

The Influence of Work Motivation and Work Discipline on Job Satisfaction and Its Implications for Organizational Performance at a Local Government Agency in Bandung Regency

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Abstract

"This study aims to examine the influence of work motivation and work discipline on job satisfaction, as well as its implications for employee performance within a local government agency in Bandung Regency. The research methodology employed is Structural Equation Modeling (SEM) to analyze data collected through surveys distributed to staff members at the agency. The research sample consisted of 285 respondents, selected randomly from various organizational units within the Bandung Regency local government agency.

The results of the analysis indicate that work motivation has a significant positive influence on job satisfaction ($p < 0.05$), and work discipline also shows a significant impact on job satisfaction ($p < 0.05$). Furthermore, job satisfaction is proven to have a significant positive impact on employee performance ($p < 0.05$). The implications of this research suggest that enhancing work motivation and work discipline can increase staff job satisfaction in the Bandung Regency local government agency, which in turn contributes to the improvement of overall organizational performance. This study provides a better understanding of the factors influencing job satisfaction and organizational performance within a local government environment. The practical implication is that management within the Bandung Regency local government agency should focus on efforts to enhance staff work motivation and discipline as a strategy to improve job satisfaction and overall organizational performance."

Keyword: Work Motivation, Work Discipline, Job Satisfaction, and Employee Performance

1.Introduction

The success of an organization in achieving its goals depends heavily on the quality of human resources (HR) as the primary driver. In the public sector, societal demands for the professionalism of government officials continue to rise in line with the spirit of bureaucratic reform. A local government agency in Bandung Regency, as a crucial element in regional government administration, holds a strategic role in coordinating policy formulation and administrative services. However, efforts to achieve optimal organizational performance are often hindered by the fluctuating dynamics of employee work behavior.

Phenomena found in one of the local government agencies in Bandung Regency indicate a gap in the aspect of organizational performance. Based on pre-survey data, indicators of productivity and organizational morale have not yet reached their maximum point. This is evident from the persistence of administrative targets that are not completed on time. This phenomenon is strongly suspected to be rooted in suboptimal work discipline and fluctuations in employee work motivation.

On the other hand, employee work motivation has declined, particularly in the aspects of achievement drive and future orientation. Employees are often caught in routines without a strong desire to innovate or complete tasks beyond the minimum standards set.

These conditions have a direct impact on job satisfaction. Job satisfaction within a bureaucratic environment is often triggered by a mismatch between workload and non-financial compensation, as well as supervision that is sometimes perceived as unfair. If this job satisfaction is neglected, overall organizational performance will experience stagnation, which ultimately reduces the quality of public services.

Although research regarding HR has been widely conducted, this study offers an integrative perspective by positioning job satisfaction as a mediating variable between motivation, discipline, and organizational performance in the regional government sector, which possesses unique bureaucratic characteristics. Through a Structural Equation Modeling (SEM) approach, this study aims to examine the extent to which interventions in psychological factors (motivation) and behavior (discipline) can serve as solutions to overcome the phenomenon of declining organizational performance in a local government agency of Bandung Regency

II. Literature Review

Organizational performance is an indicator of an institution's success in achieving its previously established vision, mission, and objectives. Hasibuan (2019) states that good performance is the result of synergy between individual capabilities and a supportive work environment. In a government setting, organizational performance is often measured by the extent to which policies can be implemented in a timely and targeted manner. In a broader context, organizational performance at the Regional Secretariat of Bandung Regency reflects the effectiveness of public services and the bureaucratic efficiency carried out by all personnel within it.

Based on the theory proposed by Blanchard, there are 5 (five) main dimensions or indicators used to measure organizational performance, namely:

1. **Goals and Values:** An organization is considered to have good performance if all its members understand and internalize the organization's vision and values into their daily work.

2. **Empowerment:** The extent to which the organization grants authority and trust to employees to make necessary decisions in order to improve service speed.
3. **Communication:** The quality of both formal and informal information exchange between work units, ensuring that there are no obstacles in policy coordination.
4. **Optimal Productivity:** The ratio between input (resources) and output (work results), which demonstrates the team's efficiency in achieving annual targets.
5. **Morale:** The mental and emotional state of the group, characterized by work spirit, a sense of loyalty, and pride in being part of the institution.

Work motivation is a driving force that causes an organizational member to be willing and ready to exert their abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility. According to Hasibuan (2019), motivation is the provision of a driving power that creates a person's work excitement so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Based on the theory adopted in this study, Work Motivation is measured through the following dimensions (Mangkunegara, 2017)

1. **Hard Work:** The willingness of employees to devote significant energy to completing complex tasks.
2. **Future Orientation:** The desire to continuously improve oneself for the sake of career progression and long-term contribution to the organization.
3. **Level of Aspiration:** The existence of high personal targets that are aligned with the objectives of the institution.
4. **Persistence:** The resilience of employees in facing work obstacles without easily giving up.
5. **Time Utilization:** The effectiveness of employees in managing working hours for productive activities.

Work discipline is a communication tool used by managers to communicate with employees so that they are willing to change a behavior, as well as an effort to increase a person's awareness and willingness to obey all company regulations and prevailing social norms (Rivai, 2018). Sutrisno (2019) states that good discipline reflects the extent of a person's sense of responsibility toward the tasks assigned to them. The dimensions of work discipline analyzed in this study include :

1. **Adherence to Time:** Employee compliance with starting hours, break times, and finishing hours in accordance with applicable regulations.
2. **Adherence to Institutional Rules:** Compliance with Standard Operating Procedures (SOP) and office codes of conduct.

3. **Adherence to Behavioral Rules at Work:** Integrity and ethics in interacting with fellow colleagues and in providing services to the public.

Job satisfaction is a pleasant emotional attitude and a love for one's work. This attitude is reflected by work morale, discipline, and work achievement. According to Robbins & Judge (2018), job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. Employees who have high job satisfaction tend to have better loyalty and productivity. In this study, job satisfaction serves as an intervening variable that connects motivation and discipline to organizational performance. The dimensions of job satisfaction used refer to Luthans' theory, namely :

1. **The Work Itself:** The extent to which assigned tasks provide challenges and a sense of accomplishment.
2. **Pay/Compensation:** The perception of fairness regarding the rewards received in comparison to the workload.
3. **Promotion:** The availability of opportunities for career development and advancement in rank.
4. **Supervision:** The quality of support and guidance provided by the immediate supervisor.
5. **Co-workers:** The quality of interpersonal relationships and social support within the work environment.

III Methodology Penelitian

This study employs a quantitative approach with descriptive and verificative methods. The descriptive method is used to accurately describe the conditions of work motivation, work discipline, job satisfaction, and organizational performance in the field. Meanwhile, the verificative method is applied to test the validity of hypotheses regarding the influence between variables through field data collection.

The population in this study consists of all employees at a local government agency in Bandung Regency, recorded at 497 individuals in 2023. The sampling technique uses a non-probability sampling method with a purposive sampling approach. The established respondent criteria include employees who have worked for more than one year and have a minimum educational background of senior high school (SLTA) or equivalent. Based on the calculation of the minimum sample size for Maximum Likelihood estimation in the SEM model, the number of samples determined and used in this study is 285 respondents.

Data analysis in this research utilizes the Structural Equation Modeling (SEM) technique. The use of SEM allows the researcher to test causal relationships between variables simultaneously and measure the influence of the mediating variable (Job Satisfaction). The stages of SEM analysis include the development of a theory-based model, the construction of

a path diagram, data normality testing, and the evaluation of the Goodness of Fit index to ensure that the proposed model is consistent with the field data

IV. Research Results

Descriptive Variable Analysis

Based on the results of data processing from 285 respondents, the trends for the research variables are as follows:

1. **Work Motivation (X1):** Falls within the "Good" category, where the dimensions of persistence and level of aspiration provide the highest contribution to employee motivation.
2. **Work Discipline (X2):** Generally falls into the "Fairly Good" category. However, there are findings regarding the need for improvement in the aspects of time adherence and compliance with certain behavioral rules.
3. **Job Satisfaction (Y):** Falls within the "Satisfied" category. Employees feel most satisfied in the dimensions of relationships with co-workers and supervision from superiors.
4. **Employee Performance (Z):** Falls within the "High" category. The dimensions of communication and organizational morale are the primary strengths in achieving performance at the Regional Secretariat of Bandung Regency

Verificative Analysis (SEM Test Results)

Hypothesis testing was conducted using the Structural Equation Modeling (SEM) model. The results of the analysis indicate that all parameters meet the required Goodness of Fit criteria. The summary of the test results is as follows:

1. **The Influence of Work Motivation on Job Satisfaction:** Work motivation is proven to have a positive and significant influence on job satisfaction. This indicates that the higher the achievement drive and work spirit of the employees, the more their perceived job satisfaction will increase.
2. **The Influence of Work Discipline on Job Satisfaction:** Work discipline has a positive and significant influence on job satisfaction. Compliance with rules creates an orderly work environment, which in turn provides a sense of comfort and satisfaction for employees.

3. **The Simultaneous Influence of Motivation and Discipline on Job Satisfaction:** Together, work motivation and discipline contribute significantly to explaining the variance in employee job satisfaction at the Regional Secretariat.
4. **The Influence of Job Satisfaction on Organizational Performance:** Job satisfaction was found to have a positive and significant influence on organizational performance. This proves that individual satisfaction is an essential prerequisite for achieving collective organizational productivity

Indirect Effect Analysis (Mediation Analysis)

The research results indicate that Job Satisfaction (Y) serves as an effective mediating variable. Work motivation and discipline do not only have a direct influence on performance, but their impact becomes stronger when channeled through an initial increase in job satisfaction. This indicates that management within the local government agency of Bandung Regency must prioritize the psychological well-being of employees (satisfaction) to ensure that their discipline and motivation transform into tangible employee performance

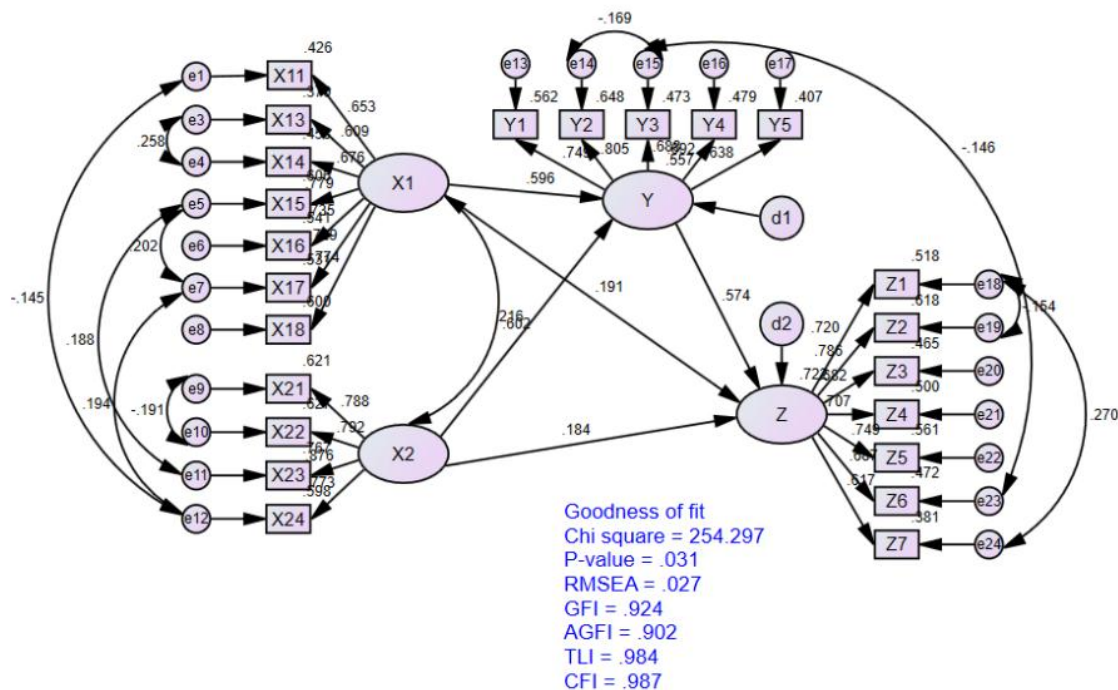


Figure 4.1. Structural Model of the Influence of Work Motivation and Work Discipline on Organizational Performance with Job Satisfaction as an Intervening Variable

To examine the effect of the intervening variable, the Sobel test can be utilized. The following are the results of the Sobel test:

1. Hypothesis Testing: Job Satisfaction serves as a mediator in the positive relationship between Work Motivation and Organizational Performance

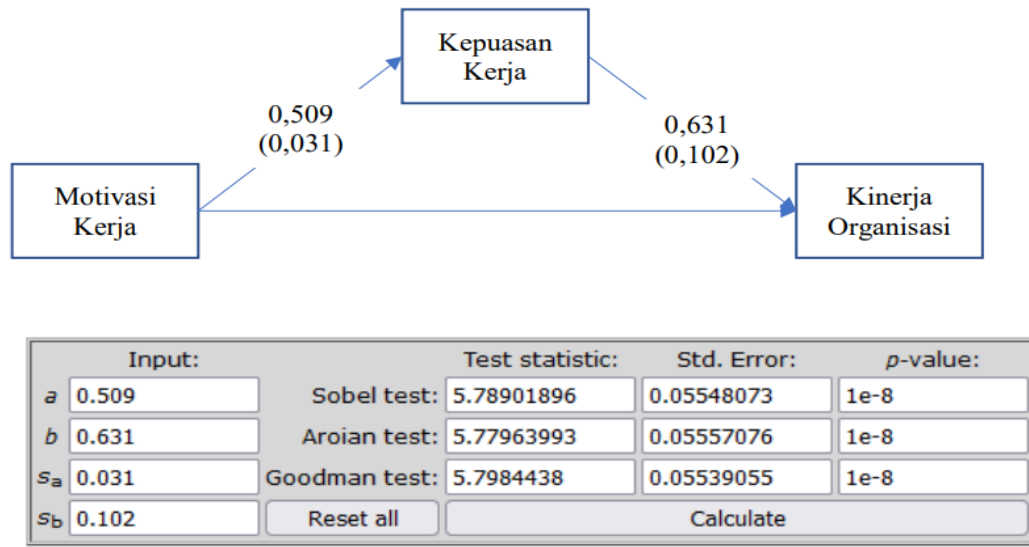
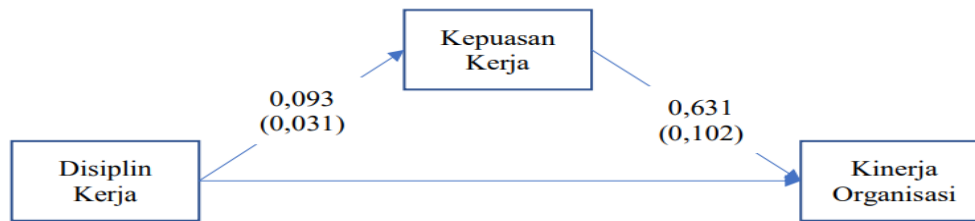


Figure 4.2. Sobel Test: Job Satisfaction Mediating the Effect of Work Motivation on Employee Performance

If we compare the Sobel z-value with the critical table value, $z = 5.789 > 1.96$, so the null hypothesis is rejected. The Sobel test also yielded a p-value of $1e-8$ (0.00000001), which is much smaller than 0.05. This means that Job Satisfaction has an influence as a mediator in the positive relationship between Work Motivation and Employee Performance at a local government agency in Bandung Regency

2. Uji Hipotesis Kepuasan Kerja Mempunyai Pengaruh Sebagai Mediator Hubungan Yang Positif Antara Disiplin Kerja Dan Kinerja Organisasi



Input:		Test statistic:		Std. Error:	p-value:
a	0.093	Sobel test:	2.69934053	0.02173975	0.0069477
b	0.631	Aroian test:	2.67123335	0.0219685	0.00755731
s _a	0.031	Goodman test:	2.72835406	0.02150857	0.00636512
s _b	0.102	Reset all	Calculate		

If we compare the calculated Sobel z-value with the critical table value, then $z = 2.699 > 1.96$; therefore, the null hypothesis is rejected. From the Sobel test results, p-value of 0.0069477 was also obtained, which is significantly smaller than 0.05. This indicates that Job Satisfaction acts as a mediator in the positive relationship between Work Discipline and Organizational Performance at a local government agency in Bandung Regency."

V. Conclusions and Recommendations

Conclusion

Based on the results and discussion in Chapter IV regarding the influence of Work Motivation, Workload, and Work Discipline on Organizational Performance, with Job Satisfaction as an intervening variable at the Regional Secretariat of Bandung Regency, the following conclusions can be drawn:

1. There is a significant influence of **Work Motivation** comprising dimensions of hard work, high level of aspiration, task or goal orientation, drive for advancement, persistence, time management, and selected coworkers on **Employee Job Satisfaction** at a local government agency in Bandung Regency, with a partial effect of 35.50%
2. There is a significant influence of Work Discipline consisting of dimensions of compliance with time regulations, compliance with corporate rules, compliance with code of conduct at work, and compliance with other regulations on Employee Job Satisfaction at a local government agency in Bandung Regency, with a partial effect of 4.70%.
3. There is a significant influence of Work Motivation comprising dimensions of hard work, high level of aspiration, task or goal orientation, drive for advancement, persistence, time management, and selected coworkers on Organizational Performance at a local government agency in Bandung Regency, with a partial effect of 3.60%.

4. There is a significant influence of Work Discipline consisting of dimensions of compliance with time regulations, compliance with institutional rules, compliance with code of conduct at work, and compliance with other regulations on Organizational Performance at a local government agency in Bandung Regency, with a partial effect of 3.40%.
5. There is a significant influence of Job Satisfaction comprising dimensions of the work itself, salary, promotion, supervision, and coworkers on Organizational Performance at a local government agency in Bandung Regency, with a partial effect of 32.90%.
6. There is a significant influence of Job Satisfaction as a mediator between Work Motivation and Organizational Performance at a local government agency in Bandung Regency.
7. There is a significant influence of Job Satisfaction as a mediator between Work Discipline and Organizational Performance at a local government agency in Bandung Regency.

Recommendations

1. Based on the established SEM (Structural Equation Model), enhancing Organizational Performance can be achieved by improving Work Discipline among employees at the local government agency in Bandung Regency. The Moral aspect should be the primary focus for improvement as a supporting factor for organizational performance.
2. To achieve a better level of Job Satisfaction, employees at the local government agency in Bandung Regency must also pay attention to and improve Work Discipline. The aspect of Compliance with Other Regulations is vital to enhance, specifically by expecting employees to avoid excessive joking or non-work-related distractions during working hours.
3. Based on the descriptive analysis, the local government agency in Bandung Regency should address employee Work Motivation, particularly concerning the persistence aspect. This can be achieved by reviewing job descriptions and the selected coworkers aspect to ensure employees are capable of cooperating and assisting one another during work.
4. Further research is required to yield consistent conclusions regarding the influence of work motivation and work discipline on organizational performance through job satisfaction as an intervening variable.

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