THE EFFECT OF WORK MOTIVATION, JOB SATISFACTION, AND WORK DISCIPLINE ON THE PERFORMANCE OF PDAM OFFICE EMPLOYEES

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ABSTRACT

The purpose of this study was to analyze the effect of work motivation, job satisfaction, and work discipline on the performance of PDAM Office employees in Barito Utara district. Data collection was carried out using a questionnaire. Sampling uses simple random sampling technique, with 30 respondents. The hypothesis was tested using multiple linear regression analysis using SPSS 19. The results show that: Work motivation, job satisfaction, and work discipline significantly and simultaneously affect the performance of PDAM Office employees in the North Barito district. Work motivation is not proven to have a significant effect on the performance of PDAM employees in the North Barito Regency. Job satisfaction is determined to have a significant impact on the performance of PDAM North Barito Regency's employees. Work discipline is not shown to have a significant effect on the performance of the PDAM North Barito Regency PDAM employees. The variable that has the most dominant influence on the performance of PDAM Office employees in North Barito Regency is job satisfaction. With this research, it is expected that PDAM Barito Utara Regency will pay more attention to the factors that influence employee performance so that they can take the right policies for the sustainability of the PDAM office.

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

INTRODUCTION

In this globalization era, doing our best in every aspect of our life are necessary in order to appeal the market because only the best ones will be chosen to compete and survive this fast changing era. An organization should prepare itself for challenges and human, in their nature, play an important role in an organization or company.

An organization's goal is to fulfill its life needs so that it can obtain satisfaction. Therefore, an organization will expect employees with achievements and can create conducive

situation which will not give them boredom and laziness since these experience may lead to lack of work motivation. Lack of work motivation can cause low performance. Employee with low performance will affect the organization and the worst case is it may lead to a loss.

Work can be completed quickly and precisely without loosening the existing discipline if it is supported by the participation of a leader. In this case, the leader must provide direction, build the employees' work performance in accordance to the organization' work ethic, and motivate their subordinates in completing their work to achieve goals.

Performance is the outcome of work, both in quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2001: 67). In addition, performance can also be interpreted as a result and effort achieved by someone by utilizing their ability in taking action under certain circumstances. Performance measurement is a process of quantifying accurately and validly the level of efficiency and effectiveness of an activity that has been carried out and comparing it with the level of planned achievement (Susilo, 2002:28).

As explained earlier that the one who plays an important role in an organization is employee since it depends on the employee's performance. In order to encourage employees to meet the expectation, they must be motivated to work to achieve every goal that has been set. If the work motivation increases then all the work assigned to them will be completed faster and more precise. Work that is quickly and precisely completed is considered as a good work performance. Besides growing the motivation in employees, companies also need to provide satisfaction for them, because satisfied employees will increase their work performance.

According to the Martoyo (2000:165), work motivation is a task done by a manager in providing inspiration, enthusiasm, and encouragement to others; in this case, the employees, to take actions. This encouragement aims to encourage people or employees to be enthusiastic and to achieve the desired results. In addition to fostering work motivation in their employees, companies also need to give satisfaction to them, because satisfied employees will give an impact on their performance.

Luthans (1998:126) states that job satisfaction is a positive or pleasant emotional state that is a result of positive feelings and is an assessment of a job or work experience. Job satisfaction reflects someone's feeling regarding their job. This can be seen on the employee's positive attitude towards work and everything they face in their work environment. Each

employee has a different level of satisfaction according to the values that apply to them. The more aspects of the work that are in accordance with the desires and aspects of individual, then there is a tendency of higher levels of job satisfaction, because satisfied employees will work better and more productive.

Job satisfaction can affect the level of turnover and absenteeism on the physical and mental health of employees and the level of inaction. The job satisfaction function is: (a) to increase employee's discipline in carrying out their duties. Employees will arrive on time and will complete their duties in accordance with the specified time. (b) to increase employee work motivation and employee loyalty to the company.

Sastrohadiwiryo (2003:291) defines work discipline as an attitude of respect, appreciation, obedience, and obeying the rules that apply, both written and unwritten and able to run it and will not avoid penalty if they do any kind of violation.

In order to achieve organizational goals, it requires work discipline so that the performance of each employee can be improved which in turn increase their overall performance. The work discipline will maintain employees' mental attitude and character to be more aware or understand their tasks and responsibilities. As for all the company's efforts in carrying out disciplinary actions will ultimately lead to the achievement of the increase in performance.

The success or failure of the organization is strongly influenced by human factors, namely employees or in this study, the PDAM employees who carry out the duties and functions of the service, such as work motivation, job satisfaction, and work discipline for all employees of the PDAM office in North Barito Regency. This is the background of the research on the effect of work motivation, job satisfaction, and work discipline on the performance of PDAM office employees in North Barito Regency.

Research Purposes

As for the objectives of this study are as follows:

a. To find out and analyze whether work motivation, job satisfaction, and work discipline simultaneously affect the performance of employees of the PDAM office in North Barito Regency.

b. To find out and analyze whether work motivation, job satisfaction, and work discipline partially affect the performance of employees of the PDAM office in North Barito Regency.

c. To find out which variable (work motivation, job satisfaction, and work discipline) has the most dominant effect the performance of employees of the PDAM office in North Barito Regency.

Hypothesis

a. Work motivation, job satisfaction, and work discipline simultaneously affect the performance of employees of the PDAM office in North Barito Regency.

b. Work motivation, job satisfaction, and work discipline partially affect the performance of employees of the PDAM office in North Barito Regency.

c. Job satisfaction has the most dominant effect the performance of employees of the PDAM office in North Barito Regency.

RESEARCH METHODS

This research is a survey research which is intended to explain or referred to as explanatory research. Survey research is a study that takes samples in one population and uses questionnaires as the primary collection tool. Explanatory research is a study that seeks to explain the causal relationship between research variables through testing the hypotheses that have been formulated (Singarimbun and Effendi, 1995:3-5). The survey was conducted on PDAM office employees in North Barito Regency. The causal relationship that will be explained in this study is the effect of work motivation, job satisfaction, and work discipline on the performance of PDAM office employees in North Barito Regency.

The population in this study was all PDAM office employees in North Barito Regency. Sampling technique used simple random sampling with samples in the study amounted to 30 employees — the method of collecting data was using a questionnaire. To analyze the obtained data the researcher used multiple regression analysis. Whereas to simplify the estimation process and to avoid possible errors, the estimation process in this study uses the SPSS program.

RESULTS OF ANALYSIS AND DISCUSSION

Data Reliability And Validity Test

In this quantitative analysis, the validity and reliability of the data on the items of the questionnaire were tested through data scores obtained from respondents' answers. Reliability and validity tests were performed using the SPSS Version 19 program.

Questionnaire items are said to be valid if the questionnaire is able to reveal something that will be measured by the questionnaire. To determine the validity of the questionnaire, the researcher was using a comparison between corrected item-total correlation with the specified correlation coefficient. Sugiyono and Wibowo (2004), Suyuthi (2005) and Sugiyono (2004) in Sujianto (2007: 99) state that if the correlation of each factor is positive and the amount is or above 0.3 then the factor is considered a strong *construct*. Thus, the questionnaire items are said to be valid if the corrected item-total correlation is greater than 0.3 and vice versa or if the corrected item-total correlation is smaller than 0.3, then the statement item is said to be invalid. The results of the validity test of work motivation items, job satisfaction items, work discipline items, and performance items, are all declared valid because all the results of those variable items have a corrected item-total correlation value of more than 0.3.

Reliability measurement is determined by calculating the Cronbach Alpha coefficient of each instrument in one variable. The instrument can be said to be reliable if it has a Cronbach Alpha coefficient that is closer to 1. The reliability test is done by calculating the Cronbach alpha of each instrument in a variable. The instrument used is said to be reliable (reliable) if it has a Croncbach alpha value of more than 0.6. The results of the reliability test of the instruments of work motivation, job satisfaction, work discipline, and performance stated that the instruments of these variables were declared reliable.

CLASSIC ASSUMPTION TEST

Classic assumption tests must be done to test the feasibility of the regression analysis model used in the study. The test includes:

a. Data Normality Test

Data normality test is done to find out the symptoms understudy, whether it has a normal distribution or not. In this study, the normality of the data was tested using the *Kolmogorov-*

Smirnov Test at the alpha of 5%. If the significance value of the *Kolmogorov-Smirnov is higher than* 0.05 means normal data.

Data Normality Test With One-Sample Kolmogorov_Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		X1	X2	X3	Y
N		30	30	30	30
Normal Parameters[a,b]	Mean	13.80	17.97	12.67	10.9667
	Std. Deviation	3.347	3.469	1.493	2.45628
Most Extreme	Absolute	.190	.188	.172	.172
Differences	Positive	.127	.124	.172	.120
	Negative	-.190	-.188	-.141	-.172
Kolmogorov-Smirnov Z		1.043	1.029	.944	.943
Asymp. Sig. (2-tailed)		.226	.241	.335	.337

a. Test distribution is Normal.

b. Calculated from data.

Thus, because all variables have a significant value > 0.05, then data distribution is normal.

b. Multicollinearity Test Data

Coefficients[a]

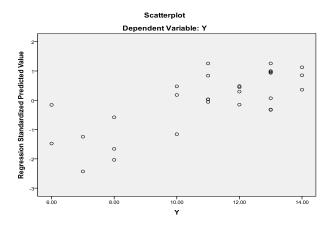|		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	X1	.708	1.412
	X2	.705	1.419
	X3	.994	1.006

a. Dependent Variable: Y

Based on the *coefficient* above, it is known that the value of VIF is: 1.412 (work motivation (X1), 1.419 (job satisfaction (X2) and 1.006 (work discipline (X3). The result means that the

variable is free from the classic assumption of multicollinearity, because the result is smaller than 10.

c. Heteroscedasticity Test

From the scatterplot above, it can be seen that there is no heteroscedasticity.

d. Autocorrelation Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.750[a]	.562	.512	1.71672	2.171

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The Durbin-Watson value in the *model summary* is 2.171. So because of $1.65 < 2.171 < 2,35$ then according to Makridakis, et.al (1995) inside Sujianto (2007:74) there is no autocorrelation.

RESULTS OF ANALYSIS

Table 1 Summary Of The Results Of The Regression Analysis Of The Effect Of Work Motivation, Job Satisfaction, And Work Discipline On Employee Performance

VARIABLE		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
PERFORMANCE	(Constant)	3.198	3.127		1.023	.316
	Work Motivation (X1)	.156	.113	.213	1.379	.180
	Job Satisfaction (X2)	.434	.109	.614	3.969	.001
	Work Discipline (X3)	-.173	.214	-.105	-.808	.427
F count = 11.123 F sig. = .000ᵃ R= .750 R² = .562						

Source: processed primary data

Regression Analysis

Multiple linear regression equation, as follows :

Y = 3,198 + 0,156+ 0,434 – 0,173

Based on the multiple linear regression equation can be interpreted as follows:

The constant number (a) shows the value 3.198; this shows that if there is no work motivation, job satisfaction, and work discipline, then the employee's performance is 3.198.

 ➢ The value b1 = 0.156 is positive, meaning that the work motivation variable (X1) has a positive effect on the performance of employees (Y), assuming that other variables are considered constant.

 ➢ The value b2 = 0.434 is positive, meaning that the job satisfaction variable (X2) has a positive effect on the performance of employees (Y), assuming that other variables are considered constant.

 ➢ The value b3 = -0.173 is negative, meaning that the work discipline variable (X3) has a negative effect on the performance of employees (Y), assuming that other variables are considered constant.

Hypothesis Testing

The effect of work motivation, job satisfaction, and work discipline on employee performance can be known through the F test. On the other hand, to determine the effect of these variables on employee performance is done by calculating the value of R^2.

Simultaneous Regression Coefficient Test (F Test)

The obtained F value from the calculation result is 11.123 with significance of 0.000 (at the level $\alpha = 0.05$), so that it can be said that work motivation, job satisfaction, and work discipline proved to have an effect simultaneously on the performance of the office employees at PDAM in North Barito Regency.

Test the Coefficient of Determination

The coefficient of double determination (R *squared*) is 0.562 or 56.2 %, means that the independent variables in this research model have a contribution of 56.2 %, while the remaining 43.8% is influenced by another independent variables not included in this study.

The Effect of The Partial Regression Coefficient Test (t-test)

To find out each variable, both work motivation, job satisfaction, or work discipline influence of employee performance need to do t-test or partial test. The results of the t-test calculation (t count) are compared with the t table at the real level of 5 %.

- **The Effect of Work Motivation on Performance**

Regression coefficient for variable X1 (Work Motivation) is 0.156 means that work motivation has a positive relationship or in line with performance. That is, if the work motivation is increased, the employee's performance will increase. On the contrary, if the work motivation is ignored, the employee's performance decreases. The amount of t count for work motivation is 1,379 with a significance level of 0,180 at the real level 5 % ($\alpha=0.05$). Thus the work motivation (X1) is not proven to have a significant influence on the performance of the employees of the PDAM Office in North Barito Regency.

- **The Effect of Job Satisfaction on Performance**

The regression coefficient for variable X2 (Job Satisfaction) is 0,434, Means that job satisfaction has a positive relationship or in line with performance. That is, if job satisfaction is increased, the employee's performance will increase. On the contrary, if job satisfaction is ignored, the employee's performance decreases. The amount of t count for job satisfaction is 3,969 with a significance level of 0,001 at the real level 5 % ($\alpha=0.05$). Thus the job satisfaction (X2) is proven to have a significant influence on the performance of the employees of the PDAM Office in North Barito Regency.

- **The Effect of Work Discipline on Performance**

The regression coefficient for variable X3 (work discipline) is -0,173. Means that work discipline has a negative relationship or inversely or is not in line with performance. That is, if the work discipline is increased, the employee's performance will decrease. On the contrary, if the work discipline is ignored, the employee's performance increases. The amount of t count for work discipline is -0,808 with a significance level of 0,427 at the real level 5 % (α=0.05). Thus the work discipline is not proven to have a significant influence on the performance of the employees of the PDAM Office in North Barito Regency.

- **The Dominant Influence Of Job Satisfaction On Performance**

If seen from the value of t count and beta the highest is 3,969 (t count) and 0,614 (beta), and the smallest significance is 0.001 < 0.05, then job satisfaction is proven to have the most dominant influence on the performance of the employees of the PDAM Office in North Barito Regency when compared to work motivation and work discipline.

Discussion

Based on the results of the analysis above, it is known that job satisfaction has a significant effect on employee performance because employees who are satisfied in their jobs will be motivated to work harder and this leads to the increases on their performance.

CONCLUSIONS

Based on the results of the analysis and discussion, conclusions can be drawn as follows: The first hypothesis has been tested simultaneously that work motivation, job satisfaction, and work discipline affect the performance of the employees of the PDAM Office in North Barito Regency. The second hypothesis has been tested that: Work motivation (X1) is not proven to have a significant effect on the performance of the employees of the PDAM Office in North Barito Regency, job satisfaction (X2) has been shown to have a significant effect on the performance of the employees of the PDAM Office in North Barito Regency and work discipline (X3) is not proven to have a significant effect on the performance of the employees of the PDAM Office in North Barito Regency. The third hypothesis has been tested that job satisfaction is proven to have the most dominant influence on the performance of the employees of the PDAM Office in North Barito Regency.

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