

## **THE EFFECT OF JOB SATISFACTION, WORK DISCIPLINE, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE**

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**Abstract:** Achieving optimal employee performance in achieving organizational goals is the main objective of human resource management. The Dauh Puri Kaja Village Office is the location of this study. Thirty-five employees from the Dauh Puri Kaja Village Office constitute the study population. Due to the relatively small study population, the census method was chosen. Thirty-five employees of the Dauh Puri Kaja Village Office constitute the study sample. Questionnaires and Likert scale interviews were the methods used to collect data. Instrument validation, including validity and reliability testing, was the initial step in data analysis. Multiple Linear Regression Analysis was the subsequent step. The results of this study indicate that Job Satisfaction, Work Discipline, and Organizational Commitment have a positive and significant impact on Performance among employees at the Dauh Puri Kaja Village Office.

**Keyword:** job satisfaction, work discipline, organizational commitment, employee performance

### **INTRODUCTION**

According to Hasibuan (2019), an organization is a complex entity that aims to fully allocate human resources in order to achieve organizational goals. An organization can be considered effective if it can achieve its predetermined goals. Improving employee performance is one of the goals of an organization. To achieve business goals, companies need competent and high-quality human resources (Hasibuan, 2019).

Employee performance is influenced by job satisfaction among other factors. As stated by Manullang (2021), there is a strong relationship between employees' feelings about their work, the workplace atmosphere, and teamwork between management and employees, as well as their overall job satisfaction. Job satisfaction, on the other hand, is an overall feeling derived from various specific attitudes toward work-related factors, personal adaptability, and social interactions outside the workplace, as noted by Prakosa (2021). As stated by Martoyo (2021), this essentially functions as a psychological factor that reflects individuals' sentiments toward their work and their level of satisfaction with the balance between their expectations, abilities, and skills alongside the responsibilities they undertake.

Work discipline is one aspect that influences employee performance. According to Rivai (2019), work discipline is the way managers interact with employees to encourage behavioral change and increase their awareness and

willingness to follow company policies. Additionally, as stated by Simamora (2019), discipline also includes corrective actions or sanctions imposed on subordinates who violate established rules or procedures. Managers use work discipline as a method to engage with employees regarding behavioral modifications, aiming to enhance their understanding and readiness to comply with company policies and applicable social standards.

In addition, organizational commitment affects performance. Employee commitment, as defined by Robbins and Coulter (2019), occurs when an employee supports the organization and its goals and intends to remain part of the organization. According to Kaswan (2019), organizational commitment describes an employee's tendency to stay with a company for a long time. This commitment often reflects employees' belief in the organization's vision and goals, their willingness to work hard, and their intention to remain part of the company.

Dauh Puri Kaja Village was originally part of the local area under the jurisdiction of Dauh Puri Village Government in North Denpasar District. With the elevation of Denpasar City to Denpasar Administrative City and rapid population growth, a Preparatory Village was established in the Denpasar Administrative City area, including Dauh Puri Kaja Village. Staff at the Dauh Puri Kaja Village Office must work efficiently to meet the needs of the community. However, in practice, issues with employee performance persist, as evidenced by community complaints regarding the services provided by staff at the Dauh Puri Kaja Village Office.

There were 170 complaints from the community in 2023 regarding the services provided by staff at the Dauh Puri Kaja Village Office. People in the neighborhood usually complain about things such as delayed services, rude staff, and inadequate village office facilities. This situation indicates suboptimal employee performance. Additionally, the high absenteeism rate among employees in 2023 highlights issues with staff performance. February and October had the highest and lowest attendance rates, respectively, at 4.52% and 3.60%. Aditya et al. (2019:3) define high attendance rates as 3–10% and low attendance rates as less than 3%. In this case, workers are responsible for their work. According to findings from interviews with several workers, job satisfaction is a concern, with workers feeling dissatisfied with the social relationships they form at work. This is a result of workers' reluctance to interact with one another. Employees with this condition do not engage in social interactions at work.

The presence of certain employees who are undisciplined in using their working hours indicates that there are also problems with work discipline. This is evident in the fact that there are workers who often arrive late for work for various reasons, including personal needs, religious ceremonies, and illness. Even though employees who arrive late will be fined 5,000 rupiah by their superiors. In addition to

this issue, there is a problem with organizational commitment, which arises when workers are reluctant to go beyond the call of duty to support performance and contribute to organizational performance improvement. Since they believe that each employee already has their own responsibilities, employees are reluctant to perform tasks outside the scope of their job duties. This indicates that workers only perform the tasks assigned to them and do not care about the organization's progress, which fundamentally contributes to the lack of performance improvement.

## **LITERATURE**

### **Goal Setting Theory**

According to Suwarmadani (2019), goal-setting theory is a cognitive process that sets goals and influences behavior. The basic principle of goal-setting theory is that human behavior is caused by intentions and goals. Goals in goal-setting studies indicate the achievement of a certain level of proficiency for an activity within a certain period of time. More work, more focus, and more knowledge will be needed to achieve more difficult goals. Job satisfaction, discipline, and organizational commitment are the three dependent and independent variables in this study. Goal-setting theory describes how employees strive to meet the goals set by the organization, including by optimizing employee performance.

### **Employee Performance**

Performance is the result of employee work activities over a certain period of time and affects the company; the higher the individual performance, the more efficiently the organization operates (Hamali, 2019). Afandi (2019) explains that performance refers to the achievement of results from tasks carried out by individuals or groups within an organization. These results are in line with the authority and responsibilities that have been established, and aim to achieve the organization's targets legally without violating moral or ethical norms. Employee performance, as stated by Mangkunegara (2019), refers to the quantity and quality of work performed by an employee in fulfilling their obligations.

### **Job Satisfaction**

The effectiveness or emotional response to various elements of work is referred to as job satisfaction. A compilation of workers' thoughts on the satisfaction they derive from their work. The gap between the amount of rewards given to employees and their perception of the fairness of those rewards affects their overall view of their work (Afandi, 2019). As stated by Sutrisno (2019), job satisfaction includes employees' feelings about their work regarding work organization, collaboration between employees, rewards received at work, and issues related to physical and mental aspects.

### **Work Discipline**

Work discipline as an environment that motivates or compels workers to perform all tasks in accordance with established standards and guidelines (Wursanto, 2019). According to Hasibuan (2019), work discipline refers to an individual's awareness and willingness to comply with all company regulations and applicable social norms. Meanwhile, Rivai (2019) states that work discipline is a way for managers to communicate with employees to encourage behavioral change, while also increasing their awareness and willingness to comply with all company rules.

### **Organizational Commitment**

Community life is influenced by commitment, and an organization's ability to manage and utilize its human resources more effectively, efficiently, and productively is crucial to achieving its vision or goals (Pujiwati and Muhdiyanto, 2020). Commitment influences workers' decisions to remain employed at a company or to leave for another company. Highly committed employees will feel more responsible for their work, which will improve performance.

### **Research Hypothesis**

As noted by Manullang (2021), employee attitudes toward their work, working conditions, and cooperation between management and staff are all closely related to job satisfaction. According to Prakosa (2021), job satisfaction is a general feeling that arises from various individual attitudes toward aspects of work, self-adaptation, and personal social interactions outside the workplace. Fostering job satisfaction among employees is one of the key roles of human resources in an organization. As stated by Martoyo (2021), this is essentially a psychological aspect that reflects individuals' feelings about their work and their satisfaction with the balance between their expectations, abilities, and skills and the activities they perform. Research conducted by Rinny et al. (2020), Loan (2020), Hajali. et al. (2022), and Andreas (2022), as well as Rasminingsih and Permadi (2023), indicates that job satisfaction has a positive and significant impact on employee performance.

H1 : Job satisfaction has a positive effect on employee performance

According to Simamora (2019:234), discipline involves correcting or punishing lower-ranking individuals for violating rules or procedures. Managers use work discipline as a method to communicate with employees about behavior modification and to improve their understanding and readiness to comply with all applicable company policies and social standards. Studies by Esthi and Savhira (2019), Prayogi et al. (2019), Maswani et al. (2021), and Maryani et al. (2021) show that work discipline has a positive and significant effect on employee performance.

H2 : Work discipline has a positive effect on employee performance

Employee commitment, according to Robbins and Coulter (2019), is when a worker supports the organization and its goals and plans to remain a member of the organization. According to Kaswan (2019), organizational commitment describes an

employee's tendency to stay with a company for a long time. This commitment often reflects employees' belief in the organization's vision and goals, their willingness to work hard, and their intention to remain part of the company. Research conducted by Mailool et al. (2023), Jufrizen et al. (2021), Febrian et al. (2023), and Sa'adah and Rijanti (2023) states that organizational commitment has a positive and significant effect on employee performance.

H<sub>3</sub> : Organizational commitment has a positive effect on employee performance

## RESEARCH METHOD

This research was conducted at the Dauh Puri Kaja Village Office, located at Jalan Gatot Subroto VI J No.34, Dauh Puri Kaja, North Denpasar. The reason for conducting the research at the Dauh Puri Kaja Village Office was that during the observation, complaints from the community and high employee absenteeism rates were identified during 2023. Employees expressed dissatisfaction with the social relationships formed at their workplace; some individuals were less diligent in managing their work hours, and employees were hesitant to take on tasks outside their assigned duties to improve performance, which impacted the overall effectiveness of the organization. The focus of this research is on job satisfaction, work discipline, organizational commitment, and employee performance.

The research population consisted of 35 employees from the Dauh Puri Kaja Village Office. The census method was chosen because the population was relatively small in this study. The research participants consisted of all 35 staff members of the Dauh Puri Kaja Village Office. The techniques used to collect data consisted of interviews and questionnaires using a Likert scale. The data analysis process began with evaluating the research instruments, specifically by assessing their validity and reliability, followed by multiple linear regression analysis.

## RESULTS AND DISCUSSION

### Classic Assumption Test

**Table 1**  
**Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	1.47653404
Most Extreme Differences	Absolute	0.114
	Positive	0.114
	Negative	-0.089

Test Statistic	0.114
Asymp. Sig. (2-tailed)	0.200 <sup>c,d</sup>
a. Test distribution is Normal.	

Source: Data processed, 2024

Table 1 shows that Asymp. Sig. (2-tailed) is 0.200, which is greater than 0.05. Thus, it can be said that the variable is normally distributed.

**Table 2**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	0.624	1.602
	X2	0.518	1.931
	X3	0.693	1.443
a. Dependent variabel : Y			

Source: Data processed, 2024

Table 2 shows that all independent variables have tolerance values greater than 0.10. The results of the variance inflation factor (VIF) calculations also show that all independent variables have VIF values below 10. Therefore, it can be concluded that there is no multicollinearity in the independent variables in the regression model.

**Table 3**  
**Heteroscedasticity Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.096	1.296		0.074	
	X1	0.136	0.077	0.379	1.772	0.086
	X2	-0.024	0.099	-0.057	-0.244	0.809
	X3	-0.106	0.107	-0.202	-0.995	0.327
a. Dependent Variable: ABS_RES						

Source: Data processed, 2024

Table 3 shows that the significance values of all independent variables are greater than 0.05. This means that the regression model does not contain heteroscedasticity.

**Table 4**  
**Multiple Linear Regression Analysis Results**

Coefficients <sup>a</sup>	
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,457	2,145		-1,612	0,117
	X1	0,604	0,127	0,511	4,746	0,000
	X2	0,387	0,164	0,278	2,355	0,025
	X3	0,467	0,177	0,270	2,643	0,013
Adjusted R Square					0,754	
F-hitung					35,766	
Sig. F					0,000	
a. Dependent Variable: Y						

Source: Data processed, 2024

Based on Table 4, the following multiple linear regression equation is obtained:

$$Y = -3,457 + 0,604 X_1 + 0,387 X_2 + 0,467 X_3$$

## Discussion of Research Results

### The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a positive and significant effect on employee performance. This means that the higher the job satisfaction, the better the employee performance. As stated by Manullang (2021), employees' attitudes toward their work, the environment in which they work, and teamwork between management and employees are all significantly related to job satisfaction. As stated by Prakosa (2021), job satisfaction is a broad sentiment stemming from differing attitudes toward aspects of work, personal adaptation, and social interactions outside the workplace. Fostering job satisfaction among employees is the primary responsibility of human resources within an organization. As stated by Martoyo (2021), it essentially functions as a psychological factor reflecting individuals' feelings toward their work and their satisfaction with the balance between their expectations, abilities, and skills and the work they perform. Research conducted by Rinny et al. (2020), Loan (2020), Hajali et al. (2022), and Andreas (2022) as well as Rasminingsih and Permadi (2023) shows that job satisfaction has a significant and beneficial impact on employee performance.

### The Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance. This means that the better the work discipline, the better the employee performance. Work discipline is one of the aspects that influences employee performance. According to Rivai (2019), work discipline is the way managers interact with employees to encourage behavioral change and increase their awareness and

willingness to follow company policies. Additionally, as stated by Simamora (2019), discipline also includes corrective actions or imposing sanctions on subordinates who violate established rules or procedures. Work discipline serves as a means for managers to engage with employees, encourage them to change their behavior, and promote understanding and readiness to comply with company policies and relevant social standards. This is supported by research conducted by Prayogi et al. (2019), Maswani et al. (2021), and Maryani et al. (2021), which states that work discipline has a positive and significant effect on employee performance.

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment has a positive and significant effect on employee performance. This means that the better the organizational commitment, the better the employee performance. Employee commitment is defined by Robbins and Coulter (2019) as a situation in which an employee supports the organization and its goals and intends to continue being part of the organization. According to Kaswan (2019), organizational commitment reflects an employee's tendency to remain with the company for a long time. This commitment often reflects employees' belief in the organization's vision and goals, their willingness to work diligently, and their intention to remain part of the company. A study by Mailool et al. (2023) shows that commitment to the organization positively and significantly influences employee performance. Jufrizen et al. (2021), Febrian et al. (2023), and Sa'adah and Rijanti (2023) state that organizational commitment has a positive and significant effect on employee performance.

## **CONCLUSION AND LIMITATIONS**

### **Conclusion**

Employee performance at the Dauh Puri Kaja Village Office is positively and significantly influenced by job satisfaction, according to the findings of the study. Employee performance at the Dauh Puri Kaja Village Office will improve in line with job satisfaction. Employee performance at the Dauh Puri Kaja Village Office is positively and significantly influenced by work discipline. Additionally, staff performance at the Dauh Puri Kaja Village Office is positively and significantly influenced by organizational commitment.

### **Limitations**

This study is related to constraints that can be further improved and resolved by future researchers. The constraints and recommendations in this study indicate that this research was only conducted at the Dauh Puri Kaja Village Office.

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