

MOTIVATION EFFECT ANALYSIS AND JOB DISCIPLINE ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE (Study at PT. Pradipa Asri Karya Denpasar)

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ABSTRACT : This research was conducted based on field phenomena that indicated inadequate employee performance, allegedly caused by the weak role of work motivation, work discipline and job satisfaction. This study aims to analyze the effect of work motivation, work discipline and job satisfaction on employee performance. Causal associative research method with respondents all employees at PT. Pradipa Asri Karya Denpasar as many as 58 employees. The data analysis technique used SEM-PLS 3.3 with the result that there was an influence of work motivation, work discipline and job satisfaction on employee performance. The total effect as a whole is 92.9% while the remaining 7.1% is explained by other variables outside of the research.

KEYWORDS: *motivation, work discipline, job satisfaction, job performance*

I. INTRODUCTION

The twenty-first century, which is known as the millennium era, has made the world's development so rapid, both in the fields of science, technology, socio-culture, economic-trade, defense-security and ideology-politics, which are always closely related to the role of human resources both nationally, regionally and internationally. There have been many changes in governance, systems, growth of motivation, innovation in competing strategies to always be at the forefront, Siagian (2020). In this case, the human resource factor is an important element of the organization in managing, regulating, managing, and using it so that it can function productively, effectively and efficiently to achieve company goals, Rivai et al., (2018: 4). Human resource is a design of various formal systems within an organization with the aim of ensuring the effective and efficient use of human expertise to achieve goals, Mathis and Jackson (2006:3) in Kumayas et al., (2020). The amount of attention to the role of human resources can be seen from a macro and micro scale, that "humans are the most important element in all administrative and management processes regardless of what organization the process takes place in., Siagian (2020). Senyucel (2009) in Muliawaty (2019). Dessler (2019:4), argues that human resource management (HRM) is a process to acquire, train, assess and compensate employees and to take care of their work relations, their health and safety and matters relating to justice.

Organizational performance is a measure of the company's success, the better the quality of work produced by employees, the faster the achievement of company goals, Prawira (2019). Performance in essence, what employees do or do not do, therefore employee performance will affect how much employees are able to contribute to the company they work for which includes output quantity, output quality, output period, attendance at work and cooperative attitude, Mathis and Jackson (2006:78) in Aznuriyandi (2021).

Mangkunegara (2017: 67) defines performance as a work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, therefore Performance is one of the important factors or aspects in managing human resources effectively and efficiently. Jaya (2019). Company performance is the level of achievement of results in order to realize the company's goals. Individual performance, group performance, and company performance are influenced by several factors, both internal and external factors of the organization, Simanjuntak (2011).

Companies in creating satisfaction certainly cannot be separated from the positive role of employees, in this era of rapid technological development, it is not impossible that employees will find out more about the paradigm of life far outside or around it. Given how important the meaning of satisfaction is for organizations so that the theory emerges, Philip Kotler (2003) in Sohib et al., (2020) mention, Customer satisfaction is a person's feelings of pleasure or disappointment as a result of a comparison between his perceived achievements or

products. Herzberg in Hasibuan (2017: 228) explains that where a person will have high job satisfaction if two factors are met, namely intrinsic factors which include achievement, recognition, the work itself, responsibilities and progress as well as extrinsic factors such as salary, working conditions, policies and corporate administration and interpersonal relations.

There is no absolute measure of satisfaction level because each individual employee has a different standard of satisfaction. Employee job satisfaction cannot be separated from the influence of motivation, meaning that motivation will increase job satisfaction with higher employee satisfaction increasing performance and vice versa if low motivation will cause employee satisfaction and performance to decrease Octaviannand et al., (2017). The above opinion is supported by research conducted Febrianti and Wachyudi (2020), Singgih et al., (2020), Abdulkhalik and Mohammadali (2019), Yuen et al., (2018) and Siburian (2017) state that job satisfaction has a positive and significant effect on employee performance, meanwhile Nabawi (2019), Theresia and Wake, (2018) that job satisfaction has a significant negative effect on performance while Suharyani (2020), Gunawan et al., (2020), concluded that job satisfaction has no effect on employee performance

The work success of the employees of PT. Pradipa Asri Karya cannot be separated from the motivational element that exists in the employee concerned, because work motivation is a very decisive factor for success. Ikhsan et al., (2019), Scales et al., (2020) and Ciobanu et al., (2019), argues that motivation has a significant positive effect on performance, furthermore research by Gheitani et al., (2019), Pancasila et al., (2020) and Suwandana and Perdanawati, (2020) concluded, motivation has a positive and significant effect on job satisfaction while in research conducted by Farid and Wahyundaru (2020). Motivated employees can be seen from the description of work discipline in the company.

Discipline was created to make everything go according to procedure. Rivai (2018:599) work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to obey all applicable social rules and norms. The role and existence of discipline in an organization plays an important role, this is evidenced by research conducted by Saputri (2019), Maryani et al. (2021), Siregar et al. (2021), Sarnubi and Hashim (2021) and Putra et al. (2018), in his research concluded that work discipline has a significant positive effect on employee satisfaction and performance. For an employee, discipline is the main factor that must be available to support abilities, skills so that they become reliable resources and are able to bring progress to the company/organization. Implementation of work discipline on the Management of PT. Pradipa Asri Karya Denpasar can be seen from the implementation of a manual and fingerprint-based attendance system. The company also applies punishment related to the implementation of discipline if there is a violation of work regulations, a warning will be immediately issued. A warning is given if the employee commits a violation that is still in the range of a minor or reasonable violation and is understandable. Meanwhile, for employees who commit violations that are intolerable in nature, a SP (warning letter) will be issued, this SP can be in the form of SP1, SP2 or SP3/dismissal, Pramesti (2020). The classic problems of discipline are attendance, tardiness and absenteeism.

II. LITERATURE REVIEW

The framework of thinking explains theoretically about the link between the variables to be studied. The relationship between independent variables (exogenous) and the dependent variable (endogenous), including if it involves moderating and intervening variables Sugiyono (2013:93). Meanwhile Kuncoro (2014) The framework of thinking is a network of relationships between variables which are logically explained, developed, and elaborated from the formulation of the problems that have been identified.

Based on the reality in the field, motivation and work discipline greatly affect job satisfaction as well as employee performance. The higher the motivation and work discipline, the greater the impact on employee satisfaction and performance in the organization. Furthermore, if the availability of employee motivation and work discipline is lower, it will have a negative effect on job satisfaction and performance itself. Starting from the results of previous research and the problems faced by PT Pradipa Asri Karya, where there is still a gap between expectations and reality (research gap). Furthermore, based on the research gap, the main problems that will be used in this study are found, namely, whether motivation,

This research uses several theories as the basis, namely the theory of Human Resource Management (Goal Setting Theory, Edwin Locke: 1978). This theory is based on evidence that assumes that goals (ideas for the future and desired states) play an important role in acting. *Two Factor* theory (Frederick Herzberg's) also known as Herzberg's motivation-hygiene theory and dual-factor theory, explains that "there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other" and further theory is Hierarchy Theory by Abraham Maslow (1943) *that people are motivated to fulfill basic needs before moving on to other, more advanced needs*

These theories underlie the influence between the variables of motivation, work discipline and job satisfaction on employee performance. The purpose of this study was to examine the effect of motivational

variables, work discipline on job satisfaction and employee performance at PT Pradipa Asri Karya Denpasar. Jaya (2019), performance is a key factor in the success of the company, the better the performance produced by employees, the faster the achievement of company goals.

Employee job satisfaction is one of the main keys that affect the achievement of organizational goals at PT Pradipa Asri Karya. The creation of job satisfaction on employees of PT. Pradipa Asri Karya Denpasar will automatically affect life satisfaction and vice versa, based on previous research Abdulkhaliq and Mohammadali (2019), Yuen et al. (2018), Singgih et al. (2020) and Siburian (2017), that the job satisfaction variable has a positive and significant influence on employee performance, because employees who have job satisfaction will contribute positively to their work results. In essence, satisfaction will arise if there is sufficient motivation. Motivation is a picture of the driving force that can make someone have the desire to do the best of what they do Saleemet al. (2010) in Shikalepo (2020). Employees who are motivated in doing work will show a supportive attitude to complete their work. Referring to the results of previous research conducted by Gheitani et al. (2019) and Pancasila et al. (2020), that motivation has a big role in influencing job satisfaction. On the other side of the research results M. Ikhsan et al. (2019), Ciobanu et al. (2019), Scales et al. (2020) and Suwandana and Perdanawati (2020) that motivation variable has a positive and significant impact on performance. Motivated employees can be seen from how work discipline is applied.

Discipline is one of the important factors for the growth of an organization, especially used to raise the spirit of employees to always discipline themselves in carrying out work either individually or in groups. This statement is supported by research conducted by Harahap and Tirtayasa (2020), Siregar et al. (2021), Putra et al. (2018), Prasetyo and Marlina (2019) and Sarnubi and Hashim (2021) mentions that discipline has a positive effect on organizational satisfaction and performance.

III. RESEARCH METHODS

The design of this research is causal associative, Sugiyono (2017:36) associative problem formulation is a research problem formulation that is asking the relationship between two or more variables. As for the form of the relationship, a causal relationship is used, i.e. a causal relationship test the effect between variables. The variables in this study are Motivation (X1), Discipline (X2), Job Satisfaction (Y1), and Employee Performance (Y2). The process of collecting data in this study was carried out by observation, interviews and questionnaires. The questionnaire was given to 58 respondents who were all employees of PT Pradipa Asri Karya Denpasar, as the sample in the study. Each page of the questionnaire is given a score using a Likert Scale from a scale of 1 to 5, namely: (5) strongly agree, (4) agree, (3) undecided, (2) disagree, and (1) strongly disagree. agrees Sugiyono, (2017:93). The analytical technique used is SEM-PLS analysis to test the effect of each variable then interpreted and concluded. Overall this research will produce a conclusion as an answer to the problems studied, where the conclusion will be used as an evaluation material in policy making. The series will produce a thesis concept. The design of this research is causal associative, Sugiyono (2017:36). From this research obtained the following hypothesis: **H1: Motivation has a positive effect on employee performance, H2: Discipline has a positive effect on employee performance, H3: Motivation has a positive effect on employee job satisfaction, H4: Discipline has a positive effect on employee job satisfaction and H5: Job satisfaction has a positive effect on employee performance.**

IV. RESULTS AND DISCUSSION

This study uses a questionnaire as a research instrument, where the overall statement is 19 statement items, namely: five statements on motivation variables, four statements on work discipline variables, five statements for job satisfaction variables and five statements for employee performance variables, using a Likert scale with five categories of respondents ranging from strongly disagree to strongly agree. The number of questionnaires distributed to all employees of PT. Pradipa Asri Karya as many as 58 questionnaires, and all questionnaires were filled out properly (100%).

Table 1
Characteristics of Respondents

No	Variable	Classification	Number of people	Percentage (%)
1	Gender	Man	52	89.7
		Woman	6	10.3
2	Age (Years)	18-25 years old	28	48.3
		26-35 years old	10	17.2
		36-45 years old	18	31.0
		46 years old	2	3.4

No	Variable	Classification	Number of people)	Percentage (%)
3	Education	SENIOR HIGH SCHOOL	42	72.4
		Diploma	10	17.2
		S1	6	10.3

Source: Primary data, 2022

Validity test results

Validity test aims to measure whether or not the research instrument is valid. The research instrument is said to have a validity value if the instrument is able to accurately measure what it wants to measure, Ghozali (2018). Testing the validity of this instrument uses criterion validity which is calculated through corrected item correlation analysis. With this analysis, the research instrument is said to be valid if it has a correlation coefficient above 0.60 (Ghozali, 2018).

Table 2
Recapitulation of Research Instrument Validity Test Results

Variable	Indicator	Correlation coefficient	Sig. (2-tailed)	Information
Motivation (X1)	X1.1	0.766	0.000	Valid
	X1.2	0.878	0.000	Valid
	X1.3	0.843	0.000	Valid
	X1.4	0.728	0.000	Valid
	X1.5	0.752	0.000	Valid
Work Discipline (X2)	X2.1	0.886	0.000	Valid
	X2.2	0.727	0.000	Valid
	X2.3	0.709	0.000	Valid
	X2.4	0.845	0.000	Valid
Job satisfaction (Y1)	Y1.1	0.784	0.000	Valid
	Y1.2	0.856	0.000	Valid
	Y1.3	0.769	0.000	Valid
	Y1.4	0.828	0.000	Valid
	Y1.5	0.722	0.000	Valid
Employee performance (Y2)	Y2.1	0.677	0.000	Valid
	Y2.2	0.863	0.000	Valid
	Y2.3	0.792	0.000	Valid
	Y2.4	0.798	0.000	Valid
	Y2.5	0.682	0.000	Valid

Source: Data processing results, 2022

reliability test results, The reliability test of this research instrument uses the Cronbach alpha value, the aim is to determine the unidimensionality (*internal consistency*) on each item statement on the latent variables studied (motivation, work discipline, job satisfaction and employee performance). A variable is said to be reliable if it has a Cronbach alpha (α) value above 0.60 (Ghozali, 2018). For the recapitulation of the results of the reliability test in this study, it can be seen in Table 2 below:

Table 2
Recapitulation of Research Instruments Reliability Test Results

No.	Variable	Cronbach's Alpha	Information
1	Motivation (X1)	0.850	Reliable
2	Work Discipline (X2)	0.805	Reliable

3	Job satisfaction (Y1)	0.848	Reliable
4	Employee performance (Y2)	0.818	Reliable

Source: Data processing results, 2022

In analyzing the research model, the Partial Least Square (PLS) method is used with the Smart PLS 3.3 program as a tool. There are two basic model evaluations in this test, namely the outer model and the inner model. Inner model testing in PLS is carried out through bootstrap resampling with the following results:

5.5.1. Evaluation of the fit of the measurement model or outer model

Furthermore, the measurement model or outer model can be explained as follows: with reflexive indicators evaluated with convergent and discriminant validity of indicators and composite reliability for indicator blocks with the following explanation:

Table 3
Outer Loading (Measurement Model)

Variable	Indicator	Outer Loading	TStatistics	P Values
Motivation (X1)	Physical needs	0.776	11.865	0.000
	Need for security	0.867	25,662	0.000
	Social needs	0.880	26,151	0.000
	Appreciation needs	0.805	17.110	0.000
	Self-actualization needs	0.806	19,119	0.000
Work Discipline (X2)	Punctuality	0.890	44,242	0.000
	Utilization	0.815	17,039	0.000
	Responsibility	0.811	19,077	0.000
	Obedience to the rules	0.857	23,711	0.000
Job satisfaction (Y1)	Wages	0.830	17,079	0.000
	Work	0.828	18,042	0.000
	Promotion opportunity	0.807	17,382	0.000
	supervisor	0.876	33,312	0.000
	coworker	0.702	10,064	0.000
Employee performance (Y2)	Work quality	0.742	12,195	0.000
	Working quantity	0.885	36,636	0.000
	Effectiveness	0.820	15,793	0.000
	independence	0.852	21,814	0.000
	Work commitment	0.722	11,701	0.000

Results of 2022 data processing

The information presented in Table 5.9 above can be seen that the five indicators that measure the motivation variable have an outer loading value greater than 0.70 and the t-statistic is above 1.96. Containing the meaning of indicators of physical needs, security needs, social needs, esteem needs and self-actualization needs are valid indicators as a measure of motivational variables. Meanwhile, the social needs indicator has the largest loading of the motivational variables with an outer loading value of 0.880.

The results of the evaluation on the work discipline variable show that all indicators have an outer loading value above 0.70 and the t-statistic exceeds a value of 1.96. This shows that the indicators of punctuality, utilization, responsibility and compliance with rules are valid indicators as a measure of work discipline variables. Meanwhile, the punctuality indicator is an indicator that has the largest loading of the work discipline variable with an outer loading value of 0.890.

Furthermore, information on the results of the evaluation of job satisfaction variables prove the five indicators have an outer loading value greater than 0.70, and a t-statistic above 1.96. These results indicate that the wage indicator, jobs, promotion opportunities, supervisors and coworkers is a valid indicator as a measure of job satisfaction variable. There is other information that indicates the supervisor/supervisor indicator as an indicator that gives the highest outer loading on the job satisfaction variable with an outer loading value of 0.876.

Based on information from the evaluation results of employee performance variables, all indicators have an outer loading value greater than 0.70, and a t-statistic above 1.96. This implies that the five indicators: work quality, work quantity, effectiveness, independence and work commitment are valid indicators as a measure of employee performance variables. Furthermore, as additional information that the work quantity indicator is able to be an indicator that has the highest outer loading value of the employee performance variable with an outer loading score of 0.885.

Next for Reflective indicators can be evaluated with convergent and discriminant validity of indicators and composite reliability for indicator blocks with the following explanation:

a) **Convergent validity**

Convergent validity with reflexive indicators can be seen from the correlation between scores indicator with the variable score. Individual indicators are considered reliable if they have a correlation value above 0.70 (Ghozali, 2018:25). The results of the correlation between indicators and their variables can be seen in the following table:

Table 4

Convergent Validity Test Results

	X1 (Motivation)	X2 (Work Discipline)	Y1 (Job satisfaction)	Y2 (Employee Performance)
X1.1	0.776			
X1.2	0.867			
X1.3	0.880			
X1.4	0.805			
X1.5	0.806			
X2.1		0.890		
X2.2		0.815		
X2.3		0.811		
X2.4		0.857		
Y1.1			0.830	
Y1.2			0.828	
Y1.3			0.807	
Y1.4			0.876	
Y1.5			0.702	
Y2.1				0.742
Y2.2				0.885
Y2.3				0.820
Y2.4				0.852
Y2.5				0.722

Source: Data processing results, 2022 (Appendix 6)

In accordance with the results of the convergent validity test in Table 4, all values of the outer loading indicator variable have a value greater than 0.70. Thus, it can be concluded that all indicators have met the convergent validity requirements

b) **Discriminant validity Latent Variable Correlation**

Discriminant validity is related to the principle that measures of different constructs should not be highly correlated. Discriminant validity test is assessed based on *crossloading* measurement with the construct. The discriminant validity value is greater than 0.7 then the latent variable has become a good comparison for the model. As for the test results *discriminant validity* The correlation of latent variables can be seen in the table below:

Table 5

Discriminant Validity Test Results Latent Variable Correlation (Cross Loading)

	X1 (Motivation)	X2 (Work Discipline)	Y1 (Job satisfaction)	Y2 (Employee performance)
X1.1	0.776	0.722	0.789	0.786
X1.2	0.867	0.668	0.827	0.800

	X1 (Motivation)	X2 (Work Discipline)	Y1 (Job satisfaction)	Y2 (Employee performance)
X1.3	0.880	0.729	0.791	0.793
X1.4	0.805	0.730	0.690	0.793
X1.5	0.806	0.615	0.686	0.694
X2.1	0.802	0.890	0.831	0.809
X2.2	0.609	0.815	0.645	0.679
X2.3	0.714	0.811	0.685	0.751
X2.4	0.686	0.857	0.628	0.743
Y1.1	0.697	0.601	0.830	0.720
Y1.2	0.764	0.649	0.828	0.764
Y1.3	0.826	0.632	0.807	0.759
Y1.4	0.806	0.762	0.876	0.834
Y1.5	0.605	0.733	0.702	0.686
Y2.1	0.700	0.695	0.703	0.742
Y2.2	0.788	0.797	0.813	0.885
Y2.3	0.764	0.645	0.781	0.820
Y2.4	0.789	0.712	0.737	0.852
Y2.5	0.664	0.721	0.625	0.722

Source: Data processing results, 2022

V. DISCUSSION

The effect of motivation on employee performance, The results of the direct hypothesis test analysis show that motivation has a positive and significant effect on employee performance, but in the indirect hypothesis test analysis with job satisfaction mediating there is no significant effect, so it can be explained that job satisfaction is able to mediate motivation on employee performance partially (partially mediated). This means that the higher the level of employee motivation, the performance of the employees of PT Pradipa Asri Karya Denpasar will continue to increase.

The effect of work discipline on employee performance. Hypothesis test analysis shows that work discipline has a positive and significant effect on performance, but in the indirect hypothesis test analysis with job satisfaction mediating it can be explained that job satisfaction is able to mediate work discipline on employee performance positively while the direct effect of work discipline with job satisfaction mediating has no significant value. This means that the higher the employee's work discipline, the performance produced by the employees of PT Pradipa Asri Karya Denpasar will increase. Vice versa, the lower the employee's work discipline, the performance of the employees of PT Pradipa Asri Karya Denpasar will decrease.

The effect of motivation on job satisfaction, the results of the analysis show that motivation has a positive and significant effect on job satisfaction. This means that the higher the level of employee motivation, the job satisfaction of the employees of PT Pradipa Asri Karya Denpasar will increase. Vice versa, the lower the level of employee motivation, the job satisfaction of the employees of PT Pradipa Asri Karya Denpasar will decrease.

The effect of work discipline on job satisfaction, the results of the analysis show that work discipline has a positive and significant effect on job satisfaction. This has the meaning that the better the work discipline that is carried out between employees, the more a sense of belonging will arise high job satisfaction on employees of PT Pradipa Asri Karya Denpasar. Vice versa, the less good work discipline that exists among employees, the job satisfaction of PT Pradipa Asri Karya Denpasar employees will decrease.

The effect of job satisfaction on employee performance, the results of the analysis show that job satisfaction has a positive and significant effect on employee performance. This means that the higher job satisfaction employees of PT Pradipa Asri Karya Denpasar Bali, the higher the performance generated by the employees of PT Pradipa Asri Karya Denpasar. Vice versa, the lower the sense of job satisfaction of employees of PT Pradipa Asri Karya Denpasar, the performance produced by these employees will decrease.

VI. CONCLUSION

Based on the discussion of the research results, it can be concluded that the influence of motivational variables, work discipline on job satisfaction and employee performance at PT. Pradipa Asri Karya Denpasar are as follows:

- 1) Motivation has a positive and significant effect on employee performance. That means that the availability of good motivation in the management of the company, will obviously bring a positive contribution to improving the performance of employees of PT. Pradipa Asri Karya Denpasar.
- 2) Work discipline positive and significant impact on work performance. It means that the organization has the ability to manage the time and work atmosphere of employees, meaning that employees have an important role to always contribute to improving employee performance at PT. Pradipa Asri Karya Denpasar.
- 3) Motivation has a positive and significant effect on job satisfaction. This implies that the better the motivation in implementing good governance in the management of the company or organization, the higher the job satisfaction of employees at PT Pradipa Asri Karya Denpasar.
- 4) Work discipline positive and significant effect on job satisfaction. This means that the better the organization in managing the discipline of time and work atmosphere, it will automatically have an impact on increasing job satisfaction of PT. Pradipa Asri Karya Denpasar.
- 5) Job satisfaction has a positive and significant effect on employee performance. This means that if employees are satisfied at work, it will have an impact on increasing employee performance at PT Pradipa Asri Karya Denpasar.
- 6) Motivation has a positive and significant effect on employee performance through mediating job satisfaction. The lesson that can be concluded from these results is that the better the availability of motivation that is supported by employee satisfaction with the company, the better the employee performance will be. The role of job satisfaction is able to mediate the influence of motivation on employee performance, meaning that the better the employee's motivation in carrying out the assigned tasks, the better job satisfaction and employee performance at PT Pradipa Asri Karya Denpasar.
- 7) Work discipline positive and insignificant impact on work performance through mediating job satisfaction. It means that the presence of job satisfaction mediators in the application of work discipline has not been maximized, in this case management must conduct a more in-depth study of the importance of building discipline through the availability of good job satisfaction within an organization because it will be able to have an influence on increasing employee performance. The role of job satisfaction is not able to mediate the effect of work discipline on employee performance, meaning that the better the employee's work discipline in carrying out the tasks given does not have an impact on job satisfaction, but is able to improve the performance of employees at PT Pradipa Asri Karya Denpasar.

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