

THE INFLUENCE OF WORK DISCIPLINE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE SUB-DISTRICT OFFICE IN TANGERANG CITY

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Article History

Received : September
Revised : September
Accepted : October
Published : October

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No. Contact:

Cite This Article:

DOI:

<https://doi.org/10.56127/ijml.v3i3.1669>

Abstract: The purpose of this research is to determine how job satisfaction and work discipline affect the performance of employees at the district office in Tangerang. This study uses a quantitative approach with a sample of 94 respondents, selected using the Slovin sampling method. Data collection was conducted through questionnaires. The results indicate that work discipline has a positive and significant impact on employee performance partially. From the first hypothesis test, the value of t-statistics exceeds the critical value, showing that the work discipline variable partially affects employee performance. In addition, the results of the simple regression test also support the conclusion that the significance value is less than the set threshold, leading to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. Furthermore, the job satisfaction variable was also found to have a partial effect on employee performance, based on the second hypothesis test. The results of the simple regression test show a significant relationship, confirming that job satisfaction affects employee performance. Based on the joint hypothesis test, the value of F-statistics exceeds the critical value, indicating that both job satisfaction and work discipline variables simultaneously influence the performance of employees at the district office in Tangerang.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

INTRODUCTION

Employee discipline is one of the key factors in the success of an organization, including the district office. High discipline will create a conducive work environment, increase productivity, and ultimately have a positive impact on the quality of public services provided to the community. Employee discipline can be defined as the awareness and willingness of an individual to comply with all organizational rules and applicable social norms. In the context of the district office, discipline means that employees are able to carry out their duties and responsibilities in accordance with established regulations, both written and unwritten.

Several factors that can influence the level of employee discipline at the district office include leadership, where a democratic, participatory leadership style that sets a good example will greatly affect employee motivation and discipline. Then, there is the monitoring system. A clear and consistent monitoring system will make employees feel supervised and encouraged to remain disciplined. Another factor is the salary and allowance system. A fair and transparent salary system, along with appropriate allowances based on work performance, can increase employee motivation and discipline. Other important factors include working conditions. A comfortable work environment, adequate facilities, and a balanced workload will make employees feel comfortable and productive. Lastly, work motivation. High motivation will encourage employees to work better and remain disciplined. Motivation can be increased through various means, such as providing rewards, career development, and creating a positive work atmosphere.

The results of these interviews are also supported by attendance data obtained by the researcher through the application of fingerprint attendance provided by the Human Resources department. Below is a summary of employee attendance at the district office.

Table 1. Employee Attendance Data at the District Office in Tangerang

MONTH	NUMBER OF EMPLOYEES	ALPHA	PERMISSION	LATE
January	92	8	12	31
February	92	7	10	29
March	92	11	9	33
April	92	9	13	29
May	92	5	9	17
June	92	7	5	21
July	92	10	18	19
August	92	9	7	20
September	92	7	11	19
October	92	10	10	34
November	92	12	15	27
December	92	9	20	30
Total		104	139	309

Table 1. above shows that the level of indiscipline at the District Office is quite high, with 34 employees arriving late in October and 17 employees arriving late in May. The highest level of unexcused absences was recorded in November, with 12 employees, and the highest number of leave requests was recorded in December, with 20 employees. Therefore, it can be concluded that some employees still lack discipline in terms of attendance, despite each employee being given a 15-minute grace period beyond the official start time of 08:00, making the latest arrival time 08:15. If employees arrive late after 08:15, they are penalized with a 10% salary deduction.

Job satisfaction is another component that can affect employee performance. Job satisfaction reflects how an individual feels about their job and is an essential component in creating optimal performance. If someone is satisfied with their job, they will make maximum efforts to complete their tasks perfectly, which in turn will lead to increased productivity and employee performance.

Table 2. Indicators Of Low Job Satisfaction Among Employees At The District Office In Tangerang

JOB SATISFACTION INDICATORS	QUESTION	ANSWER	
		YES (%)	NO (%)
Wages	Is the salary you receive appropriate to the workload at the District Office in Tangerang?	30%	70%
The Work Itself	Are you able to complete the work given according to the target?	70%	30%
Promotion	Does every employee who has good performance results get the same opportunity for job promotion?	60%	40%
Supervision	Does the supervisor always supervise the work of his employees until completion?	20%	80%
Work colleague	Do you have close relationships and cooperation with other co-workers both inside and outside the office?	70%	30%

Based on the results from the ten people surveyed above, Table 2 shows that, out of the five indicators, the one that most significantly affects the decline in employee job satisfaction is the percentage of "no" responses. The supervision indicator had the highest percentage—80% answered "no" and 20% answered

"yes"—indicating a weak relationship between supervisors and subordinates, which leads to employee dissatisfaction. Next, the salary indicator, with 70% answering "no" and 30% answering "yes," reveals that employees feel their wages or salaries are not commensurate with the work they perform. Furthermore, according to the research, the salaries received by employees are not consistent with their work experience and qualifications.

The third most important indicator, promotion, had 40% answering "no" and 60% answering "yes," meaning that employees do not have equal opportunities for advancement. Additionally, the indicators for the work itself and coworkers had the same percentages, with 70% answering "yes" and 30% answering "no." After conducting interviews with employees at the District Office in Tangerang, the researcher found that there are issues of low performance caused by a lack of work discipline and job satisfaction among the employees.

Table 3. Performance Evaluation Data Of District Office Employees In Tangerang For The Past 3 Years

Year	Score										Many Employees	Percentage
	91 – 100	%	76 – 90	%	61 – 75	%	51 – 60	%	50 And Under	%		
2020	21	18%	72	81%	1	1%	-	-	-	-	92	100%
2021	18	15.25%	76	84.75%	-	-	-	-	-	-	92	100%
2022	17	13%	70	79%	3	5%	4	3%	-	-	92	100%

Source: Data on performance assessment of sub-district office employees in Tangerang

Assessment Description:

Points > 500: Very less

Points 500 - 700 : Not enough

Points 700 – 900 : Enough

Points 900 – 1000 : Good

Points > 1000 : Very good

The results of the data and interviews conducted by the author indicate that the performance of employees at the district office in Tangerang is still not meeting the company's expected targets. In 2020, many employees did not achieve a score of 91 or above, with 72 employees scoring between 76-90 and 1 employee scoring between 61-75, while only 21 employees scored between 91-100, falling into the excellent category.

This research is important because work discipline and job satisfaction are key factors influencing employee performance, particularly in government office environments such as district offices. District offices play a role in providing public services that directly impact the well-being of the community. If employee performance is low, the quality of public services will decline, which could negatively affect public trust in government institutions. Moreover, based on the employee performance evaluation data from the past three years, it is evident that many employees have not yet reached an adequate performance score. This indicates the need for a deeper understanding of the factors influencing employee performance, especially work discipline and job satisfaction. By understanding how these two variables impact performance, institutions can implement appropriate interventions to improve employee performance and ultimately enhance the quality of services provided to the community.

METHODOLOGY

This research uses a quantitative approach to explore the influence of work discipline and job satisfaction on employee performance at the District Office in Tangerang. This approach is chosen because quantitative research allows for clear variable measurement and statistical analysis of relationships between variables through objective mathematical analysis.

The population in this study consists of all employees working at the District Office in Tangerang, totaling 125 individuals. From this population, a sample was selected using the Slovin sampling method with a margin of error of 5%. Based on calculations using the Slovin formula, a sample of 94 employees was selected as respondents for this study. The selection of this sample aims to represent the entire population and provide results that can be generalized effectively.

The initial step in this research involved testing the data instrument to ensure that the measurement tools used, such as questionnaires, had adequate validity and reliability. The validity test aimed to confirm that the questionnaire truly measured the intended variables, in line with theoretical definitions and research objectives. Validity was assessed by comparing the data obtained from respondents with the expected variables. The reliability test was conducted to ensure the consistency of the measurement tool, verifying that

the results remained stable even when tested at different times. Reliability is essential to ensure that the measurement tool can provide accurate and consistent results.

Once the data collection instrument was confirmed to be valid and reliable, a classical assumption test was conducted. This test aimed to ensure that the data used met the prerequisites for linear regression analysis. The assumptions tested in this study included the normality test, to confirm that the residual data followed a normal distribution; the multicollinearity test, to ensure no correlations between independent variables that could affect the regression results; the autocorrelation test, to detect whether there was any correlation between one residual and another; and the heteroscedasticity test, which examined whether the variance of residuals remained constant.

After ensuring that the data met these assumptions, the research proceeded with quantitative analysis. The collected data was analyzed statistically to determine the relationship between work discipline and job satisfaction on employee performance. The correlation coefficient analysis was used to measure the extent of the relationship between the independent variables (work discipline and job satisfaction) and the dependent variable (employee performance). In this study, Pearson correlation was used to determine the strength and direction of the relationship between these variables, both partially and simultaneously. Additionally, a coefficient of determination analysis was conducted to determine how much the independent variables explained the variability in the dependent variable. This coefficient of determination was expressed as a percentage, indicating the strength of the relationship between the variables studied.

Furthermore, hypothesis testing was conducted to examine the relationships between the variables. This involved partial hypothesis testing using the t-test, which aimed to assess the influence of each independent variable individually on the dependent variable. In addition, simultaneous hypothesis testing using the F-test was performed to measure the combined effect of work discipline and job satisfaction on employee performance.

RESULTS AND DISCUSSION

Validity Test

Table 4. Validity Test

Work Discipline (X1)			
No.	Coefficient	R table	Information
1	0.578	0.203	Valid
2	0.580	0.203	Valid
3	0.619	0.203	Valid
4	0.651	0.203	Valid
5	0.536	0.203	Valid
6	0.654	0.203	Valid
7	0.652	0.203	Valid
8	0.682	0.203	Valid
9	0.611	0.203	Valid
10	0.565	0.203	Valid
Job Satisfaction (X2)			
No.	Coefficient	r table	Information
1	0.599	0.203	Valid
2	0.758	0.203	Valid
3	0.735	0.203	Valid
4	0.736	0.203	Valid
5	0.615	0.203	Valid
6	0.704	0.203	Valid
7	0.673	0.203	Valid
8	0.708	0.203	Valid
9	0.400	0.203	Valid
10	0.337	0.203	Valid
Employee Performance (Y)			
No.	Coefficient	r table	Information
1	0.660	0.203	Valid
2	0.739	0.203	Valid
3	0.686	0.203	Valid

4	0.690	0.203	Valid
5	0.522	0.203	Valid
6	0.750	0.203	Valid
7	0.647	0.203	Valid
8	0.717	0.203	Valid

Based on the table above, all statement items in the study are declared valid because the calculated r-value is greater than 0.203.

Reliability Test

Table 5. Reliability Test

Variables	Cronbach's Alpha Value	Cronbach's Alpha Standard	Information
Work Discipline (X1)	0.669	0.60	Reliable
Job Satisfaction (X2)	0.673	0.60	Reliable
Employee Performance (Y)	0.685	0.60	Reliable

The results of the data processing above show that the Work Discipline variable (X1) has a Cronbach Alpha value of 0.669, with a value reaching a large category of 0.60, the Job Satisfaction variable (X2) has a large category value of 0.60, and the Employee Performance variable (Y) has a large category value of 0.60.

Classical Assumption Test Normality Test

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		94
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.44243309
Most Extreme Differences	Absolute	.060
	Positive	.052
	Negative	-.060
Test Statistics		.060
Asymp. Sig. (2-tailed)		.200
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The assumption of the distribution for this research equation is normally distributed because the obtained significance value is 0.200, which is greater than 0.05.

Multicollinearity Test

Table 7. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,336	2,381		2,241	0.027		
	Work Discipline	0.353	0.073	0.402	4,803	.000	0.599	1,670
	Job satisfaction	0.317	0.057	0.467	5,580	.000	0.599	1,670

a. Dependent Variable: Employee performance

The data processing results above show that the multicollinearity test produced a tolerance value of 0.599 for the Work Discipline variable and 0.599 for the Job Satisfaction variable. Both tolerance values are greater than 0.10, and the VIF value for the Work Discipline variable is 1.670, and for the Job Satisfaction variable, it is 1.670. These values indicate that the multicollinearity test is valid. Therefore, there is no multicollinearity among the independent variables.

Autocorrelation Test

Table 8. Durbin-Watson Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,768 ^a	0,618	0,610	3,23284	2,174
a. Predictors: (Constant), Work Environment, Work Discipline					
b. Dependent Variable: Employee Performance					

The Durbin-Watson value of 2.174, which falls between 1.550 and 2.460, indicates that there is no autocorrelation in this regression model, according to the data processing results above.

Heteroscedasticity Test

Table 9. Heteroscedasticity Test Results using the Glejser Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,282	1,848		1,235	0,220
	Work Discipline	-0.007	0.048	-0.016	-0.138	0.890
	Job satisfaction	0.028	0.037	0.087	0.764	0.447
a. Dependent Variable: Abs_RES						

The previous data analysis results showed that the Glejser test on the Work Discipline variable (X1) produced a significance probability (sig.) value of 0.890, and the Job Satisfaction variable (X2) produced a significance probability (sig.) value of 0.447, both with significance (sig.) values greater than 0.05. Consequently, it can be concluded that this regression model indicates that there is no heteroscedasticity disturbance.

Hypothesis Testing

Table 10. Results of Multiple Linear Regression Testing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,336	2,381		2,241	0,027
	Work Discipline	0.353	0.073	0.402	4,803	.000
	Job satisfaction	0.317	0.057	0.467	5,580	.000
a. Dependent Variable: Employee performance (Y)						

Based on the regression analysis results in the Coefficients table above, it was found that the constant (intercept) is 5.336 with a significance value of 0.027, indicating that if the work discipline (X1) and job satisfaction (X2) variables are both valued at 0, the predicted employee performance (Y) is 5.336.

For the work discipline variable, the regression coefficient (B) is 0.353 with a significance value of 0.000, meaning that work discipline has a positive and significant effect on employee performance. This implies that for every one-unit increase in work discipline, employee performance increases by 0.353 units, with a significant influence ($p < 0.05$).

Meanwhile, the job satisfaction variable has a regression coefficient of 0.317 with a significance value of 0.000, indicating that job satisfaction also has a positive and significant effect on employee performance.

Every one-unit increase in job satisfaction will increase employee performance by 0.317 units, also with a significant influence ($p < 0.05$).

Therefore, it can be concluded that both work discipline and job satisfaction significantly influence employee performance, with work discipline having a slightly greater impact than job satisfaction.

Table 11. F Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1538,211	2	769,105	73,590	.000b
	Residual	951,066	91	10,451		
	Total	2489,277	94			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Job Satisfaction (X2), Work Discipline (X1)						

From the table, the calculated F-value is greater than the critical F-value (73.590 is greater than 2.705), and the p-value is smaller than the significance level (0.000 is less than 0.05). Thus, H3 is accepted, and H0 is rejected. The quality of employee performance at the district office in Tangerang is significantly influenced by work discipline and job satisfaction.

Table 12. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.786a	0.618	0.610	3.23284
a. Predictors: (Constant), Job Satisfaction, Work Discipline				

The results from the data processing above show that the variables of Work Discipline (X1) and Job Satisfaction (X2) account for 61.8% of the influence on Employee Performance (Y). The remaining variables ($100\% - 61.8\% = 38.2\%$) are influenced by other factors not examined in this study.

CONCLUSION

Based on the findings and data analysis, it can be concluded that work discipline and job satisfaction have a significant influence on employee performance at the District Office in Tangerang. First, the regression results show that work discipline has a significant impact on employee performance. Even without work discipline, employee performance still exists; however, work discipline is proven to have a positive and significant effect on performance. This relationship is further reinforced by partial test results, which confirm that the null hypothesis is rejected, while the alternative hypothesis is accepted. This indicates that work discipline significantly affects employee performance, consistent with previous research.

Furthermore, the regression results also reveal that job satisfaction has a significant influence on employee performance. Even without job satisfaction, performance still exists; however, job satisfaction provides a positive contribution to employee performance. Hypothesis testing shows supportive results, where job satisfaction is proven to have a significant influence on employee performance. This finding is also consistent with previous studies that indicated a similar relationship.

Additionally, when analyzed simultaneously, both work discipline and job satisfaction are shown to have a significant influence on employee performance. The test results demonstrate that the combination of these two variables explains most of the variation in employee performance, while the remainder is influenced by other factors not examined in this study. Hypothesis testing further strengthens this conclusion, showing that work discipline and job satisfaction together significantly influence employee performance. This conclusion is also consistent with previous research that supports the significant relationship between work discipline, job satisfaction, and employee performance.

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