

The effect of job satisfaction and work discipline on employee performance at PT Akbar Karya Utama Cilegon

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ABSTRACT

Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 35 respondents drawn into a sample using non-probability sampling, using saturated sampling / total sampling method. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis of job satisfaction does not affect employee performance. Thus, the second hypothesis states that work discipline significantly influences employee performance. The third hypothesis is that employee performance is influenced by job satisfaction and work discipline, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. Introduction

Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and motivation triggers are needed for company employees by specific actions from the company. Company resources are precious capital for a company because humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations.

Intense competition requires companies to increase competitiveness to maintain survival (Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals officially, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Apart from job satisfaction, the determinant that can improve employee performance is job satisfaction. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience with his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022).

Another factor that affects employee performance is work discipline. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase their awareness and willingness to obey all applicable company rules and social norms (Parta et al., 2023). Work discipline is an indispensable attitude and receives attention in everyone's work to improve performance and achieve organizational goals (Anggrainy et al., 2018). Work discipline is attitudes, behaviors, and actions that are written and unwritten under corporate regulations (Isnaini et al., 2020). Work discipline is the attitude, behavior, or acts of employees to carry out work activities under specific patterns, regulatory decisions, and norms that have been determined and mutually agreed upon both orally and in writing between employees and the company where they work and can accept sanctions if they violate the rules, duties, and authorities given (Widarko & Anwarodin, 2022).

PT Akbar Karya Utama Cilegon is a shaped construction implementation company (PT). PT Akbar Karya Utama is located at Jl. Sunan Bonang Link. Flooded RT. 003/002 Kel. Kubangsari Kec. Ciwandan Cilegon City. PT Akbar Karya Utama is an experienced business entity working on national projects. PT Akbar Karya Utama currently has qualifications. PT Akbar Karya Utama can work on projects with sub-classifications: BG003 Implementing Services for Warehouse and Industrial Building Construction, BG009 Implementing Services for Construction of Other Building Buildings, SI001 Implementing Services for Construction of Waterways, Ports, Dams, and Other Water Resources Infrastructure, SI004 Implementing Services for Construction of Bridge, Overpass, Tunnel and Subways Works. In this study, the effect of job satisfaction and work discipline on employee performance is essential in human resource management. Job satisfaction can affect work discipline and employee performance. Job satisfaction is quite an exciting and critical issue because it has been proven to benefit the interests of individuals and companies greatly. In

addition to job satisfaction, PT Akbar Karya Utama Cilegon faces significant challenges related to employee performance levels.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. Research Method

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Akbar Karya Utama Cilegon, totaling 35 respondents. This study's sample consisted of PT Akbar Karya Utama Cilegon employees, totaling 35 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 35 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant effect of job satisfaction on employee performance, H2: There is a substantial influence of work discipline on employee performance, H3: There is a significant effect of job satisfaction and work discipline simultaneously on employee performance.

3. Results And Discussions

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Job satisfaction is measured using eight statements, work discipline using eight accounts, and employee performance using eight reports. This study tried to test validity by looking at the validity number of the correlation value of the correction. Furthermore, the results of the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Job Satisfaction				
JS_1	0.475	0.334	Valid	0.800
JS_2	0.598	0.334	Valid	
JS_3	0.403	0.334	Valid	
JS_4	0.592	0.334	Valid	
JS_5	0.505	0.334	Valid	
JS_6	0.425	0.334	Valid	
JS_7	0.584	0.334	Valid	
JS_8	0.561	0.334	Valid	
Work Discipline				
WD_1	0.662	0.334	Valid	0.875
WD_2	0.482	0.334	Valid	
WD_3	0.715	0.334	Valid	
WD_4	0.781	0.334	Valid	
WD_5	0.790	0.334	Valid	
WD_6	0.572	0.334	Valid	
WD_7	0.664	0.334	Valid	
WD_8	0.516	0.334	Valid	
Employee Performance				
EP_1	0.797	0.334	Valid	0.883
EP_2	0.627	0.334	Valid	
EP_3	0.580	0.334	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
EP_4	0.593	0.334	Valid	
EP_5	0.534	0.334	Valid	
EP_6	0.526	0.334	Valid	
EP_7	0.867	0.334	Valid	
EP_8	0.828	0.334	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.334 , which automatically meets the data validity standard. The needle is considered accurate if each r-calculate point of validity value $r > 0.334$. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.79438689
Most Extreme Differences	Absolute	.125
	Positive	.100
	Negative	-.125
Test Statistic		.125
Asymp. Sig. (2-tailed)		.183 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) A value of 0.183 indicates residual data with a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Job Satisfaction	.959	1.043
	Work Discipline	.959	1.043

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It is known that the Variance Inflation Factor (VIF) value is 1.043, and the Tolerance value is 0.959. The result of the multicollinearity test decision is that if the tolerance value ($0.959 > 0.10$) and VIF ($1.043 < 10$), it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

Table 4. Regres regressionr test

Model	Coefficients a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	2.052	4.126			.497	.622
1	Job Satisfaction	.043	.087	.047	.493	.625
	Work Discipline	.894	.100	.842	8.913	.000

a. Dependent Variable: Employee Performance

The positive constant 2.052 means that if the variable value of job satisfaction and work discipline equals zero, then the level or magnitude of employee performance is 2.052. The regression coefficient of the job satisfaction variable has a positive value of 0.043, meaning that if the job satisfaction value increases one hundred times, employee performance increases 0.043 times. The value of the regression coefficient of the

work discipline variable is positive by 0.894. This explains that if the value of the work discipline variable increases by one hundred percent, then the employee performance variable increases by 0.894 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis test

Variable	T-value	P-values	Result
JS → EP	.493	0.625	Rejected
WD → EP	8.913	0.000	Accepted
JS & WD → EP	42.486	0.000	Accepted

Source: Results of research data processing 2023

Table 5. Menunjukkan temuan pertama sebagai hipotesis yang diajukan hipotesis di tolak, variabel kepuasan kerja secara statistik menunjukkan tidak adanya pengaruh signifikan terhadap kinerja karyawan. Hal ini dikarenakan karyawan telah puas dengan pekerjaannya. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can.

The second finding is statistically hypothetical; there is a significant influence of work discipline on employee performance. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale, and realizing the company's goals, employees, and society. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion and morale and realizing company, employee, and community goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations (Suryawan & Salsabilla, 2022).

The third finding shows statistically, the variables of job satisfaction and work discipline have a significant effect on employee performance. Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience with his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022). Work discipline is an indispensable attitude and receives attention in everyone's work to improve performance and achieve organizational goals (Anggrainy et al., 2018). Work discipline is attitudes, behaviors, and actions under corporate regulations, both written and unwritten (Isnaini et al., 2020). Work discipline is the attitude, behavior, or acts of employees to carry out work activities under specific patterns, regulatory decisions, and norms that have been determined and mutually agreed upon both orally and in writing between employees and the company where they work and can accept sanctions if they violate the rules, duties, and authorities given (Widarko & Anwarodin, 2022).

4. Conclusion

Based on the descriptions of the results of the research and discussion in the previous chapter, researchers can conclude this study tries to analyze variables related to the effect of job satisfaction and work discipline on employee performance. Conclusions can be drawn from the research results obtained from data processing calculations using SPSS version 26. The first hypothesis is that job satisfaction does not affect employee performance. This company has influenced employee performance. The second hypothesis is that labor discipline significantly affects employee performance. This means that the higher the work discipline an employee has in a company, the higher the company's performance. The third hypothesis is that job satisfaction and work discipline significantly influence employee performance. Future research should add

variables and samples to get more relevant statistical results. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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