

Analysis of Work Motivation and Work Discipline on Employee Job Satisfaction PT. Pilar Indo Abadi Surabaya

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This study aims to determine the effect of Work Motivation and Work Discipline on Employee Job Satisfaction at PT. Pilar Indo Abadi. The population in this study was all employees of PT. Pilar Indo Abadi Surabaya, using a saturated sample method, resulting in a sample size of 60 employees of PT Pilar Indo Abadi Surabaya. To prove the hypothesis, the test used was Partial Least Square. Based on the results of the study, it was found that Work Motivation has a positive effect on Job Satisfaction and Work Discipline has a positive effect on Job Satisfaction.

Keywords: Work Motivation; Work Discipline; Job Satisfaction

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1. Introduction

Human resources are a vital component of an organization, as organizational progress is highly dependent on the quality of its human resources. However, developing high-quality human resources who are also fully responsible for their work is not an easy process. Organizations require well-organized human resources, and focusing on this aspect can be carried out in the shortest possible time with the expectation that the organization will have human resources aligned with its objectives and capable of providing the best commitment to the organization.

The problem faced by PT Pilar Indo Abadi is the continuous increase in employee turnover from 2021 to 2022. Compared to the previous year, the turnover rate increased by 30% in 2022. Based on this information, it is evident that there are issues related to the lack of job satisfaction within the company. According to Kadarisman (2017), work motivation is the internal drive that encourages an individual to act properly and diligently in accordance with the responsibilities assigned. In addition to this issue, another human resource problem is work discipline, as indicated by the increasing level of disciplinary violations. In 2020, the attendance rate was 79.33%, which slightly increased to 79.94% in 2021, but then declined significantly in 2022 to 75.68%. This clearly shows that in 2022 the organization faced challenges in controlling work discipline violations.

According to Sinambela (2018), work discipline is defined as employees' awareness and willingness to comply with all organizational regulations and applicable social norms. Thus, work discipline serves as a tool used by leaders to communicate with employees so that they are willing to change their behavior and comply with established rules. Discipline must be enforced within an organization, because without good employee discipline, it will be difficult for the organization to achieve its goals. Therefore, discipline is a key factor in organizational success in achieving its objectives.

Based on previous research findings, it is evident that work motivation has a significant influence on employee job satisfaction. One such finding was revealed in a survey conducted in 2016 by Hadinata Saputra Lim, entitled *The Effect of Work Motivation and Work Discipline on Job Satisfaction of Employees*

at the Regional Financial and Revenue Management Agency of West Kalimantan Province, which concluded that work motivation has a positive and significant effect on employee job satisfaction.

In other studies, work discipline has also been shown to have a significant effect on employee job satisfaction. One such study was conducted in 2021 by Muhammad Muslim, entitled *The Effect of Motivation and Work Discipline on Job Satisfaction*, which found that work discipline has a positive and significant influence on employee job satisfaction.

The purpose of this study is to analyze the direct effects of work motivation and work discipline on job satisfaction among employees of PT Pilar Indo Abadi. Based on several previous studies, the research hypotheses are formulated as follows: (a) Work motivation has a positive and significant effect on the job satisfaction of employees at PT Pilar Indo Abadi. (b) Work discipline has a positive and significant effect on the job satisfaction of employees at PT Pilar Indo Abadi.

2. Methods

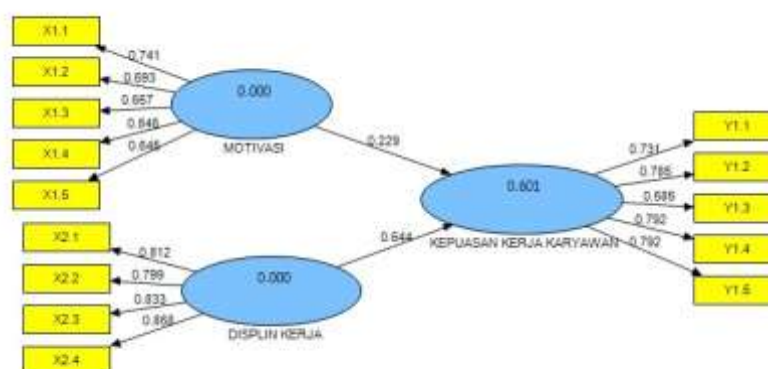
This study employed a quantitative research method. The data required in this study were primary data. Primary data are data collected directly from employees, who in this study were employees of PT Pilar Indo Abadi, through the distribution of questionnaires. The population of this study consisted of all employees of PT Pilar Indo Abadi.

The total number of employees was 60. Given that the number of respondents was relatively small, this study used a saturated sampling technique (census sampling). Saturated sampling is a sampling technique in which all members of the population are used as the research sample. This study used ordinal data; therefore, a Likert scale was applied.

Furthermore, the data in this study were collected using a questionnaire consisting of a list of questions distributed to respondents. The questionnaire is a data collection method that involves providing a set of questions for respondents to complete. The questions in the questionnaire were structured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used in this study was Partial Least Squares (PLS), which is a method used to construct predictive models, particularly when the number of factors is relatively large.

3. Results and Discussion

Based on the results of data analysis using Partial Least Squares (PLS), the outer model factor loadings, path coefficients, and R-square values were obtained as follows.



From the PLS output figure above, it can be seen that the magnitude of the factor loading values for each

indicator is displayed above the arrows connecting the variables and their indicators. The figure also shows the magnitude of the path coefficients located above the arrows representing the relationships between exogenous variables and the endogenous variable. In addition, the R-square value can be observed inside the circle of the endogenous variable (Employee Job Satisfaction). Meanwhile, the model feasibility test for the relationships among the three research variables is presented in the Outer Loading table (Table 1), as shown below.

Tabel 1 Outer Loading

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X1.1 <- Motivation	0,741431	0,725115	0,083852	0,083852	8.842148
X1.2 <- Motivation	0,692559	0,675668	0,063509	0,063509	10,904888
X1.3 <- Motivation	0,656600	0,645692	0,081213	0,081213	8.084912
X1.4 <- Motivation	0,846246	0,851695	0,025427	0,025427	33.281883
X1.5 <- Motivation	0,644669	0,643312	0,084433	0,084433	7.635278
X2.1 <- Work Discipline	0,812108	0,809924	0,035546	0,035546	22.846521
X2.2 <- Work Discipline	0,799432	0,797963	0,043732	0,043732	18.280090
X2.3 <- Work Discipline	0,832753	0,833716	0,026023	0,026023	32.001021
X2.4 <- Work Discipline	0,867846	0,862880	0,038625	0,038625	22.468602
Y1.1 <- Employee Job Satisfaction	0,730681	0,730344	0,047927	0,047927	15.245726
Y1.2 <- Employee Job Satisfaction	0,784512	0,781029	0,042821	0,042821	18.320520
Y1.3 <- Employee Job Satisfaction	0,585409	0,584118	0,083385	0,083385	7.020557
Y1.4 <- Employee Job Satisfaction	0,791682	0,790092	0,050002	0,050002	15.832891
Y1.5 <- Employee Job Satisfaction	0,791682	0,790092	0,050002	0,050002	15.832891

Source: Processed data, 2024.

Based on the table above, indicator validity is assessed by examining the factor loading values from each variable to its indicators. Indicator validity is considered adequate if the factor loading value is greater than 0.50 and/or the T-statistic value exceeds 1.96 (Z-value at $\alpha = 0.05$). Factor loading represents the correlation between an indicator and its latent variable; a value greater than 0.50 indicates that the indicator meets validity requirements. Likewise, a T-statistic value greater than 1.96 indicates statistical significance.

Referring to the outer loading table above, all reflective indicators of the Motivation and Work Discipline variables, as well as the endogenous variable Employee Job Satisfaction, show factor loading values (original sample) greater than 0.50 and/or are statistically significant (T-statistic values exceeding the Z-value at $\alpha = 0.05$ (5%) = 1.96). Therefore, the estimation results demonstrate that all indicators meet the criteria of convergent validity, indicating good validity.

Hypothesis Testing

Hypothesis testing is conducted to examine several research hypotheses as previously formulated. The evaluation of the structural model is performed by examining the R-square (R^2) value, which represents the goodness-of-fit of the model. The inner model assessment can be observed through the R-square values of the relationships among latent variables. The R^2 value explains the extent to which exogenous (independent) variables in the model are able to explain the endogenous (dependent) variable. As presented in Table 2, the Inner Model results are as follows:

Tabel 2 Inner Model

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Motivation -> Employee Job Satisfaction	0,228549	0,243368	0,084671	0,084671	2.699263
work discipline -> Employee Job Satisfaction	0,643785	0,636498	0,080437	0,080437	8.003600

Primary data sources processed, 2024

1. Hypothesis Test 1

Hypothesis 1: Motivation has a positive effect on Employee Job Satisfaction and is accepted, with a path coefficient of 0.228549 and a T-statistic value of 2.699263, which is greater than the Z-value at $\alpha = 0.05$ (5%) = 1.96. Therefore, the effect is considered positive and statistically significant.

2. Hypothesis Test 2

Hypothesis 2: Work Discipline has a positive effect on Employee Job Satisfaction and is accepted, with a path coefficient of 0.643785 and a T-statistic value of 8.003600, which is greater than the Z-value at $\alpha = 0.05$ (5%) = 1.96. Thus, the effect is considered positive and statistically significant.

The Effect of Work Motivation on Employee Job Satisfaction

Based on the test results, work motivation has a positive and significant effect on employee job satisfaction. This finding is consistent with the theory proposed by Maruli (2020), which states that work motivation refers to all factors arising from an individual's desires that generate enthusiasm and internal drive, influencing, directing, and sustaining behavior to achieve goals or objectives in accordance with the work context.

The results of this study are also consistent with previous research conducted by Muhammad Muslim (2021), which found that work motivation has a positive and significant effect on employee job satisfaction. The motivation applied by management at PT Pilar Indo Abadi has been proven to influence employee job satisfaction. This is evidenced by respondents' answers indicating that when company leaders provide good motivation, employee job satisfaction increases.

One way to enhance employee job satisfaction is by providing motivation, such as offering facilities that support employees' tasks, as well as providing social attention and proper guidance to help achieve job satisfaction. When these efforts are implemented effectively, employees feel valued and appreciated in their work, which ultimately fosters loyalty and integrity toward the company where they are employed.

The Effect of Job Satisfaction on Employee Performance

Based on the test results, work discipline has a positive and significant effect on employee job satisfaction.

Discipline is a crucial factor for organizational growth, particularly as a means to motivate employees to discipline themselves in carrying out their work, both individually and in groups. In addition, discipline plays an important role in educating employees to comply with and appreciate existing rules, procedures, and policies, thereby resulting in better job satisfaction.

The findings of this study are consistent with previous research conducted by Muhammad Muslim (2021), which revealed that the work discipline variable has a positive and significant effect on employee job satisfaction. The work discipline implemented at PT Pilar Indo Abadi has been shown to influence employee job satisfaction. This is evidenced by respondents' answers indicating that improvements in the work discipline system lead to increased job satisfaction among employees.

One effort to improve work discipline within the company is by establishing clear and fair company regulations that do not burden employees. This approach contributes to the achievement of employee satisfaction and comfort in carrying out their work within the organization.

4. Conclusion

Based on the results of this study, it can be concluded that motivation has a positive and significant effect on the work performance of employees at PT. Pilar Indo Abadi. Work discipline has a positive and significant influence on the work performance of employees at PT. Pilar Indo Abadi. The management of PT. Pilar Indo Abadi provides motivational support by rewarding employees and encouraging them to achieve their goals, thereby increasing their enthusiasm in carrying out their duties and responsibilities. This increases employee satisfaction at work. The management of PT. Pilar Indo Abadi has established a fair and just work discipline system and provides all facilities that support the work of employees in carrying out their duties and responsibilities.

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