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THE EFFECT OF MOTIVATION, JOB SATISFACTION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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Abstract: The problems experienced by employees at Suzuki Finance Banjarmasin include decreased work motivation and job satisfaction which affect decreasing employee performance. One indication is the high level of absenteeism and tardiness that is increasing, which is one of the factors that is thought to be the cause of the decline in employee performance. The purpose of this study was to determine the effect of motivation, job satisfaction, and work discipline on employee performance, either simultaneously or partially, and also to determine the most dominant independent variable affecting employee performance. The population in this study was all employees of the Suzuki Finance Banjarmasin office. The research sample was 33 people using the census technique (saturated sampling) and analyzed by multiple linear regression data analysis technique using the SPSS-25 computer application. Based on the results of this study, it is known that simultaneously motivation, job satisfaction, and work discipline have a significant effect on employee performance, partially, only two variables, namely job satisfaction, and work discipline, have a significant effect on employee performance, job satisfaction has a dominant effect on employee performance.
Key Words: Employee Performance; Job Satisfaction; Motivation; Work Discipline

INTRODUCTION

The quality of human resources is one of the keys to determining the development of an organization, both institutions, and companies. As a driving force for an organization to achieve organizational goals, professional employees are needed in their fields, therefore, organizations can experience sustainable growth depending on the performance of their employees. Employee performance is the responsibility of every company, from recruitment to employee satisfaction and discipline when doing work. Good employee performance will be supported by motivation and job satisfaction as well as good discipline, it will be easier to achieve company goals (Robbins & Judge, 2014)

Employee motivation is very important for organizations because every concern requires physical, financial, and human resources to achieve goals. It is through this motivation that human resources can be fully utilized. This can be done by building employees' willingness to work. This will assist the company in securing the best possible utilization of resources thereby increasing productivity, reducing operating costs, and increasing overall efficiency (Irum, 2014).

Furthermore, Wibowo (2011) states that motivation is the urge to act through a series of human behavior by considering the direction, intensity, and persistence in achieving goals. High and low motivation will determine the high and low levels of employee performance.

In addition to motivation, job satisfaction is also very influential on the performance of an employee where when an employee feels satisfaction at work, of course, he will try as much as possible with all his abilities to complete his work assignments. Job satisfaction represents a feeling that arises as a result of the perception that the job allows material and psychological needs. Job satisfaction can be seen on the one hand as positive and negative feelings of the person towards his job and to some extent the feeling of the person whether he likes or dislikes his work (Amstrong, 2014).

In other words, job satisfaction in an organization is a basic principle for an organization achieving organizational goals and objectives. Job satisfaction will have implications for performance. This is because job satisfaction and performance are closely related to determining the success and achievement of organizational goals (Radiafilsan, 2019). A satisfied employee will do positive things and help the leader in achieving organizational goals. Meanwhile, if employees are not satisfied, it will reduce employee performance, so they are not able to achieve the goals set by the company. Job satisfaction is something that can encourage employees to do a good job. Job satisfaction includes financial guarantees that are in accordance with employee performance, and a comfortable work environment (Darmawangsa, 2020).

Discipline is a management action to encourage organizational members to meet the demands of various provisions that must be obeyed by employees (Siagian, 2014). Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees so that they can work cooperatively with other employees and improve performance (Larasati, 2021).

The purpose of this study was to determine the effect of motivation, job satisfaction, and work discipline on employee performance at Suzuki Finance Banjarmasin either simultaneously or partially, and then also to determine which independent variables have the most dominant effect on employee performance (Rahman, 2017).

Suzuki Finance Banjarmasin is a branch of PT. Suzuki Finance Indonesia (SFI), which is located in the city of Banjarmasin, is a company engaged in the provision of motor vehicle financing services under the "Suzuki" brand. The problems experienced by employees at Suzuki Finance Banjarmasin include decreased work motivation and job satisfaction which affect decreasing employee performance. One indication is the high level of absenteeism and tardiness that is increasing, which is one of the factors that is thought to be the cause of the decline in employee performance.

METHODS

The types of data needed in this study consist of (1) Primary Data: Primary data is data obtained directly from respondents using a structured questionnaire list containing how respondents respond to questions related to Motivation, Job Satisfaction, Work Discipline simultaneously affect employee performance; (2) Secondary Data: Secondary data is a complement to support primary data, namely company history, organizational structure, and infrastructure.

A research instrument is a tool used for measuring the variables studied. Considering the existing symptoms related to Motivation, Job Satisfaction, Work Discipline have an effect on employee performance more showing an attitude, then the measurement uses a Likert Scale, namely the score used is 1 to d. 5 which is applied varies according to each category of questions so that each question only has 5 choices. For the research to be carried out to produce reliable data, the instruments used in the research must first be tested for validity and reliability (Sandika, 2020).

The population in this study was 33 employees at Suzuki Finance Banjarmasin. While the sample was taken from the entire population as many as 33 people were respondents. The data used in this study is in the form of data collected on 33 employees at Suzuki Finance Banjarmasin through the delivery of questionnaires to respondents.

Data collection technique in this research is: (1) Observation is data collection by direct observation of the object under study; (2) Interview, namely data collection by conducting direct communication between researchers and someone or more who are in the object under study as a data source; (3) Questionnaire is a set of questions that are arranged to be submitted to respondents in the form of written questions.

To prove the hypothesis that has been proposed, the following analytical method is used: (1) Descriptive analysis is an analysis that uses descriptive statistics, such as the mean and standard deviation. This analysis is used to obtain an overview of Motivation, Job Satisfaction, Work Discipline has an effect on employee performance at Suzuki Finance Banjarmasin; (2) Multiple linear regression analysis is an analysis that aims to test Motivation, Job Satisfaction, Work Discipline has an effect on employee performance at Suzuki Finance Banjarmasin.

By using the multiple linear regression formula quoted from the book Ghozali (2018), namely:

$$Y = b0 + b1X1 + b2X2 + b3X3 + e$$

Where:
Y = Employee Performance
X_1 = Motivation
X_2 = Job Satifiscation
X_3 = Work Discipline
e = Error
a = constant
b1, b2, b3 = Regression coefficient to be observed

For the regression model to be used for estimation, it must meet the classical assumptions, because according to Gujarati (2020), if the classical assumptions are not violated, then the OLS estimator (0rdinary Least Square) will be BLUE (Best Linear Unbiased Estimator), meaning the estimator is biased and has minimum variance. Classical assumptions that are considered important to be tested are the multicollinearity test, heteroscedasticity test, and normality test.

Simultaneous test (F test) for testing the first hypothesis: This test is used to determine whether all of the independent variables together have a significant effect on the dependent variable. The test is carried out by comparing the value of F_{count} with F_{table} at a 5% error degree in the sense ($α = 0.05$). If the value of F_{count} is from the value of F_{table}, it means that the independent variables together have a significant influence on the dependent variable or the first hypothesis so that it can be accepted.

Partial Test (t-test) for testing the second hypothesis: This test is to determine whether the effect of each independent variable on the dependent variable is significant or not. The test is carried out by comparing the t_{count} value of each independent variable with the t_{table} value with an error degree of 5% in the sense ($α = 0.05$). If the value of t_{count} t_{table}, then the independent variable has a significant effect on the dependent variable.

Furthermore, to see the contribution of the independent variable in explaining the dependent variable can be seen from the magnitude of the coefficient of termination (R2). If the R2 obtained from the calculation results is greater (closer to one), it can be said that the contribution of the independent variable to the dependent variable is greater, and vice versa (Maulana & Nugroho, 2020). To perform multiple linear regression calculations and the tests used computer assistance with the SPSS Windows Version 25 program.

RESULTS AND DISCUSSION
Validity Test Results
The results show that to test the validity of the Motivation variable instrument (X_1) as many as 6 question items are all valid, for the research instrument the Job satisfaction variable (X_2) as many as 8 question items are all valid, for the Work Discipline variable

instrument (X_3) as many as 8 items are all valid, and for the Performance variable as many as 9 question items, all of them are also valid because the required value of the correlation result is r > 0.30.

Table 1. Validity Test Results

	ITEM	r count	r tabel	Validity
X_1	$X_1.1$	0.789	0.300	Valid
	$X_1.2$	0.798	0.300	Valid
	$X_1.3$	0.597	0.300	Valid
	$X_1.4$	0.607	0.300	Valid
	$X_1.5$	0.672	0.300	Valid
	$X_1.6$	0.592	0.300	Valid
X_2	$X_2.1$	0.471	0.300	Valid
	$X_2.2$	0.449	0.300	Valid
	$X_2.3$	0.513	0.300	Valid
	$X_2.4$	0.744	0.300	Valid
	$X_2.5$	0.783	0.300	Valid
	$X_2.6$	0.727	0.300	Valid
	$X_2.7$	0.602	0.300	Valid
	$X_2.8$	0.744	0.300	Valid
X_3	$X_3.1$	0.829	0.300	Valid
	$X_3.2$	0.784	0.300	Valid
	$X_3.3$	0.844	0.300	Valid
	$X_3.4$	0.401	0.300	Valid
	$X_3.5$	0.748	0.300	Valid
	$X_3.6$	0.656	0.300	Valid
	$X_3.7$	0.804	0.300	Valid
	$X_3.8$	0.846	0.300	Valid
Y	Y.1	0.480	0.300	Valid
	Y.2	0.462	0.300	Valid
	Y.3	0.493	0.300	Valid
	Y.4	0.754	0.300	Valid
	Y.5	0.784	0.300	Valid
	Y.6	0.731	0.300	Valid
	Y.7	0.600	0.300	Valid
	Y.8	0.754	0.300	Valid

Source: Data processed (2021)

Reliability Test Results

The results of the questionnaire reliability test showed that the Cronbach's Alpha value of the Motivation variable (X_1) was 0.940, Job satisfaction (X_2) was 0.918, Work Discipline (X_3) was 0.911, and Performance (Y) was 0.910. Cronbach's Alpha value of all the questionnaires > 0.60. Thus, this questionnaire is said to be reliable and can be used to collect data.

Table 2. Reliability Test Results

Variable	r alpha	Criteria
Motivation (X_1)	0.940	Reliable
Job satisfaction (X_2)	0.918	Reliable
Work Discipline (X_3)	0.911	Reliable
Performance (Y)	0.910	Reliable

Source: Data processed (2021)

Classic Assumption Test Results

The normality test aims to test whether, in the regression model, the residual variable has a normal distribution or not (Ghozali, 2018). The normality test is done by using a probability plot normality test. Regression fulfills the assumption if the data spread around the diagnosis line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern. The results of the normality test using the SPSS program are as follows:
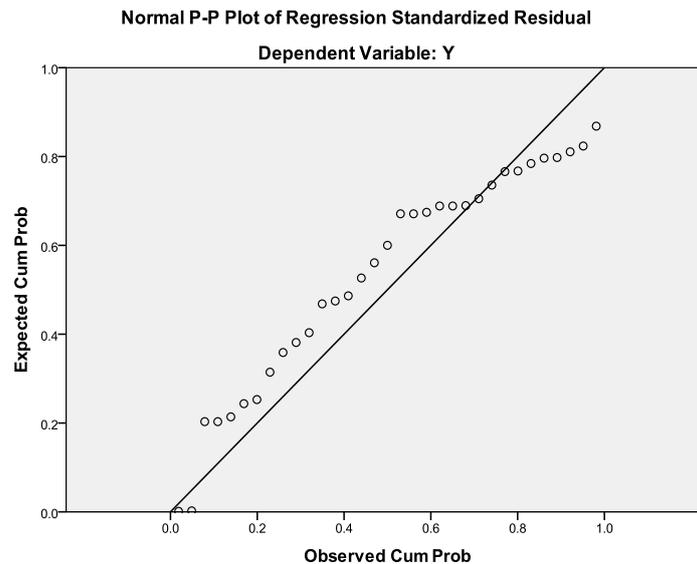
Figure 1. Normal Curve P-plot
Source: Image of SPSS output (2021)

In the P-plot Normal Curve above, it can be seen that the spread of the points around the line still follows a straight line and does not widen too far. So, it can be concluded that the research data is normally distributed.

The multicollinearity test aims to test the level of closeness of the level of association or between the independent variables (independent) through the magnitude of the correlation coefficient. To detect the presence or absence of multicollinearity, by looking at the VIF (Variance Inflation Factor) value with a tolerance value. The regression model is said to be free from multicollinearity if the VIF value is 10, and the tolerance value is 0.1 (Ghozali, 2018). The results of the VIF multicollinearity and tolerance test can be seen as follows:

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Motivation	0,260	3,846
Job Satisfaction	0,379	2,638
work discipline	0,202	4,941

Source: Data processed (2021)

The calculation result of the motivational tolerance value is 0.260. Job Satisfaction is equal to 0.379. and Work Discipline is 0.202. So, it can be concluded that there is no multicollinearity of the tolerance value because it has a value greater than 0.10. Judging from the VIF Motivation, Job Satisfaction and. Work Discipline. The three show that none of the independent variables has a VIF value of 0.1.

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The heteroscedasticity test aims to test whether or not the variance of one residual is equal to another observation. If the residuals have the same variance, then it is called heteroscedasticity and if the variance is not the same it is called heteroscedasticity if on the scatterplot the points resulting from data processing between ZPRED (X=Y axis predicted results) and SRESID (Y=Y axis real Y predictions) spread below or above the point 0 on the Y-axis does not have a regular pattern (Ghozali, 2018). The results of the heteroscedasticity test are as follows:
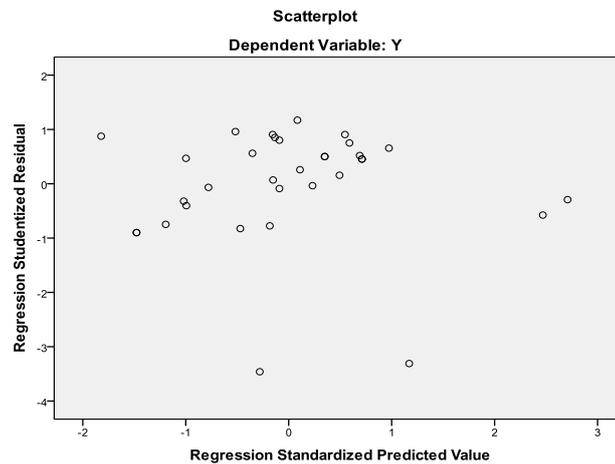
Figure 2. Normality Scatterplot
Source: Image of SPSS output (2021)

Based on the results of the heteroscedasticity test above that the points spread randomly above and below the zero point on the Y axis, it can be concluded that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

The data analysis method used in this research is the multiple regression model. Multiple linear regression analysis was used to know the effect between two or more independent variables with dependent variables. The calculation of the multiple linear regression model is carried out using SPSS for Windows. Analysis results obtained as follows: The recapitulation of multiple linear regression test results can be seen in the following table:

Table 4. Recapitulation of Multiple Linear Regression Test Results

Independent Variable (X)	Regression Coefficient	Beta Coefficient	t Count	Probability (Sig)
Motivation (X_1)	-0,64	-0,47	-0,342	0,735
Job Satisfaction (X_2)	0,704	0,653	5,788	0,000
Work Discipline (X_3)	0,421	0,364	2,356	0,025
constant	2,736			
F Count	59,499			
R	0,927			
R^2	0,860			
Adjusted R^2	0,846			
Sig. F	0,000			
SEE	1,241			

Source: Data processed (2021)

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Hypothesis testing I

Based on the results of the calculations in the table above, it can be seen by testing the hypothesis with a = 5%, the value of F_{table} = 2.92 is obtained. While the calculated F value = 59.499 so $F_{count} > F_{table}$ and the probability value (sig) of 0.000 is smaller than 0.05. Thus, a hypothesis I is proven (accepted) that simultaneously the variables of Motivation, Job Satisfaction, and Work Discipline have a significant influence on employee performance at Suzuki Finance Banjarmasin.

Figures R square tau R2 (Coefficient of Determination) show the magnitude of the contribution of the variables Motivation, Job Satisfaction, and Work Discipline on employee performance at Suzuki Finance Banjarmasin. The R2 value of 0.860 means that 86% of employee performance at Suzuki Finance Banjarmasin is influenced by motivation, job satisfaction, and work discipline, while the remaining 14% is influenced by other variables.

The number R is a number that shows the close relationship between the independent variable (X) and the dependent variable (Y). The R-value of 0.927 indicates that between the independent variable (X) and the dependent variable (Y) there is a fairly strong and unidirectional relationship.

Table 5. F Test Results

F_{Count}	F_{Table}
59.499	2.92

Source: Data processed (2021)

Hypothesis testing 2

To test the second hypothesis which states that job satisfaction is suspected to have a dominant effect on employee performance at Suzuki Finance Banjarmasin. The results of the regression between the motivation variable (X_1) on employee performance as in the table above obtained the value of t $_{count}$ = 0.342 while t_{table} 2.042 so that H0 is accepted and Ha is rejected, it can be concluded that partially the motivation variable has no significant effect on employee performance at Suzuki Finance Banjarmasin.

The results of the regression between the variables job satisfaction (X_2) on employee performance as in the table above. shows t arithmetic = 5.788 while t_{table} 2.042 so that Ha is accepted and Ho is rejected, it can be concluded that job satisfaction has a positive and significant influence on employee performance at Suzuki Finance Banjarmasin.

The results of the regression between the variables of Work Discipline (X_3) on employee performance areas are in the table above. shows t arithmetic = 2.356 while t_{table} 2.042 so Ha is accepted and H0 is rejected, it can be concluded that partially the Work Discipline variable has a significant effect on employee performance at Suzuki Finance Banjarmasin. From the results of the analysis, it appears that hypothesis 2 proposed, namely the alleged variable job satisfaction has a dominant effect on employee performance at Suzuki Finance Banjarmasin has been proven (Accepted).

Table 6. t Test Results

Variable	t_{Count}	t_{Table}
Motivation	0.342	2.042
Job Satisfaction	5.788	2.042
work discipline	2.356	2.042

Source: Data processed (2021)

CONCLUSIONS

Based on the results of data processing and analysis as well as the discussion carried out in this study, based on the results of research with statistical tests that Simultaneously Motivation, Job Satisfaction, and Work Discipline have a significant effect on employee performance at Suzuki Finance Banjarmasin. Based on the results of research with statistical tests that partially only two variables, namely job satisfaction and work discipline, have a significant effect on employee performance. Based on the results of research with statistical tests job satisfaction has a dominant effect on employee performance at Suzuki Finance Banjarmasin.

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