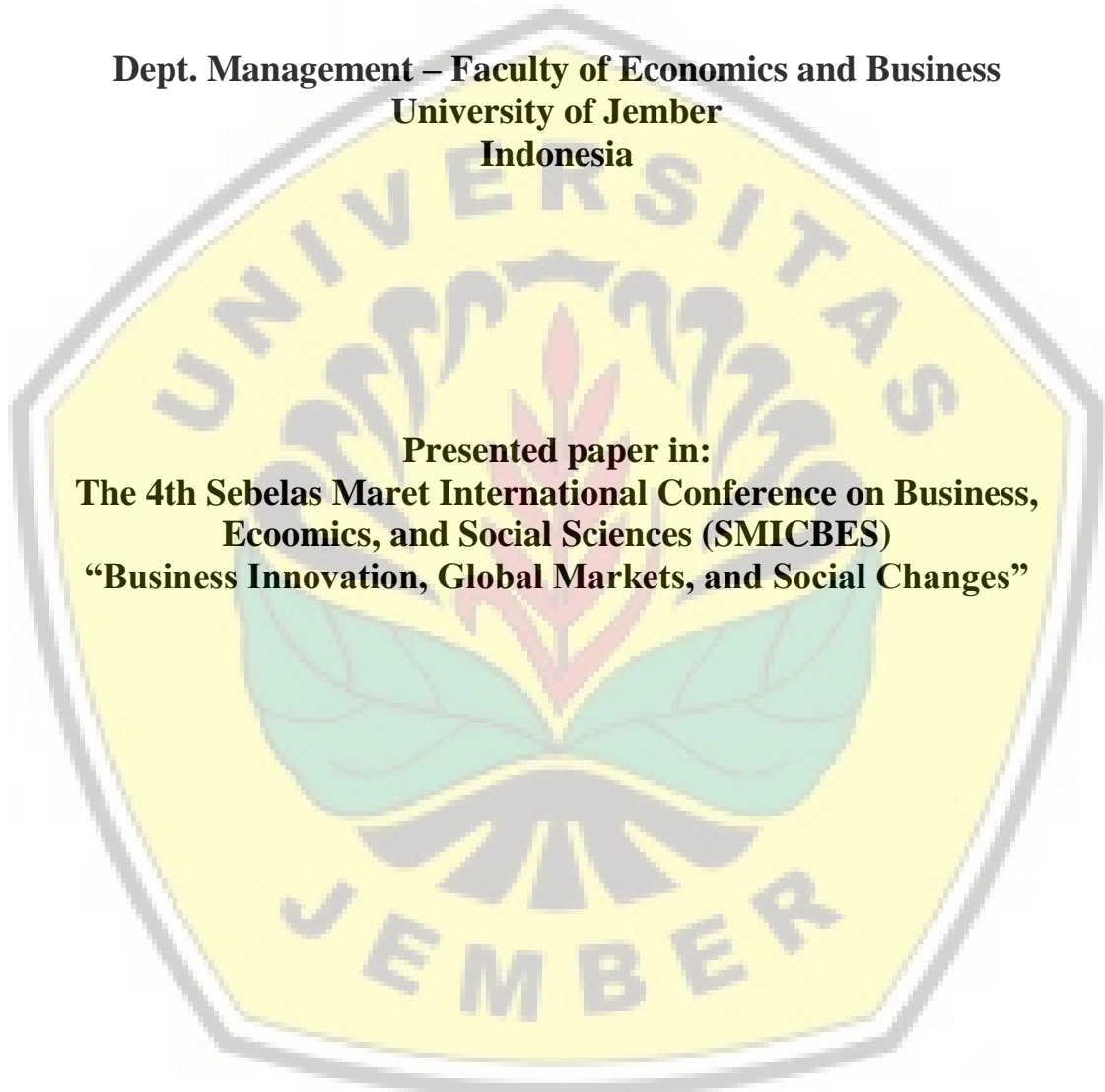


**The Effect of Work Discipline, Work Satisfaction, and Work
Motivation on Employee Performance at Department of Population
and Civil Registration of Jember-Indonesia**

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Abstract

This study aims to determine the influence of the four variables, namely: work discipline, motivation and job satisfaction towards employee performance at the Department of Population and Civil Registration of Jember-Indonesia. Employees can perform tasks in accordance with standards and work procedures, employees are able to achieve the work targets established by the organization, responsibility for the tasks of each work that has been obtained. This research was conducted at the Department of Population and Civil Registration of Jember-Indonesia. Questionnaires distributed to employees who are employees at the Department of Population and Civil Registration of Jember-Indonesia in the ranks of 7 sections in it, which is 72 respondents. Method of data analysis by using Moderated Regression Analysis (MRA). with independent variable that is, force of work discipline, motivation, moderating variable that is job satisfaction and dependent variable that is employee performance. This research uses quantitative data with primary data source. The results of this study indicate that work discipline, and motivation simultaneously have a significant influence on the performance of employees at the Department of Population and Civil Registration of Jember_Indonesia. Job satisfaction variable can moderate the work discipline on the performance of employees at the Department of Population and Civil Registration of Jember-Indonesia. However, job satisfaction variable is not able to moderate motivation on the performance of employees at the Department of Population and Civil Registration of Jember-Indonesia.

Keywords: work discipline, motivation, job satisfaction, employee performance

Introduction

Human resources are one important factor in an organization. Human factor (man power) is all the people involved in the organization, both domiciled and as subordinate. Both of these elements must be able to work together, because both have an important role in determining success. Good quality human resources will contribute to the progress of the organization. A productive person is certainly able to contribute well to the organization, otherwise an unproductive person is one of the triggers of an

organizational setback. Human resources in question are employees, ie people who work in an organization or agency.

Civil Servants has a very important role because it is an element of the state apparatus to organize the government and development in order to achieve the goals of the State of Indonesia. According to Mahfud MD (1998: 2), the smooth implementation of governance and national development depends primarily on the perfection of the state apparatus which is substantially dependent on the perfection of civil servants (part of the state apparatus). PNS is a state apparatus that is very important and decisive, because the civil servant is one of the executor of government to carry out government duties and development in order to achieve national goals whose position is regulated in Article 3 of Law Number 43 Year 1999.

Improving the performance of employees effectively in an institution is absolutely necessary because it is the level of achievement of results or the implementation of certain tasks in order to realize the goals and objectives of the institution or company. Thus, employee performance is closely related to one's productivity in carrying out its duties and responsibilities in the company. For the performance of company employees, human resources (employees) is very important. Therefore, the performance of employees of a company will depend on how the human resources (employees) are managed.

Human resources also as beings who have certain thoughts, feelings, needs and expectations. This requires special attention because these factors will affect the discipline of work, job satisfaction, employee motivation and optimization of employee performance in the organization.

Employee performance is one of them influenced by good work discipline. Work discipline is the obedience of implementing the rules required or expected by the organization so that every workforce can carry out the work in an orderly manner and smoothly (Ravianto in Prajamagis, 2007). Good work discipline is a reflection of the fact that a person is responsible for the tasks assigned to him. This will encourage passion, work spirit, and the realization of organizational goals.

Problem Statement

Problems about work discipline, job satisfaction and motivation of employees of employees at the Department of Population and Civil Registration of Jember-Indonesia.

is how good work discipline and create optimal job satisfaction and foster high motivation to make employees feel comfortable and satisfied so that it can spur morale produce expected performance.

Hypothesis Development

Work Discipline

Work discipline is the awareness and willingness of a person to comply with all corporate rules and prevailing social norms. With good work discipline in the employees, the higher the achievement of work achieved (Sastrohadiwiyo, 2005: 290).

Preventive discipline is a disciplinary action undertaken to encourage employees to comply with various rules or regulations that apply and meet the standards set. An attempt to mobilize employees to follow and adhere to the work guidelines, the rules that the organization has outlined. This means that through the clarity and explanation of the pattern of attitudes, actions, and desired behavior of each organization, efforts are made to prevent employees from behaving negatively or violating established rules or standards. The main purpose of this preventive discipline is to encourage employees to have self-discipline. In this way employees try to uphold self-discipline without having a leader who forced it. The successful application of preventive discipline, lies in the personal discipline of the members of the organization.

Motivation

Motivation is something that employees need to have in addition to the appropriate skills to do their job. Employees in an institution or company have adequate skills but they lack the motivation to perform well. Consequently, these employees only provide limited assistance in production or operational processes. Although some people are able to naturally try harder to perform well at work, they still need a work environment that is motivating them.

David McClelland is known to explain three types of motivation, identified in the book "Human Motives":

1. Motivation for achievement (n-ACH)
2. Motivation for power (n-pow)
3. Motivation for affiliation (n-affil)

David McClelland in his theory Mc.Clelland's Achievement Motivation Theory or McClelland's motivational theory of achievement is also used to support the

hypothesis that will be presented in this study. In his theory McClelland argues that individuals have potential energy reserves, how this energy is released and developed depends on the strength or drive of individual motivation and the situation and opportunities available (Ball, 2012: 11).

Work Satisfaction

Job satisfaction is an assessment or a reflection of the worker's sense of work. This is evident in the worker's positive attitude toward his work and everything he faces in his working environment. The impact of job satisfaction needs to be monitored by linking it to the output it generates (Umar, 2003: 85).

Happy workers tend to be more productive, although it is difficult to say where the causal relationship is. However, some researchers usually believe that the relationship between job satisfaction and employee job performance is a management myth. But a review of 300 studies indicates that the correlation is strong enough. When moving from individual to organizational level, we also find support for job satisfaction relationships. When productivity data and overall satisfaction are gathered for the organization, we find that organizations with more satisfied employees tend to be more effective when compared to organizations with less satisfied employees (Robbins and Judge, 2008: 198).

Employee Performance

According to Simamora (1995) in Mahesa (2010) Employee performance is the level to which employees reach job requirements. According to Byars and Rue (in Deewar, 2010), employee performance is the degree of task completion that brings about a person's job.

In general, an assessment of the performance of employees of employees, employees, or staff of an organization has various benefits, both for the organization and for the employees themselves. For employees, will cause the triggering spirit to compete to get better kdepannya. One of them is marked by the increase of work ethic of the employees themselves. Meanwhile, for the organization will have an impact on the increase of organizational productivity.

The effect of these research variables can be described in the conceptual framework as follows:

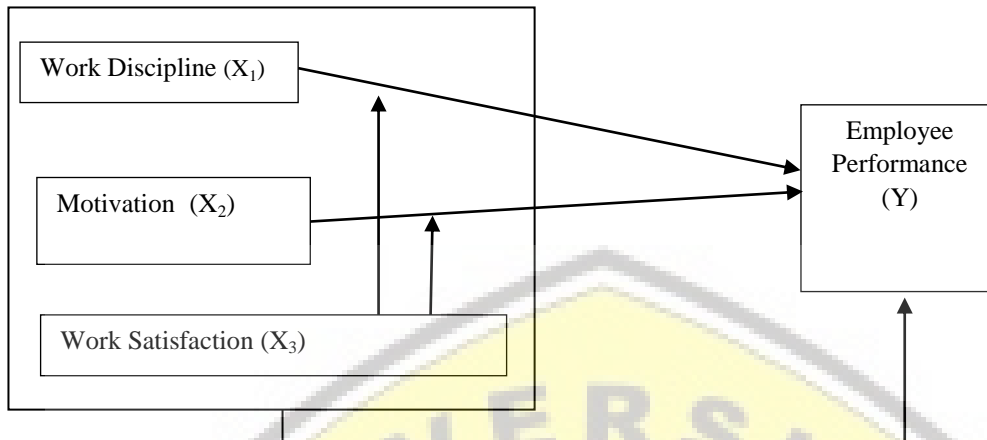


Figure 1 Conceptual Framework

Hypothesis

Hypothesis used in this research are:

H1 = Work discipline has a significant effect on employee performance.

H2 = Motivation has a significant effect on employee performance

H3 = Job satisfaction moderates the influence of work discipline on performance employees

H4 = Job satisfaction moderates the influence of motivation on performance employees

H5 = Work discipline and motivation are simultaneously influential significant to the performance of company employees moderated by job satisfaction

Research Methodology

According Hermawan (2009: 145) population associated with the entire group of people, events, or objects that became the center of research researchers to study. The population of this study is all employees of the Department of Population and Civil Registration of Jember-Indonesia. The number of employees of the Department of Population and Civil Registration of Jember-Indonesia is 72 people. The method of analysis used is interaction test or often called Moderated Regression Analysis (MRA). MRA is a specialized application of multiple linear regression where in the regression equation contains interaction elements (multiplication of two or more variables) as follows (Ghozali, 2006 in Deewar, 2010):

$$Y = b_1X_1 + b_2X_2 + bX_1X_3 + bX_2X_3$$

Description

Y = Employee Performance

X₁ = Work Discipline

X₂ = Motivation

X₃ = Work Satisfaction

B = *slope*

Result and Discussion

The Effect of Work Discipline and Motivation Simultaneously to Motivation-driven Performance

The result of the research shows that work discipline and motivation simultaneously have a significant effect on the performance moderated by job satisfaction. This is evidenced by the results of multiple linear regression test on the anova table obtained a significance value of 0,000 <0.05, and when viewed from the results $F_{hitung} (7,722) > F_{tabel} (2,540)$, so the hypothesis that states work discipline and motivation simultaneously significant performance that is moderated by employee job satisfaction at the Department of Population and Civil Registration of Jember-Indonesia is proven true (H₁ accepted).

For the performance of company employees, human resources (employees) is very important. Therefore, the performance of employees of a company will depend on how the human resources (employees) are managed. Human resources also as beings who have certain thoughts, feelings, needs and expectations.

The Effect of Work Discipline on Employee Performance

The test results showed a significant positive effect of work discipline on employee performance. Based on the value of the coefficient of work discipline variables on employee performance obtained beta value (β) of 0.382, t_{hitung} value for work discipline variables greater than t_{table} is $2.511 > 2.004$ and significant value $0.01 < 0.05$. This is in accordance with research conducted by Siti Hidayah and Kukuh Pribadi (2014) which states work discipline partially significant positive effect on employee performance.

This is because the Department of Population and Civil Registration of Jember-Indonesia maintains employee discipline through every employee of the Department of Population and Civil Registration of Jember-Indonesia is required to fill the absence and paraf every coming and go office and fill in the hour column in accordance with when the employee is in or out of office.

Influence Motivation on Employee Performance

The test results showed a significant positive effect of motivation on employee performance. Based on the value of the coefficient of job satisfaction variable on employee performance obtained beta value (β) of 0.625, t_{hitung} value for work discipline variables greater than t_{tabel} is $2.702 > 2,004$ and significant value $0.009 < 0.05$.

This is due to the Department of Population and Civil Registration of Jember-Indonesia which is very concerned about employee satisfaction. with fellow employees, ie give each other good communication, among others, respect the opinions of other employees, both superiors and subordinates, mutually advise and remind.

Effect of Moderation between Work Discipline and Job Satisfaction on Employee Performance

The test results showed a significant positive effect of moderation between work discipline and job satisfaction on employee performance. Based on the value of the coefficient of moderation variables between work discipline and motivation on employee performance obtained beta value (β) of 0.347, t_{hitung} value for work discipline variables greater than t_{table} ie $2.231 > 2,004$ and significant value $0.03 < 0.05$. This is in accordance with Siti Hidayah and Kukuh Pribadi research which states that although it has little effect but the motivation is still able to explain indirect influence of work discipline to performance.

The need for achievement (n-Ach) and the need for power (n-Pow) strengthen the discipline of the employees of the Department of Population and Civil Registration of Jember-Indonesia due to the rewards of promoting job titles for employees who consistently complete the target work on time and actively working on daily reports, so that employees are motivated to be more disciplined by using time efficiently in order to achieve the need for achievement and the need for power in the form of a higher position (power).

The Effect of Moderation Between Motivation and Job Satisfaction on Employee Performance

The test results showed a negative influence and no significant moderation between motivation and job satisfaction on employee performance. Based on the value of the coefficient of moderation variables between job satisfaction and motivation on employee performance obtained beta value (β) of -0.162, t_{hitung} value for work discipline variables greater than t_{table} ie $-0.780 < 2.004$ and significant value $0.346 > 0.05$. This means that job satisfaction variable is not able to moderate the motivation variable on employee performance.

This is contrary to research conducted by Hartiwi Prabowo and Vana Lestari which stated motivation variable that moderated job satisfaction, showed a significant positive effect on employee performance.

This happens because of differences in the treatment of employees by the company where they work. At the Department of Population and Civil Registration of Jember-Indonesia, employee job satisfaction is so payed that employee performance becomes good but also triggers employees to feel too comfortable with their work conditions so they are lazy to get out of comfort zone and not motivated to improve their job satisfaction because satisfaction factors that have been felt to have been enough.

Conclusions

- a. Work discipline, and motivation simultaneously have a significant influence on employee performance of Department of Population and Civil Registration of Jember-Indonesia
- b. Work discipline has a significant positive effect on employee performance. This is because employees at the Department of Population and Civil Registration of Jember-Indonesia apply the absence and paraf fills every time they come and go home and fill in the hour column according to when the employee enters or exits the office.
- c. Motivation has a positive and significant impact on employee performance of Department of Population and Civil Registration of Jember-Indonesia. This is because the Department of Population and Civil Registration of Jember-Indonesia, which is very concerned about employee satisfaction.

- d. Job satisfaction is able to moderate the work discipline on the performance of employees of the Department of Population and Civil Registration of Jember-Indonesia. This is because the need for achievement (n-Ach) and the need for power (n-Pow) strengthen the discipline of employees of the Department of Population and Civil Registration of Jember-Indonesia, due to rewards in the form of promotion for employees.
- e. Job satisfaction is not able to moderate the motivation on the performance of employees of the Department of Population and Civil Registration of Jember-Indonesia. This is in the Department of Population and Civil Registration of Jember-Indonesia, employee motivation is so noted that the employee's performance to be good but also trigger employees feel too comfortable with the conditions of work.

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CERTIFICATE

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