

The Effect of Job Satisfaction, Motivation, and Work Discipline on Employee Performance at the Environmental Laboratory UPT of the East Java Provincial Environmental Service



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ABSTRACT: This study aims to analyse the effect of job satisfaction, motivation, and work discipline on the performance of UPT Laboratorium employees of the East Java Provincial Environmental Service. The method used is descriptive quantitative with multiple linear regression analysis to test the causal relationship between variables. The results showed that job satisfaction, with five indicators (job, wage/salary, supervisor, promotion opportunities, and co-workers), has a positive influence on performance, with a mean value of 2.05758. In particular, the promotional opportunities indicator (mean 2.28788) was shown to improve work discipline. Motivation, with four indicators (responsibility, target task, necessity, praise), also had a positive impact on performance (mean 1.84848), with target task being the most influential indicator (mean 2.09091). Employee work discipline, which includes leader's example, reward, justice, firmness, and human relations, was also rated favourably with a mean of 2.18485. The research conclusion shows that job satisfaction, motivation, and work discipline significantly have a positive effect, both partially and simultaneously, on employee performance. It is recommended that the UPT Laboratorium of the East Java Provincial Environmental Service continue to improve these three factors to support the improvement of employee performance which is a top priority.

KEYWORDS: Job satisfaction, motivation, discipline, multiple linear regression analysis, UPT Laboratorium performance

I. INTRODUCTION

Human resources (HR) play an important role in the progress and achievement of the goals of every agency, both government and private. Employees, as the main motor of organisational activities, play a vital role in ensuring daily operations and the achievement of short-term and long-term targets. In the context of HR management, the quality of employee performance is strongly influenced by several factors, such as work discipline, job satisfaction, and motivation. These three factors are interrelated and have a significant impact on productivity and work effectiveness within the agency (Silitonga & Faddila, 2023).

Work discipline is one of the fundamental elements that drive consistent performance. Good discipline can be seen from employee compliance with attendance, regulations, and punctuality, all of which support the achievement of organisational goals. Absenteeism, tardiness and non-compliance with work rules can lead to inefficiencies and slow down the achievement of organisational targets. Studies show that strong discipline in the work environment can create a more productive work climate and increase employee loyalty. Therefore, discipline is a very important indicator in evaluating the quality of employee work and the overall success of the agency.

Besides discipline, job satisfaction and motivation are other major factors that determine employee performance. Job satisfaction is defined as a positive emotional feeling or level of well-being felt by employees towards their work (Hasibuan, 2017). Job satisfaction includes feelings of accomplishment, a supportive work environment, adequate compensation, and good relationships with co-workers and superiors. When an employee is satisfied with their job, they tend to have higher discipline, good work ethic, and more optimal performance. Conversely, job dissatisfaction that arises from a mismatch between expectations and reality-for example, an unsupportive work environment or unclear work direction-can lower morale and lead to high rates of absenteeism and employee turnover.

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Motivation, as an internal condition or state that drives a person's behaviour, also plays an important role in directing and sustaining employee effort in achieving organisational goals. Motivation can be intrinsic or extrinsic, depending on internal drives or external factors such as rewards and recognition. High motivation encourages employees to work harder, strive to achieve higher standards of work, and be more committed to their duties (Huitt, 2001). Therefore, motivation is one of the keys that determine the quality and intensity of employee performance.

A real case of the importance of discipline, job satisfaction, and motivation in influencing employee performance can be seen in the Environmental Laboratory Technical Implementation Unit (UPT) of the East Java Province Environmental Agency (DLH). In 2020, this UPT recorded low performance, which was only 32.87% of the set target. This data indicates deficiencies in employee discipline, motivation, and satisfaction, which are further exacerbated by the lack of compensation and lack of support in HR development. This phenomenon shows that job dissatisfaction and low motivation can have a direct impact on individual and organisational performance. The lack of effort to improve these factors will make organisational targets more difficult to achieve and reduce agency competitiveness.

Previous research (Susanty & Baskoro, 2012; Syarifuddin, 2013) shows that job satisfaction and motivation have a significant effect on employee performance. Satisfied and motivated employees tend to have better discipline, resulting in optimal performance. This study focuses on the effect of job satisfaction, motivation, and discipline on employee performance at the Environmental Laboratory UPT DLH East Java Province. There are several research objectives to be achieved: (A) Analyse the effect of job satisfaction on employee performance, (B) Analyse the effect of motivation on employee performance, and (C) Analyse the effect of work discipline on employee performance. In addition, this study also wants to explore the relationship between job satisfaction and motivation to work discipline, as well as how satisfaction and motivation affect performance through work discipline variables. This research is expected to provide a deeper understanding of the relationship between motivational factors and work discipline on employee performance in government agencies.

The results of this study can be the basis for formulating policies to improve the quality of human resources, especially in the Environmental Laboratory UPT DLH East Java Province. Implementation of policies that pay attention to improving discipline, job satisfaction, and employee motivation will help organisations create a more conducive work environment, increase loyalty, and achieve predetermined performance targets.

II. LITERATURE REVIEW

A. Job Satisfaction

Job satisfaction is a multidimensional concept that includes various emotional and evaluative aspects related to employees' perceptions of their jobs. According to Edison et al. (2016), job satisfaction is a set of employee feelings about pleasant or unpleasant things in their job. It reflects the way employees perceive and feel about their daily work. Sutrisno (2017) emphasises that job satisfaction is the result of a complex emotional reaction that arises from the encounter between employees' drives and expectations and the work realities they face. This reaction can be a feeling of satisfaction or dissatisfaction, depending on the extent to which expectations and work reality are in line. Meanwhile, Porter and Lawler (in Bavendam, as cited by Ramlan Ruvendi, 2005) describe job satisfaction as a unidimensional entity, which means that a person can feel general satisfaction or dissatisfaction with their job without the need to separate certain aspects. A positive attitude towards work indicates job satisfaction, while a negative attitude indicates dissatisfaction. According to Muhaimin (2004), job satisfaction in general is an attitude towards work that is formed through employees' evaluation of various aspects of work. This attitude describes their experiences on the job, both pleasant and unpleasant, as well as their expectations of future work experiences. All these perspectives indicate that job satisfaction is the result of the interaction between the experiences, expectations, and realities that employees perceive in their work environment, and affects their overall attitude and emotions towards work.

B. Motivation

According to Huitt (2001), motivation is an internal condition or state of a person that acts as a driver in directing their behaviour towards achieving a goal. There are three main aspects to the concept of motivation described by Huitt. First, motivation arises from an internal condition or state that activates and gives direction to one's behaviour. That is, motivation is not something that is external, but comes from within the individual, including the inner drive that encourages a person to act. Secondly, desire becomes the source of energy that arouses and directs behaviour towards a specific goal. This internal drive becomes the main force that not only drives action but also leads a person to keep trying to achieve the desired results. Third, needs and desires have a significant influence on the intensity of a person's behaviour, namely how strong the effort made in pursuing the goal. If a

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person's needs and desires are high, then his efforts will be more intense. Motivation, in Huitt's view, is an important element that determines how strong and directed individual behaviour is in achieving their goals, and is influenced by the needs and desires that exist in each person.

C. Work Discipline

According to Moekijat (2005) Discipline is the ability to control the regulated self. According to Singodimedjo (2002) Discipline is an attitude of willingness and willingness of a person to understand and obey the norms of the rules that apply around him. Nitisemito (2001) states that work discipline is an attitude, behaviour and actions that are in accordance with the rules of the organisation, both written and unwritten. According to Siswanto (2006), work discipline is an attitude of respect, appreciation, obedience and obedience to the rules that apply both written and unwritten and are able to carry them out and not avoid receiving sanctions if he violates the duties and authority given to him. Then siswanto (2002), explains the definition of work discipline is an attitude of respect, obedience and obedience to the rules that apply, both written and unwritten and able to carry out and not avoid receiving sanctions if he violates the duties and authority given to him.

III. METHODS

This research uses a quantitative approach with descriptive and associative designs to understand the relationship between job satisfaction, motivation, and employee performance, with work discipline as a mediating variable. The quantitative approach was chosen because this research focuses on measuring data in the form of numbers and numerical analysis to obtain objective results. This approach also allows for a more structured analysis in describing existing phenomena and identifying relationships between variables. This type of research is descriptive because it functions to systematically describe the factual conditions and characteristics of the population that is the subject of study. In addition, the associative approach is used to connect two or more variables, in this case testing the effect of independent variables, namely job satisfaction (X1) and motivation (X2), on the dependent variable, namely performance (Y), with work discipline (Z) as a mediating variable. The main purpose of this quantitative research is to develop a model or theory that explains the cause-and-effect relationship between variables.

This research was conducted at the Environmental Laboratory Technical Implementation Unit (UPT LABLING) of the East Java Province Environmental Agency (DLH). The choice of this location is based on the consideration that UPT LABLING is a representative location to study the effect of job satisfaction and motivation on employee performance, and understand the role of work discipline as a determining or mediating factor. The planned research duration of two months aims to ensure that data collection and analysis are carried out effectively.

Operational definitions are provided to explain the measurement of each variable, ensuring that each aspect under study has clear criteria. Job satisfaction is measured through five indicators, namely work, salary, supervision, promotion, and relationships with colleagues. Motivation is measured through indicators of responsibility, targets set, needs that must be met, and rewards or praise received by employees. Employee performance, as the dependent variable, reflects the achievement of work results and individual effectiveness in carrying out tasks, while work discipline, which functions as a mediating variable, measures aspects of employee attendance, compliance with rules, and punctuality.

This research relies on primary data obtained through respondents' questionnaires as well as secondary data taken from related sources. Data collection methods include initial surveys, literature research, and filling out questionnaires in the field. The population in this study were all employees at UPT LABLING DLH East Java, with a sample size of 33 people determined using the Slovin formula to obtain a representative sample. The data collected includes qualitative data, in the form of descriptions of words and visualisations, and quantitative data in the form of numbers that are statistically analysed.

The data collection process began with a preliminary survey to understand field conditions, followed by a literature review that provided a theoretical basis, and field data collection through questionnaires and documentation. The combination of qualitative and quantitative data is expected to provide a more comprehensive picture of the influence of job satisfaction and motivation on employee performance, as well as the role of work discipline in strengthening the relationship between variables.

IV. RESULT AND DISCUSSION

Data regarding the characteristics of respondents were obtained from questionnaire data collection. The questionnaires were distributed to several respondents at the Environmental Laboratory UPT of the East Java Provincial Environmental Service with 33 questionnaires.

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a. Description of Job Satisfaction (X1)

Employees of the East Java DLH Environmental Laboratory UPT are satisfied with supervision from superiors (the highest mean value is 4.03). Other indicators such as wages/salaries, career opportunities, and work relationships also received positive responses with a mean above 3.88.

b. Description of Motivation (X2)

Carrying out tasks with clear targets is the main motivating factor (mean 4.06), followed by responsibility and fulfilment of life needs. Praise from work results received a positive response but with the lowest mean (3.82).

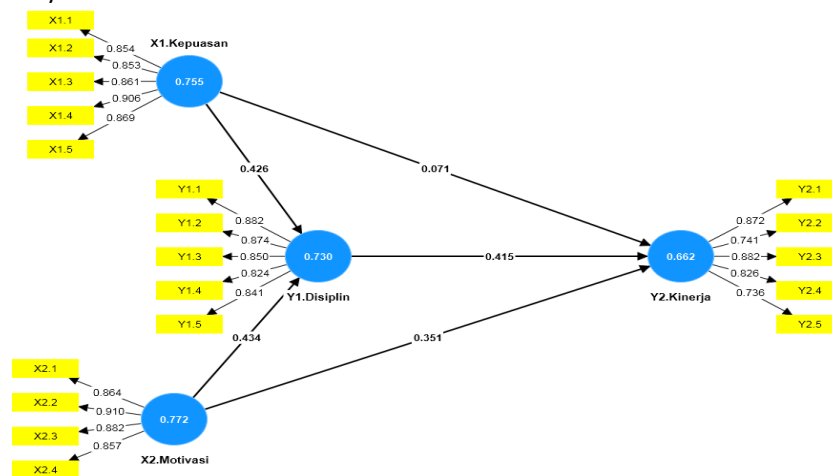
c. Description of Discipline (Y1)

Harmonious relationship among colleagues is the main factor in discipline (mean 3.97). The fairness aspect also plays an important role, indicating that fairness in policies helps create good discipline.

d. Description of Performance (Y2)

Fulfilment of work targets is the main indicator of performance (mean 4.09), with accuracy and precision of work receiving a positive response (mean 3.94). Employees also feel that tasks are carried out on time and according to work standards.

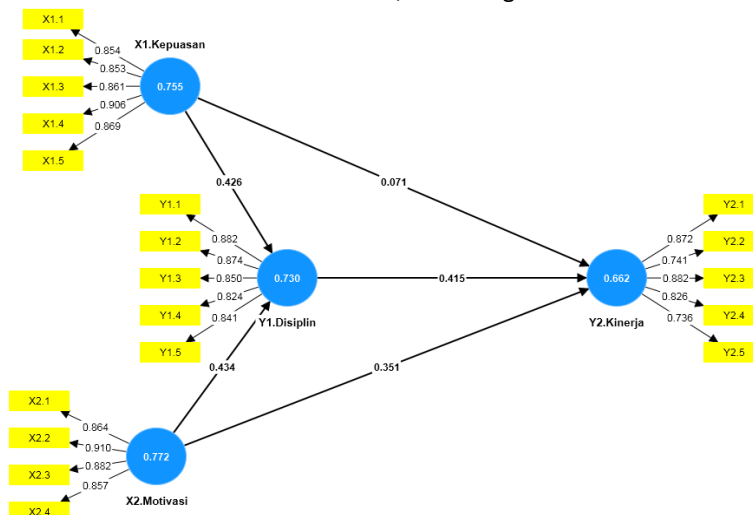
e. Partial Least Square Analysis



The figure above displays the outer results of each question from the four variables, namely job satisfaction, motivation, discipline and performance. Each outer value produced has fulfilled the requirements, namely > 0.5 . Overall, the next step can be done outer model evaluation test.

A. Evaluation Outer Model

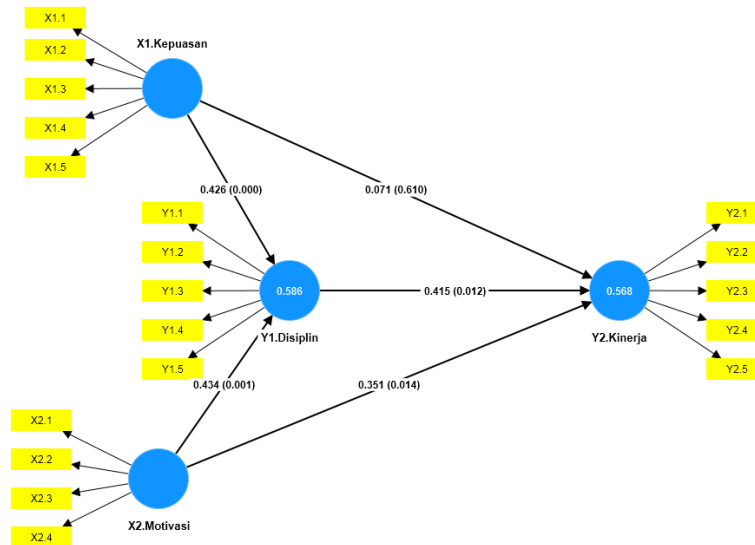
- Convergent Validity: All variable indicators (job satisfaction, motivation, discipline, performance) have an outer loading value > 0.50 , thus fulfilling convergent validity.
- Discriminant Validity: The highest cross loading value of each indicator is on its own variable, fulfilling discriminant validity.
- Construct Validity: The AVE value for all indicators is > 0.50 , indicating good construct validity.
- Composite Reliability: Value > 0.60 for each variable indicator, indicating measurement consistency.



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B. Evaluation Inner Model

- a) Goodness of Fit: The R-square value for the relationship between variables shows the variation in data related to job satisfaction, motivation, discipline, and performance.
- b) Inner Weight: Significant effects were found between motivation and discipline on performance, with the largest effect of job satisfaction on discipline (value 3.944), and the smallest effect of motivation on performance (value 2.453).



C. Discussion

This study analyzes the effect of job satisfaction, motivation, and work discipline on employee performance at the Environmental Laboratory UPT of the East Java Provincial Environmental Agency, using the Partial Least Square (PLS) method. The purpose of this study is to understand how these three factors contribute to employee performance, either directly or through the mediation of work discipline. The results showed that job satisfaction did not have a significant influence on employee performance directly. This is interesting because in this context, supervision from superiors is a key indicator of job satisfaction, which although important, does not directly improve overall employee performance.

In contrast, motivation showed a significant influence on employee performance, where clear targets proved to be the main driving element in achieving optimal work results. Motivation is an important factor that encourages employees to excel and show higher commitment to their work. Another factor that also has a significant effect on performance is work discipline. Good discipline, especially supported by harmonious relationships among coworkers, increases order and efficiency in the implementation of daily tasks. Harmonious relationships among co-workers create a more conducive work environment and encourage disciplined behavior, which ultimately has a positive impact on performance.

In addition, this study also shows that job satisfaction has a positive effect on work discipline. This indicates a strong relationship between the satisfaction felt by employees and their compliance with applicable rules and regulations. When employees are satisfied with their jobs, they tend to show higher discipline. Motivation was also shown to have a significant effect on work discipline, indicating that employees who are motivated to achieve targets are more likely to maintain regularity and compliance in carrying out their duties.

In the mediation model studied, job satisfaction contributes to improved performance when supported by work discipline. That is, although job satisfaction does not have a direct impact on performance, it can improve employee performance when accompanied by a high level of discipline. Similarly, motivation, which is supported by work discipline, has a stronger positive influence on employee performance. This result shows that although motivation directly improves performance, the impact becomes more optimal when employees also have good discipline.

Overall, this study underscores the importance of motivation and discipline as key factors in driving employee performance. Job satisfaction serves as a supporting factor that can improve discipline, which in turn also contributes to performance. The implication of this study is that agencies need to pay attention to these factors in their HRM strategies. Improving employee motivation and discipline, through good supervision and clear targets, can directly improve overall organizational performance.

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CONCLUSIONS

This study concluded that motivation and work discipline have a positive and significant effect on employee performance directly, while job satisfaction has no significant effect on performance except through work discipline. High motivation and work discipline are proven to improve employee performance, while job satisfaction only contributes to improving performance if it is supported by good work discipline. Therefore, to improve employee performance, agencies should focus on improving job satisfaction, motivation, and work discipline simultaneously.

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