

According to Wibowo (2016: 379), motivation is a boost to a series of processes of human behavior on the achievement of goals. While the elements contained in the motivation include the elements generate, direct, maintain, show intensity, is continuous and the purpose.

Robbins and Judge (2014: 222) state that motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goal. While general motivation relates to efforts to achieve any goal. Then the opinion of Mangkunegara (2013: 143) states: "motivation is formed from attitude (attitude) in the face of the situation of the employee in the company (situation). Motivation is a condition or energy that moves the targeted or targeted employees to achieve the goals of the organization. The mental attitude of employees who are pro and positive to the work situation that strengthens the motivation to work to achieve maximum performance".

From some opinions of the authors above can be concluded that motivation is the impetus in directing individuals that stimulate the behavior of individuals and organizations to take action in achieving the expected goals.

Motivation is a tendency (a trait that is the subject of conflict) in a person who raises up and directs his actions. Motivation includes the only biological and emotional factors that can only be expected from the observation of human behavior). The motivation in a person is not an independent indicator. Motivation itself arises as a result of the interaction that occurs within the individual.

### Work Discipline

According to the Government Regulation of the Republic of Indonesia number 53 of 2010 on the discipline of civil servants, the discipline of civil servants is the ability of civil servants to comply with obligations and to avoid prohibitions stipulated in legislation and / or official regulations which, if not observed or violated are punishable discipline.

Discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work achievement can be achieved. Without good employee discipline, it is difficult for companies to achieve optimal results. Good discipline reflects the magnitude of one's responsibility for the tasks assigned to it. This encourages passion, work spirit and the realization of corporate goals, employees and society. To improve good discipline is difficult because many factors influence it.

According Hasibuan (2013: 88) work discipline is the awareness and willingness to comply with all applicable rules and social norms. Where consciousness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. So he will obey and do all his work well without coercion.

In the opinion of Handoko (2014: 128), discipline is a management activity to implement organizational standards. While Mangkunegara (2013: 193) said that the discipline of work can be interpreted as the implementation of management to strengthen the guidelines of the organization. From the opinion of some experts it can be concluded that the discipline of work is an attempt of the management of the organization of the company to implement or enforce the rules or conditions that must be obeyed by every employee without exception. Work discipline is an attitude and behavior that intends to obey all organizational rules based on self-awareness to conform to organizational rules.

### **Job Ssatisfaction**

Job satisfaction is a pleasant emotional attitude and loves her job. This attitude is reflected by work morale, discipline and work pretation, Hasibuan (2013: 22). Satisfaction has a big influence on productivity organization directly or indirectly. Some experts provide a definition of job satisfaction. According Wibowo (2016: 201) job satisfaction is a general attitude of an individual to his work. A person with a high level of job satisfaction shows a high degree of satisfaction with the organization of the company, otherwise if someone does not feel a high level of satisfaction with his company it will have a negative impact on the organization of the company.

Robbins and Judge (2014: 40) say that job satisfaction is a positive feeling about a person's work which is the result of an evaluation of his characteristics. The belief that satisfied employees are much more productive when compared to disgruntled employees has been the basic principle among managers for years.

## **RESEARCH METHODS**

### **Research Location**

The location of this research will be conducted at the Central Administration Office (KPA) of Syiah Kuala University. The object of research that will be used is the influence of discipline and job satisfaction of job to work motivation and its implication on employee performance.

### **Data Analysis Tools**

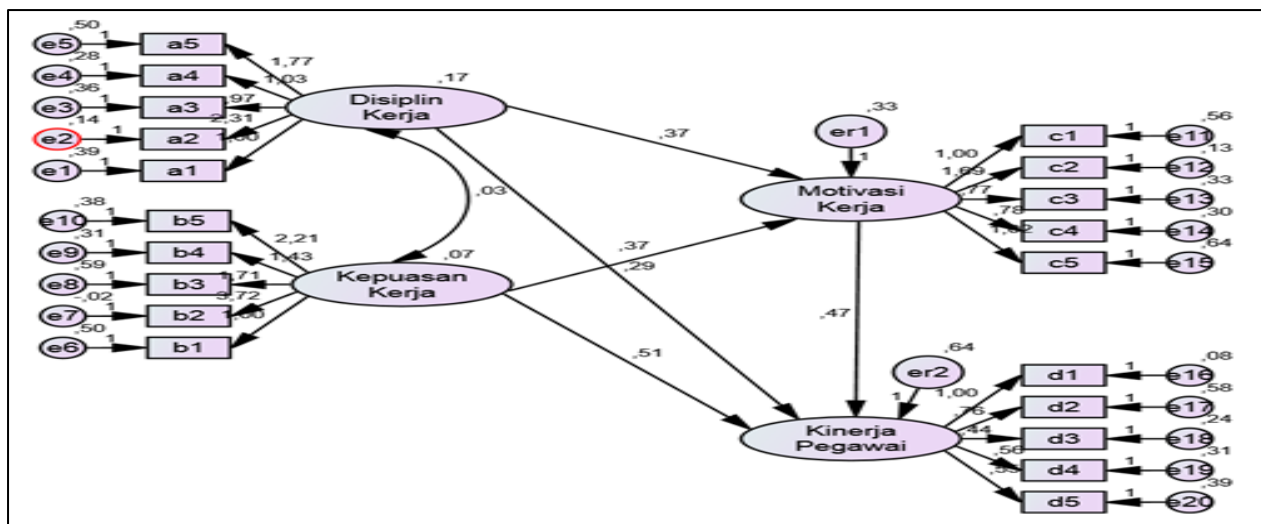
Data analysis equipment to test perception of respondent used descriptive test by using descriptive statistical model by using test based on mean value from each variable to be studied, with assumption if mean value  $\leq 4$ , hence perceived less good and if mean value  $\geq 4$ , it is well perceived by the respondent, the test is also done by using the average t-test.

Data analysis equipment used in this research is structural equation modeling (SEM) with the help of Amos program. The SEM equation model is a set of statistical techniques that enable the testing of a relatively complex set of relationships simultaneously (Ferdinand, 2012).

SEM is able to incorporate latent variables into the analysis. Latent variables are unobserved concepts that are observed with observed or measurable variables obtained by respondents through data collection methods (survey, test, observation) and are often called manifest variables (Ghozali, 2012).

## **RESULTS AND DISCUSSIONS**

The next analysis is a complete model of Structural Equation Model (SEM) analysis, after analyzing the level of unity dimensionality of latent variable forming indicators tested by confirmatory factor analysis. Analysis of data processing result at full stage of SEM model is done by doing conformity test and statistical test. Results of data processing for the analysis of full SEM model shown in Figure 1.



Picture. 1. Structural Equation Model (SEM) Test Result

**The Influence of Work Discipline On Employee Motivation**

The estimation parameter for examining the effect of work discipline on employee work motivation shows CR value of 5.041 and with probability equal to 0,023. Both values obtained are eligible for H1 acceptance of CR value of 5.041 which is greater than 1.96 and a probability smaller than 0.05.

**The Influence of Job Satisfaction on Employee Motivation**

The estimation parameter for testing the influence of job satisfaction on employee work motivation shows CR value of 3,101 and with probability equal to 0,008. Both values obtained are eligible for the acceptance of H2 ie CR value of 3.101 which is greater than 1.96 and a probability smaller than 0.05.

**Effect of Work Motivation on Employee Performance**

The estimation parameter for testing the influence of employee's work motivation on employee performance shows CR value equal to 7,375 and with probability equal to 0,022. Both values obtained are eligible for the acceptance of H2 ie CR value of 7.375 which is greater than 1.96 and the probability is smaller than 0.05.

**The Effect of Work Discipline on Employee Performance**

The estimation parameter for examining the effect of work discipline on employee performance shows CR value of 5,415 and with probability equal to 0.002. Both values obtained are eligible for H4 acceptance ie CR value of 5,415 which is greater than 1,96 and probability smaller than 0,05.

**Influence of Job Satisfaction on Employee Performance**

The estimation parameter for testing the influence of job satisfaction on employee performance shows CR value of 6,824 and with probability equal to 0,042. Both values are eligible for H5 acceptance ie CR value of 6,824 which is greater than 1,96 and probability smaller than 0,05.

**Indirect influence of work discipline, job satisfaction, employee work motivation on employee performance through work motivation**

Based on the results of the analysis shows that all exogenous variables affect the endogenous variables significantly and no significant variables were found, so in this study did not occur full mediated. Thus it can be concluded that the findings in this subsample are consistent with the findings of the whole sample, in which the variables of work discipline, and job satisfaction have the role of partially mediated mediating variables between employee motivation variables and employee performance.

The results of this study imply that the discipline of work will have a positive impact on employee motivation at the Head Office Administration (KPA). Employee motivation can be seen that the life insurance from the organization makes me work better, the security guarantees make me more motivated in work, the leader gives appreciation for the job performance, the employee feel proud to be part of this organization and the employee always actualize me for being employees in the organization.

The implication of research result on job satisfaction variable shows that job satisfaction between employees and organization will give positive impact for improvement of employee performance in Head Office Administration (KPA). The result of research on the effect of job satisfaction on employee performance can be seen from the salary that I received at this time

has been very satisfy in accordance with work load and responsibilities that I emban, all employee in Administration Head Office is given equal opportunity for promotion.

Work relationship with colleagues is very fun in the completion of work that has been delegated from the leadership, employees are satisfied with supervision made by the leadership to control every job I do and employees are very satisfied with the work I do today.

## CONCLUSIONS

1. Work discipline, job satisfaction, work motivation and employee performance has been running well, this indicates that the discipline of work, job satisfaction and work motivation can give effect to the increase of work motivation and employee performance.
2. There is influence of work discipline on employee work motivation.
3. There is influence of job satisfaction on employee work motivation.
4. Then there is the influence of work motivation on employee performance.
5. There is influence of work discipline on employee performance.
6. There is influence of job satisfaction on employee performance.
7. There is influence of work discipline and job satisfaction on employee performance through employee work motivation.

## RECOMMENDATIONS

1. In order to improve work motivation and employee performance based on work discipline variables, it is necessary to note is the employee must always come every day in accordance with a predetermined time schedule.
2. Then related to work motivation and employee performance based on job satisfaction variable, then that must be considered is the leader must provide opportunities for employees who excel to get promotion.
3. To increase the motivation of work then that needs to be attention is to provide opportunities to employees to provide life insurance in accordance with the position and tenure, so that employees can meet the needs of household.
4. In order to improve the performance of employees, then who needs to get attention and run the employee must be nimble in completing the work it faces.

## REFERENCES

1. Alex S. N. (2012). *Manajemen personalia Manajemen Sumber Daya Manusia. Edisi Ketiga*. Ghalia Indonesia. Jakarta.
2. Anggrainy, I. F., Darsono, N., & Putra, T. R. I. (2017). Pengaruh Fasilitas Kerja, Disiplin Kerja Dan Kompensasi Terhadap Motivasi Kerja Implikasinya Pada Prestasi Kerja Pegawai Negeri Sipil Badan Kepegawaian Pendidikan Dan Pelatihan Provinsi Aceh. *Jurnal Manajemen*, 12 (4), 99-118.
3. Ardana, K.I., Mujiati N., & Utama, M.W. (2012). *Manajemen Sumber Daya Manusia, Cetakan Pertama*, Penerbit PT. Graha Ilmu. Yogyakarta.
4. Arikunto, S. (2013). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Rineka Cipta. Jakarta.
5. Dessler, G., & Al Ariss, A. (2012). *Human Resource Management (Arab World ed.)*. London: Pearson
6. Edy, S. (2016). *Manajemen Sumber Daya Manusia. Cetakan ke-8*. Kencana Prenada Media Group. Jakarta.
7. Ferdinand, A. (2012). *Metode Penelitian Manajemen*, Badan. Penerbit Universitas Diponegoro. Semarang.
8. Gatot, R., & Sedyaningsih, S. (2014). Effect of Leadership, Motivation And Work Environment On Employees Performance Of Citra Sukses Eratama Corporation In Tangerang. *Jurnal Bisnis dan Manajemen Eksekutif 1* (1), 6 – 18.
9. Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS). Edisi 4*. Badan Penerbit Universitas Diponegoro. Semarang.
10. Gibson, Ivancevich, Donnelly. 2014. *Organisasi: Perilaku, Struktur, Proses (Jilid 2)*. Binarupa Aksara. Jakarta.
11. Gouzaly, G. (2012). *Manajemen Sumber Daya Manusia*. PT.Toko Gunung Agung. Jakarta.
12. Handoko T. Hani. 2014. *Manajemen Personalialia dan Sumber Daya Manusia*. BPFY-Yogyakarta. Yogyakarta..
13. Hasan,M.I. (2013). *Analisis Data Penelitian Dengan Statistik*. Bumi Aksara. Jakarta.
14. Kartini, K. (2013). *Pemimpin dan Kepemimpinan "Apakah Kepemimpinan Abnormal itu?"*. PT Raja Grafindo Persada. Jakarta.
15. Malayu. H. (2013). *Manajemen Sumber Daya Manusia. Edisi Revisi*. Bumi Aksara. Jakarta.
16. Manaf, I. G., Lubis, A. R., & Ibrahim, M. (2015). Pengaruh Lingkungan Kerja dan Disiplin Terhadap Motivasi Kerja Pegawai Dan Implikasinya Terhadap Kinerja Sekretariat Kecamatan Dalam Kabupaten Simeuleu. *JurnalPascasarjana Magister Manajemen. Universitas Syiah Kuala*, 4(1).79-88.
17. Mangkunegara, A. P., & Waris, A. (2015). *Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Aksrida)*. Science Direct. Universitas Mercu Buana. Jakarta
18. Moehariono. (2012). *Pengukuran Kinerja Berbasis Kompetensi (Edisi Revisi)*. Rajawali Press. Jakarta.
19. Mudahsyah, S. (2014). *Produktivitas: Apa dan Bagaimana*. Bumi Aksara. Jakarta.

20. Musnadi, H.S., & Faisal. (2017). Pengaruh Lingkungan Kerja, Kompensasi Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Loyalitas Kerja Pegawai Rutan Di Provinsi Aceh (Studi Kasus Pada Rutan Klas Iib Banda Aceh Dan Rutan Klas IIB Jantho, *Jurnal Manajemen*, 12 (4), 119-128.
21. Nasution, E. H., & Musnadi, & Faisal, (2017). Faktor-Faktor Yang Mempengaruhi Kepuasan Kerja Dan Dampaknya Terhadap Kinerja Pegawai Kanwil Direktorat Jenderal Kekayaan Negara Aceh. *Jurnal Manajemen*, 12 (4), 99-118
22. Nevizond, C. (2013). *Profil Budaya Organisasi: Mendiagnosis Budaya dan Merangsang Perubahannya*. Alfabeta. Bandung.
23. Robbins, S. P. & Judge, T. A. (2014). *Perilaku Organisasi*. Salemba empat. Jakarta.
24. Robbins, S. P., & Mary, C. (2012). *Manajemen, Indeks Kelompok*. Gramedia, Jakarta
25. Sudarwan, D., & Suparno. (2012). *Menjadi Pemimpin Besar Visioner Berkarakter*. Alfabeta. Bandung.
26. Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta. Bandung.
27. Tjutju, Y., & Suwatno. (2013). *Manajemen Sumber Daya Manusia*. Alfabeta. Bandung.
28. Veihzal, R., & Mulyadi, D. (2013). *Kepemimpinan dan Perilaku Organisasi*. PT. Raja Grafindo Persada: Jakarta.
29. Wibowo. (2015). *Manajemen Kinerja Edisi Kelima cetakan kesepuluh*. Rajawali Pers. Jakarta
30. Wirawan. (2015). *Manajemen Sumber Daya Manusia Indonesia*. Rajawali Press. Jakarta.