

# **The influence of job discipline, job motivation, and job satisfaction on the performance of employees at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember**

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## **ABSTRACT**

This study aims to determine the effect of job discipline, job motivation, and job satisfaction to employees performance in PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember. The research approach used in this study is a quantitative research. The population in this study were permanent employees at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember totaling 73 employees. The sampling technique used in this study is simple random sampling and obtained a sample of 62 employees. The analytical method used is by using multiple linear regression analysis. Steps study consisted of data collection, test instruments, test for normality of data, multiple linear regression analysis, the classical assumption, hypothesis testing, and conclusion. The data collection is done by using a questionnaire. The results showed that the job discipline, job motivation, and job satisfaction simultaneously affect the performance. Job discipline affects the performance of 0,477. Job motivation affects performance of 0,185. Job satisfaction affects the performance of 0,218.

**Keywords:** *job discipline, job motivation, job satisfaction, employees performance*

## **I. INTRODUCTION**

PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember is a State-Owned Enterprises (SOEs) which is engaged in railway transportation. In order to improve the services to the public, PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember keeps improving the quality of service and infrastructure in the functioning organization. One way to maintain the image of the company is by evaluating the performance of employees. Some efforts have been done to make better and more reliable Human Resource within the company in order to achieve company goals. If the company has been committed to maintaining employee performance improvement, then it will encourage the company to consider the level of employee discipline, to give right job motivation, and to look at the level of job satisfaction of each employee. This effort makes employees feel more energized in completing all their works.

Improving employee performance leads to the progress for the company to be sustained in an unstable business competition. Therefore, the efforts in improving the employees performance are the most serious management challenges because of the success to achieve the goals and sustainability of the company depends on the quality of employee performance. The employees performance in a company can be influenced by many factors including job discipline, job motivation, and job satisfaction.

According to Singodimedjo (in Sutrisno, 2013: 86), discipline is the willingness and readiness attitude to adhere and to obey the norms and regulations prevailing around it. Good job discipline of the employee will accelerate the company's goals, while declining discipline would be prohibitive and slow down the achievement of company's goals.

Halbesleben, Whitman, and Crawford (2016) stated that discipline related to the presence or absence of employees in a job. The presence of employees in the workplace will improve the awareness of employees in increasing the workload with limited resources and in increasing support from the organization. Thus, job discipline of the employee is part of the performance factor. Job discipline should be possessed by every employee and should become a good habit in order to support the achievement of organization's goals. Discipline is a form of compliance with work rules and as the self-responsibility to the company. The implementation of discipline should be based on awareness and conviction of the creation of a state of harmony between desire and reality. When employees have the discipline to work, then they must be driven by the provision of appropriate job motivation.

Sunyoto (2012: 11) stated that motivation is a growing impetus in a person. It is either from inside or from outside himself to do a job with great enthusiasm by using all abilities and skills in order to achieve organization's goals. Provision of motivation is intended as an inducement to employees to be more energetic and enterprising work with all his capabilities. If employees own high discipline and motivation in work, then it arises a job satisfaction.

Employees are valuable company assets that must be managed properly by the company in order to provide an optimal contribution. Companies must pay attention to the job satisfaction of its employees because if they are working in uncomfortable conditions and less respected, then they would not be able to develop their all potential capabilities. This automatically leads to that the employee is unable to focus and fully concentrate on their jobs. According to Handoko (2001: 193), employee job satisfaction is an emotional state that is favorable or unfavorable to which employees view their job. Job satisfaction reflects a person's feelings toward his work. It is seen in the positive attitude of employees towards work and everything encountered in the work environment.

The previous study in this area was conducted in 2007 and the results showed that human resources management was developed as a means of individuals to achieve organizational goals. Job motivation and job satisfaction focus developed not only as an administrative needs but also an effort to achieve organizational goals, including to improve the performance of employees (Hartel *et al.*, 2007). A similar study conducted for employees in the Department of Communication and Information of West Java Province with 79 respondents. The results proved that motivation, discipline, and performance of employees in the department are quite high. Motivation and discipline influence on the improvement of employee performance of 49.8% (Galina, 2013).

PT. Kereta Api Indonesia (Persero) has made remarkable progress in revenue during the past two years. In 2014 the company's revenue reached IDR 10.6 trillion, while in 2015 increased to IDR 13.6 trillion. The revenue gained from the success of transporting passengers and goods throughout the years 2014-2015. This performance improvement is obtained due to many factors such as the increase in the number of trains operated and better service that improve passengers' trust to PT. Kereta Api Indonesia (Persero) (liputan6.com). Creating good service requires employees who have high discipline and motivation.

This study aims to determine the influence of job discipline, job motivation, and job satisfaction simultaneously on the employees performance at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember as well as how the influence of job discipline, job motivation, and job satisfaction partially on the employees performance.

## **II. MATERIALS AND METHODS**

The design of this study is *explanatory research* that attempts to explain a subject matter, to examine a hypothesis, and to analyze the collected data (Sumarni *et al.* 2006: 52). The type of data used in this study is the qualitative and quantitative data. The qualitative data is in the form of opinions of respondents who describe the facts and phenomena that exist in the object studied. For the purposes of statistical analysis tools, the qualitative data collected from the respondents should be quantified. While the qualitative data is in the form of a general description of the object and the organizational structure of PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember that remains in qualitative forms. The sources of data in this study are primary data that are collected from the respondents' answers from the questionnaires. These are the response about the influence of job discipline, job motivation and job satisfaction on employees performance in PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember.

The population in this study are all permanent employees of PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember totaling 73 employees. While the determination of the number of samples in this study using *simple random sampling* technique with Slovin formula resulting in a total sample of 62 respondents. While the method of data analysis used in this study is multiple linear regression, which is one analysis that aims to determine the effect of a variable against another. In regression analysis, the variables that affect the so-called *independent variable* and the variable that is affected is called the *dependent variable*.

To determine the influence of job discipline, job motivation and job satisfaction to employees performance at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember used multiple linear regression analysis (Priyatno, 2010: 124):

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Notes: the characteristics of each variable

$a$  = constant or coefficient when each variable equal to zero

$b_1$  = magnitude of the effect of job discipline

$b_2$  = magnitude of the effect of job motivation

$b_3$  = magnitude of the effect of job satisfaction

$X_1$  = job discipline variable

$X_2$  = job motivation variable

$X_3$  = job satisfaction variable

$Y$  = the performance of employees

$e$  = disorders factor

### III. RESULTS AND DISCUSSION

#### RESULTS

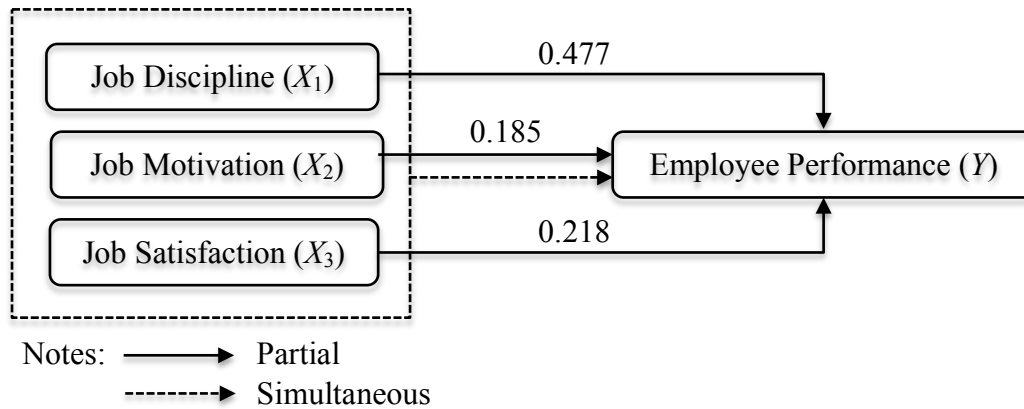
We start this section by showing the result of multiple linear regression analysis using SPSS Version 16 as presented in Table 1 below.

**Table 1.** Result of Multiple Linear Regression Analysis

Variable	Regress. Coef.	t-value	t-table	Sig.	Remarks
Constant	0.899	0.531	2.001	0.598	-
Job discipline ( $X_1$ )	0.477	4.620	2.001	0.000	Significance
Job Motivation ( $X_2$ )	0.185	2.139	2.001	0.037	Significance
Job Satisfaction ( $X_3$ )	0.218	2.341	2.001	0.023	Significance

Sources: Output of SPSS 16.

While the relationship between independent variables (job discipline, job motivation, job satisfaction) and dependent variable (employee performance) is illustrated in Figure 1.



**Figure 1.** Relationship between independent variables and dependent variable

Based on these results, it can be obtained multiple linear regression equation as follows:

$$Y = 0.899 + 0.477 X_1 + 0.185 X_2 + 0.218 X_3 + e$$

Interpretation of the analysis results can be expressed below:

1. The constant of 0.899 shows the magnitude of performance during variables job discipline, job motivation, and job satisfaction are equal to zero. In this case, the performance will increase even without these three variables.
2.  $b_1 = 0.477$  means that if job discipline increases, the performance will increase too.
3.  $b_2 = 0.185$  means that increasing job motivation will increase the employee performance.
4.  $b_3 = 0.218$  means that increasing job satisfaction will increase employee performance.

### Classic assumption test

From the normality test against regression models, it is obtained that the regression model feasible to use because it has fulfilled the assumption of normality. For Multicollinearity test based on the Collinearity Statistic analysis, it does not happen Multicollinearity in the model. This can be seen in the VIF value of each variable over 0.05. While in the Heteroskedasticity test there are no Heteroskedasticity symptoms on the tested regression equation. This is because each variable has a probability greater than 0.05 ( $P > 0.05$ ).

### Results of hypothesis test

#### a. Simultaneous testing (F test)

Based on the results of the analysis, it can be seen that  $F\text{-value} > F\text{-table}$  at the  $(k-1) (n-k)$ , namely,  $18.104 > 2.760$ . Thus job discipline, job motivation, and job satisfaction simultaneously have a positive and significant impact on the performance at the 5% significance level. This means that  $H_0$  is rejected. Therefore, the hypothesis of simultaneous job discipline, job motivation, and job satisfaction influence significantly to

the employees performance at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember is truly proven.

**b. Coefficient of determination regression analysis**

Based on the analysis of multiple determination coefficients ( $R^2$ ), it is obtained of 0.484, meaning that 48.4% change in performance is influenced by variables of job discipline, job motivation, and job satisfaction. While the remaining 51.6% were caused by other factors which are not included in the regression equation created.

**c. Partial testing (t test)**

1. The influence of job discipline ( $X_1$ ) on the performance ( $Y$ )

The test results showed t-value for variable job discipline is greater than t-table, namely,  $4.620 > 2.001$ , and the significance value is smaller than  $\alpha$ , that is,  $0.000 < 0.05$ . Because of t-value is greater than t-table and the probability level is less than 5%, then  $H_0$  is rejected. This means that partially job discipline variable ( $X_1$ ) has a significant effect on performance ( $Y$ ). Therefore, the hypothesis that partially job discipline influences significantly on the employees performance at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember is proven.

2. The influence of job motivation ( $X_2$ ) on the performance ( $Y$ )

The test results showed t-value for job motivation is greater than t-table, namely,  $2.139 > 2.001$  and the significance value is smaller than  $\alpha$ , that is,  $0.037 < 0.05$ . Because t-value is greater than t-table and the probability level is less than 5%, then  $H_0$  is rejected. This means that partially job motivation variable ( $X_2$ ) has a significant effect on the performance ( $Y$ ). Therefore, the hypothesis that partially job motivation influences significantly on the employees performance at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember is proven.

3. The influence of job satisfaction ( $X_3$ ) on the performance ( $Y$ )

The test results showed t-value for job satisfaction variable is greater than t-table, namely,  $2.341 > 2.001$  and the significance value is smaller than  $\alpha$ , that is,  $0.023 < 0.05$ . Because t-value is greater than t-table and the probability level is smaller than 5%, then  $H_0$  is rejected, meaning that partial job satisfaction variable ( $X_3$ ) has a significant influence on the performance ( $Y$ ). Therefore, the hypothesis that partially job satisfaction influences significantly on the employees performance at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember is proven.

## **DISCUSSION**

### **The influence of simultaneously job discipline, job motivation, and job satisfaction on the employee performance**

In an organization, job discipline, job motivation, and job satisfaction influence on employee performance. Good job discipline on PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember has been proven improving the employee performance. With job discipline, employees are required to frequently presence and obey all existing regulations within the company such as starting and finishing work have to be on schedule so that the performance generated by the employees will be optimal. Job discipline is considered as a tool or program that is used by managers to communicate with the employees in order to change an employee's behavior as well as an effort to raise awareness and willingness of a person to obey all existing company rules and social norms. In addition, job motivation of employee at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember also influences employee performance. Job Motivation is a growing impetus in a person. It is either from inside or outside himself to do a job with great enthusiasm using all abilities and skills. The leader also plays very important role to motivate employee in order to achieve organizational goals. Job satisfaction also influences employee performance. The higher job satisfaction of the employee, the higher performance of employee. Every employee has different job satisfaction, so the level of performance generated by each employee also varies. Job satisfaction creates a comfort in the work so that it can improve performance much better. Therefore, job discipline, job motivation, and job satisfaction simultaneously influence on the employee performance.

### **The influence of job discipline on the employee performance**

The results showed the job discipline has a significant influence on employee performance. When an employee has a high awareness and willingness to attend and comply with all existing regulations, there is no doubt that the employee's performance will be optimal. 72.6% of employees at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember agreed that the frequency of the presence is one of the indicators for job discipline level. This can be seen from starting and finishing work in accordance with a predetermined schedule. Thus, the company can determine how much job discipline that the employees have. The employees who are presence more frequent have higher job discipline. 61.3% of employees agreed that they have a high level of work awareness which means that an employee is able to carry out his job with precision and a high level of vigilance against him

and also his job so that his performance can be maximized. 33.9% of employees expressed adherence to the office regulations. Adherence to office regulations is intended for the sake of convenience and ease of working with the company such as wearing uniforms that have been determined by the company and also use the office facilities in accordance with the procedures in the works so that it will create an orderly work atmosphere. 61.3% of employees stated to comply with the work ethic. The work ethic is needed by every employee in order to create a harmonious atmosphere and mutual respect among fellow employees. High work ethic will not make the employees feeling bored at work, but it even able to improve their performance. The basis of the high work ethic includes a desire to uphold the quality of work. Every employee who has a high work ethic will participate and provide ideas for the company.

### **The influence of job motivation on the employee performance**

The results showed that job motivation has a significant influence on employee performance. Hasibuan (2010: 95) stated that motivation is a provision of the driving force that creates the excitement of a person to work so that they would work together, effectively and integrated with all resources to achieve job satisfaction. Providing motivation is intended to give a stimulus to the employees to be more energetic and enthusiastic to work with all their abilities such that the employee's performance can be increased maximally. Motivation as a condition to encourage a person to commit an act or activity consciously is good. In other words, the physical needs of employees are able to influence the level of motivation of employees. Based on the questionnaires analysis for physical needs indicator, as much as 58.1% of respondents said that physical needs are indispensable. Physical needs include eating, drinking, physical protection, breathing and sexual. This requirement is the lowest level of needs or the most basic needs of an employee. 71.0% of respondents stated that security and sustainability of the job are required. The needs of work security can influence the level of motivation of an employee because the employee needs protection from threats, dangers, and conflicts so that the employee can work very well and improve performance maximally. 61.3% of respondents said that they have social needs. Social needs also affect the motivation of an employee because this requirement can show how an employee interacts with other employees and able to cooperate with colleagues. Thus, every employee can develop social skills within the group and the company. 59.7% of respondents stated that self-actualization is needed. Motivation to work is also influenced by self-actualization needs such that an employee can use the capabilities, potential, and use the right's idea to complete



tasks in the work. The employees of PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember has already met such indicators above. Therefore, it can be concluded that job motivation positively and significantly effects on the employee performance.

### **The influence of job satisfaction on the employee performance**

Job satisfaction at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember is quite good. Based on the questionnaire analysis, 64.5% of respondents liked the work that is mentally challenging. Every employee likes the job that provides opportunities to explore the skills and ability. More challenging work can yield optimal performance of the employees while less mentally challenging work will lead to boredom. 45.2% of respondents said that they got an appropriate award. Salaries or wages of employees also greatly affect the level of an employee's job satisfaction. Fair wages and adequate compensation of employees are expected to increase work skills and job satisfaction. This leads to the reciprocal balance between employers and employees.

## **IV. CONCLUSIONS**

Based on the results and discussion above, it can be concluded that job discipline, job motivation, and job satisfaction simultaneously influence positively and significantly on the performance of employees at PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember. In addition, job discipline partially influences positively and significantly on the performance of employees of PT. Kereta Api Indonesia (Persero) Operational Area of 9 Jember, so does job motivation and job satisfaction, respectively.

## **REMARKS**

Limitations of this study are that the sample was only taken based on the proportion of organic employees (permanent) which means that not all employees become the sample in this study so that the results can not yet provide a strong generalization.

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