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The Influence of Discipline and Job Satisfaction on Employee Performance (A Study in Baleendah Sub-district Bandung Regency)

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Abstract: A decrease in work discipline will have an impact on performance. Every company or organization must be able to improve work discipline in employees so that company goals can be achieved with greater profits. In addition to work discipline, low employee performance is influenced by low employee job satisfaction. In other words, low employee job satisfaction results in employees feeling less satisfied with their work. Based on preliminary observations, some employees at the Baleendah Sub-District Office expressed dissatisfaction with their work, for example related to payment where employees felt that the payment given was not proportional to the work done. In the preparation of this thesis, the author uses descriptive-variative method research. The samples taken in this study were 30 employees at the Baleendah District Office. From the results of descriptive analysis, it is known that discipline and job satisfaction affect employee performance at the Baleendah District office, Bandung Regency simultaneously and partially.

Keywords: Discipline, Job Satisfaction, Employee Performance

INTRODUCTION

Rapid environmental changes demand the role of human resources in competitive advantage. This also means that organisations must be able to improve the work achieved now in order to obtain better work results in the future. One of the organisational resources that has an important role in achieving its goals is human resources. Due to the importance of the role of humans in both short-term and long-term competition in the operation of an organisation or agency, an organisation must have more value than other organisations.

In addition to human resources, what is important for organisations is performance, which is a complex matter that must be strictly considered by every organisation (Sajangbati, 2013). In improving human capital in order to continue to adapt to a changing environment, it is necessary to improve the performance desired by the employer and the organisation (Sajangbati, 2013).

Performance is the result of work that a person achieves based on job requirements. In other words, performance is a series of activities as a process carried out by employees in an effort to achieve predetermined results (Prasetyo & Marlina, 2019).

One of the factors that can affect performance is work discipline. In order for employee performance to increase, it is necessary to create work discipline and job satisfaction (Zahara & Hidayat, 2017).

Apart from work discipline, job satisfaction is also a factor that can affect employee performance. The attitude of satisfied or dissatisfied employees can be measured by the extent to which the company or organisation can meet the needs and desires of employees in order to carry out their duties and responsibilities.

Based on the results of interviews conducted in the field, it is found that at the Baleendah District Office the problems that occur are not too many, such as some people are dissatisfied with the services provided by employees, employees who are less friendly in serving the community, often calling with a high-pitched voice because people do not hear employee calls.

From the explanation above, it is known that discipline and job satisfaction will affect employee performance. The high and low level of employee performance will ultimately affect organisational performance.

Work discipline is one of the most important functions of human resource management, because good discipline reflects a person's sense of responsibility for the tasks assigned. Discipline is the attitude of a person's willingness and willingness to obey and obey all the rules and regulations that apply around him. The placement of discipline in the life of an organisation is intended so that all employees in the organisation are willing to voluntarily obey and obey all rules and regulations that apply without coercion. Every employee in the organisation can control themselves and comply with the norms that apply in the organisation, then this will be the main capital that is very important in achieving the desired goals.

Factors Affecting Work Discipline are the size of compensation, whether there is exemplary leadership in the company, whether or not there is a definite rule that can be used as a guide, leadership courage in taking action, whether there is leadership supervision, whether there is attention to employees, create habits that support discipline.

There are three concepts in the implementation of discipline including the hot furnace rule, progressive discipline, and positive discipline. The hot furnace and progressive action approaches focus on past behaviour, while the positive discipline approach is future-oriented in working with employees to solve problems so that they do not arise again.

Work violation is any speech, writing, or action of an employee that violates the disciplinary rules set by the leadership of the organisation. Witness of work violation is a disciplinary punishment imposed by the head of the organisation to employees who violate the disciplinary rules set by the head of the organisation. According to Anwar Prabu Mangkunegara (2014: 131) there are several levels and types of work violation sanctions that generally apply in an organisation, namely:

1. Sanctions for minor violations with types such as verbal warnings, written warnings, written statements of dissatisfaction.
2. Medium violation sanctions with types such as salary increase delays, salary decreases, delays in promotion.
3. Sanctions for gross misconduct with types such as demotion and dismissal.

Basically, there are many indicators that affect the level of employee discipline, according to Singodimedjo in Sutrisno (2016: 89-92), including: Objectives and capabilities, Leaders' example, Merit Reply, Justice, Close Supervision, Penalty Sanctions, Assertiveness, Humanitarian Relations.

According to Gauzali Saydam (2014: 286), obstacles to employee discipline will be seen in the following work atmosphere:

1. High employee absenteeism
2. Employees are often late for work or leave early from the appointed time.
3. Decreased morale and work passion
4. The development of dissatisfaction and shifting responsibility
5. Slow completion of work, because employees chat more often than they work
6. Supervision and waskat (supervision attached from superiors) are not implemented properly.
7. Frequent conflicts between employees and company leaders.

Job satisfaction is a (positive) attitude of the workforce towards their work, which arises based on an assessment of the work situation. Research is conducted as a sense of appreciation in achieving one of the important values in work. Satisfied employees like their work situation more than dissatisfied employees who do not like their work situation (Hamali, 2016: 203).

According to Mangkunegara (2014: 120), there are two factors that influence job satisfaction : Employee factors and work factors.

According to Zainal, et al (2014: 620), theories about job satisfaction that are well known are: discrepancy theory, equity theory, two factor theory.

Smith, et al (2012) in Amalia (2016: 22-23), published job satisfaction into five indicators which are often called the Job Descriptive Index (JDI). The JDI is designed to measure employees' satisfaction with their jobs. This tool is one of the most widely used in measuring employee job satisfaction. The five indicators are described as follows: The work itself, rewards, promotion, supervision, collages.

There are several criteria that must be met in measuring employee performance according to Wibowo in Hayat (2017: 89-92) these criteria are: Ensure that the requirements expected by customers/communities are met, seek performance standards to create comparisons, organise distance for people to monitor performance levels, determine what needs to be prioritised and Establish the importance of quality issues, avoiding the consequences of low quality, considering the use of resources, seek feedback to drive improvement efforts.

The effect of job satisfaction, work discipline and employee performance is job satisfaction affects the level of discipline and employee performance. Job satisfaction affects the level of discipline and employee performance, meaning that if satisfaction is obtained from work, employee discipline and performance are good.

Satisfaction is obtained from work, employee discipline and performance are good. Conversely, if job satisfaction is not achieved from the job, then employee discipline and performance are low.

The hypothesis in this study is as follows:

‘Discipline and job satisfaction affect the performance of employees of the Baleendah District Office of Bandung Regency both simultaneously and partially’.

The operational variables in this study are based on three things, namely discipline and job satisfaction as independent variables and employee performance as the dependent variable.

METHOD

This research is descriptive-verifikative. According to Malhotra (2014: 78), descriptive research is research whose main purpose is to describe something and usually characteristics or functions. Verification research is used to examine the relationship between the independent variable and the dependent variable, namely the effect of discipline and satisfaction on the performance of employees of Baleendah Subdistrict, Bandung Regency simultaneously and partially. After that, it is analysed using statistical analysis to draw conclusions.

Variable Operationalisation

The operational variables in this study are based on three things, namely discipline and job satisfaction as independent variables and employee performance as the dependent variable.

Table 1. Variable Operationalisation

Variable	Definition variable	Dimensions	Scale Measurement
Discipline (X1)	Discipline has two The first involves learning or moulding behaviour by applying rewards or punishment, the second meaning is more narrower in that discipline is only concerned with punitive measures against misbehaviour. Sutrisno (2016: 87)	<ol style="list-style-type: none"> Objectives and Capabilities Leadership Example Merit Pay Fairness Close Supervision Punishment Sanctions Firmness Relationship Humanity 	INTERVAL
Satisfaction Job (X2)	Job satisfaction is a happy emotional state or positive emotion that comes from an assessment of one's work experience. Luthans (2012: 243)	<ol style="list-style-type: none"> Satisfaction with The job itself Satisfaction with salary Satisfaction with Promotion Satisfaction withSupervision Satisfaction with Colleagues 	INTERVAL
Performance Employee (Y)	Employee performance can be measured to what extent he provides services to the community Hayat (2017: 70)	<ol style="list-style-type: none"> Specific, clear Measurement is done objectively Relevant Achievable, important Flexible and sensitive Effective 	INTERVAL

Source: Process data

Population and sample

Population in this study is an employee in Baleendah District, Bandung Regency, which is 31 people (saturated sample).

Data Collection Technique

The author uses several data collection techniques, including: Library Research, Field Research (Observation,interview, questionnaire).

Data Analysis Technique

In this research, social phenomena have been determined specifically by researchers, which are hereinafter referred to as research variables, where variable X1 here is discipline, variable X2 is satisfaction, and Variable Y is employee performance.

Table 2. Likert Scale

Respondent Statement Score	Score
Strongly Agree (SS)	5
Agree (S)	4
Undecided (RR)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

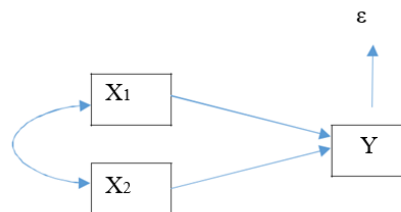
Source: Sugiyono (2014: 133)

Validity Test

The type of correlation used is the Pearson correlation between the score of each question and the actual score of the item. How to obtain correlation numbers in validity tests with SPSS software tools is often done with two alternatives. Testing the validity with SPSS software for windows 24.0 is to use the r value of the Corrected Item Total Correlation results through the Scale sub menu on the Reliability Analysis option. If the Corrected Item Total Correlation value is greater than the r table value the instrument is declared valid.

Path Analysis

Correlation and regression analyses are the basis for calculating the path coefficient. The picture of the relationship model between variables X1 and X2 with Y is as follows:



Partial Hypothesis Testing

Hypothesis Formulation:

The effect of discipline on employee performance:

H1: Discipline (X1) partially affects the performance of employees of Baleendah Subdistrict, Bandung Regency (Y).

H0: Discipline (X1) has no partial effect on the performance of employees of Baleendah District, Bandung Regency (Y).

The effect of job satisfaction on employee performance:

H2: Job satisfaction (X2) partially affects the performance of employees of Baleendah District, Bandung Regency (Y).

H0: Job satisfaction (X2) has no partial effect on the performance of employees of Baleendah District, Bandung Regency (Y).

1. Using a significance level of 5% or $\alpha = 0.05$
2. Determination of Sig.t by using the SPSS Programme
3. Conclusions are drawn based on the comparison between α and Sig.t

(P-value of t value). The conclusions drawn are: If the P-value of $t < \alpha$ ($\alpha = 0.05$), then H0 is rejected.

If the P-value of $t > \alpha$ ($\alpha = 0.05$), then H0 is accepted

Simultaneous Hypothesis Testing

1. Hypothesis Formulation:
 H3: Discipline (X1) and job satisfaction (X2) simultaneously affect the performance of employees of Baleendah District, Bandung Regency (Y).
 H0: Discipline (X1) and satisfaction (X2) do not simultaneously affect the performance of employees of Baleendah Sub-district, Bandung Regency (Y).
2. Using a significance level of 5% or $\alpha = 0.05$
3. Determination of Sig.F by using the SPSS Programme
4. Conclusions are drawn based on the comparison between α and Sig.F (P-value of F value). The conclusions drawn are: If the P-value of $F < \alpha$ ($\alpha = 0.05$), then H0 is rejected.
 If the P-value of $F > \alpha$ ($\alpha = 0.05$), then H0 is accepted

RESULTS AND DISCUSSION

General Description of Respondents

This research is supported by the results of questionnaires distributed to respondents, which in this case are employees of the Baleendah Village Office, Bandung Regency.

Table 3. Respondent Data Based on Gender

No	Gender	Amount	%
1	Man	18	58 %
2	Female	13	42 %
Amount		31	100 %

Source: Processed Primary Data

Based on the table above, it can be seen that 13 female respondents (42%) filled out the questionnaire, while 18 male respondents (58%) filled out the questionnaire. From these results, it was stated that there were more male respondents than female respondents.

Descriptive Analysis

Based on the results of the questionnaire distributed to respondents, the respondents' statements regarding discipline and job satisfaction regarding the performance of Baleendah District Office employees can be seen.

Each answer from the respondent is given a value based on a Likert scale. It should also be stated that the highest and lowest scores are the highest score of $5 \times 31 = 155$, while the lowest score is $1 \times 31 = 31$. This score is used to find the weight of each indicator of the discipline and work motivation variables, with the score weights being as follows:

Table 4. Respondent Response Score Criteria

Score	Criteria
31-35	Bad
56-80	Not Good
81-105	Pretty Good
106-130	Good
131-155	Very good

Source: Processed Primary Data

Validity test

The validity value can be seen in the SPSS output results in the Corrected Item-Total Correlation table. If the correlation coefficient values for all question items located in the Corrected Item - Total Correlation column are all greater than 0.30, it can be concluded that all statement items in the questionnaire are valid. Based on the processing results, the validity test is obtained as follows:

Table 5. Validity Test (X1)

No. Statement	r Count	r Critical	Status
1	0,543	0,30	VALID
2	0,473	0,30	VALID
3	0,586	0,30	VALID
4	0,663	0,30	VALID
5	0,543	0,30	VALID
6	0,655	0,30	VALID
7	0,303	0,30	VALID
8	0,582	0,30	VALID

Source: SPSS 24.0 output

From the table it can be seen that all research instruments on variable X1, namely Work Discipline, are valid data because the calculated r value is > critical r (0.30). The following are the results of the validity test for the Job Satisfaction variable (X2):

Table 6. Job Satisfaction Variable Validity Test Results (X2)

No. Statement	r Count	r Critical	Status
1	0,589	0,30	VALID
2	0,547	0,30	VALID
3	0,630	0,30	VALID
4	0,697	0,30	VALID
5	0,521	0,30	VALID
6	0,608	0,30	VALID
7	0,355	0,30	VALID
8	0,630	0,30	VALID
9	0,792	0,30	VALID
10	0,681	0,30	VALID

Source: SPSS 24.0 output

From the table it can be seen that all research instruments on variable X2, namely Job Satisfaction, are valid data because of the calculated r value > r critical (0.30). The following are the results of the validity test for the Community Satisfaction variable (Y)

Table 7. Employee Performance Variable Validity Test Results (Y)

No. Statement	r Count	r Critical	Status
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1	0,698	0,30	VALID
2	0,763	0,30	VALID
3	0,632	0,30	VALID
4	0,713	0,30	VALID
5	0,591	0,30	VALID
6	0,654	0,30	VALID
7	0,737	0,30	VALID
8	0,700	0,30	VALID
9	0,698	0,30	VALID
10	0,786	0,30	VALID

Source: Output SPSS 24.0

From the table it can be seen that all research instruments on variable Y, namely Employee Performance, are valid data because the calculated r value is > critical r (0.30).

Reliability Test

Reliability is an instrument that is trustworthy enough to be used as a data collection tool because the instrument is good. A test instrument is said to be reliable if it meets the Cronbach alpha coefficient standard of greater than or equal to 0.60 ($\alpha \geq 0.60$).

Table 8. Reliability Test Results Work Discipline Variables (X1)

Cronbach's		
Alpha Based on		
Cronbach's	Standardized	
Alpha	Items	N of Items
.817	.824	8

Based on Table, it can be concluded that variable X1 (Discipline work) is declared reliable, because the Cronbach's alpha value is $0.817 \geq 0.60$.

Table 9. Reliability Test Results Job Satisfaction Variables (X2)

Cronbach's		
Alpha Based on		
Cronbach's	Standardized	
Alpha	Items	N of Items
.876	.879	10

Based on the table, it can be concluded that the variable X2 (Job Satisfaction) is declared reliable, because the Cronbach's alpha value is $0.876 \geq 0.60$.

Table 10. Reliability Test Results Employee Performance Variables (Y)

Cronbach's		
Alpha Based on		
Cronbach's	Standardized	
Alpha	Items	N of Items
.919	.919	10

Based on the table, it can be concluded that variable Y (Employee Performance) is declared reliable, because the Cronbach's alpha value is $0.919 \geq 0.60$.

Path Analysis

Path analysis is a statistical analysis method that makes it possible to provide a quantitative interpretation or interpretation of the relationship between a number of variables in the model.

Table 11. Path Analysis Test Results (Regression Analysis)

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2.700	1.169		-2.311	.023
	Work Discipline (X1)					
	Job Satisfaction (X2)	.713	.042	.480	16.830	.000
		.755	.036	.599	21.018	.000

Dependent Variable: Employee Performance (Y)

From the table it is known that the significance of the two variables is $X1 = 0.000$, influence on employee performance in Baleendah District, Bandung Regency.

Table 12. Path Analysis Test Results (Correlation Value)
Model Summary^b

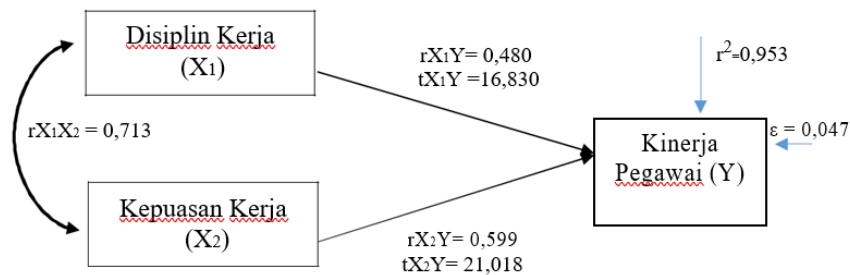
Model	Adjusted R		Std. Error of the	
	R	R Square	Square	Estimate
1	.976 ^a	.953	.952	1.73688

a. Predictors: (Constant), Job Satisfaction (X2), Work Discipline (X1)

b. Dependent Variable: Employee Performance (Y)

The value of R or R² Square in the model summary table shows a value of 0.953, this shows that the contribution of the influence of X1 and Meanwhile, the value of ϵ can be found using the formula $\epsilon = \sqrt{1-0.953} = 0.047$.

From the results of the path analysis it can be described as follows:



Picture 1

Information:

r = Partial Correlation

t = Partial Hypothesis Test

Table 13. The Effect of Work Discipline (X1) Job Satisfaction (X2) on Employee Performance (Y)

No	Influence	Direct	Indirect	Total
1	X1 → Y	$(0,480)^2 = 0,2304 = 23,04\%$	$(0,480) (0,713) = 0,34224 = (0,480) (0,599) = 0,28752 = 0,62976^2 = 39,66\%$	62,7%
2	X2 → Y	$(0,599)^2 = 0,358801 = 35,88\%$	$(0,599) (0,480) = 0,28752 = (0,599) (0,713) = 0,427087 = 0,714607^2 = 51,07\%$	86,95%

Source: Processed data

Simultaneous Test

Simultaneous hypothesis testing in this research uses the F test. The F test is used to determine the level of significance of the influence of independent variables together (simultaneously) on the dependent variable.

Table 14. F Test Results ANOVAb

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5912.365	2	2956.183	979.922	.000 ^a
Residual	292.625	97	3.017		
Total	6204.990	99			

a. Predictors: (Constant), Job Satisfaction (X2), Work Discipline (X1)

b. Dependent Variable: Employee Performance (Y)

a. Hypothesis Formulation:

H3: Work Discipline (X1) and Job Satisfaction (X2) simultaneously influence the performance of Baleendah District Employees, Bandung Regency (Y).

H0: Work Discipline (X1) and Job Satisfaction (X2) do not simultaneously influence the performance of Baleendah District Employees, Bandung Regency (Y)

b. Determine the acceptance and rejection of the proposed hypothesis, with the following test criteria:

H0 is rejected if F count \geq Ftable

H0 is accepted if F count $<$ F table

c. Determining F table:

Where: k = number of independent and dependent variables n = number of samples

With the help of computer processing based on SPSS calculations, the calculated F was 979.922. Meanwhile, the F table value with degrees of freedom in the numerator 2 and denominator 28 at α (0.05) is 3.14. Thus, F count (979.922) > F table (3.14), so it is clear that H₀ is rejected and H₁ is accepted. This shows that Work Discipline and Job Satisfaction simultaneously influence employee performance in Baleendah District, Bandung Regency by 95.3%, the remaining 4.7% is influenced by other variables not examined in this research such as leadership, organizational culture, work environment and others.

CONCLUSION

The researcher makes the following conclusions:

1. From the research results, it is known that the achievement of work discipline is within the agreed criteria, meaning that employee work discipline is currently felt to be quite good. It is hoped that the results of this research can be input for the Baleendah District to continue to improve employee work discipline.
2. From the research results, it is known that the achievement of job satisfaction in Baleendah District is in the agreed criteria, meaning that employees feel satisfaction with the work they do.
3. From the research results, it is known that employee performance achievements in Baleendah District are within the agreed criteria, meaning that employee performance is currently considered to be quite good.

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