

# The Effect of Job Satisfaction, Motivation and Organizational Climate on Employee Discipline PT Sinar Dewi Indah

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**Abstract:-** Every person who works in a company, must have discipline in work because if a company employees do not have a discipline at work, then the goals of the company or organization are difficult to achieve. This research was conducted on the employees of PT Sinar Dewi Indah, researchers want to know the factors that affect discipline and limit the factors of job satisfaction, motivation and organizational climate. Sampling using nonprobability techniques is a saturated sample or often called total sampling because the number of employees is 53 people. This research was conducted quantitatively by the method of multiple linear regression analysis, by testing the statistical test t- hypothesis by using SPSS version 25. The results showed that 78.8% of employee discipline was influenced by variables of job satisfaction, motivation and organizational climate, while the remaining 21.2% was influenced by other factors outside this research such as leadership, compensation, work environment, commitment organization. Job satisfaction, motivation and organizational climate together have a significant effect on employee discipline in PT Sinar Dewi Indah. This means that the higher job satisfaction, motivation and organizational climate, the higher the employee discipline.

**Keywords:-** Job Satisfaction, Motivation, Organization Climate and Employee Discipline.

## I. INTRODUCTION

The national cosmetics industry experienced a fairly high growth of more than 20% in 2017. This resplendent performance was due to huge demand from the domestic and export markets as the trend of people began to pay attention to body care products. That is why companies in the face of competition are required to have high- performance Human Resources (HR) and have high discipline will be able to answer the challenges faced by the company. Discipline is something that makes a person easier to do their job and be responsible for achieving their goals and the goals of the organization or company that have been agreed or determined beforehand. The results of the recapitulation of the accuracy of attendance in the last few years has decreased. This is shown by the results of learning during the

last three years which increasingly declined according to figure 1.

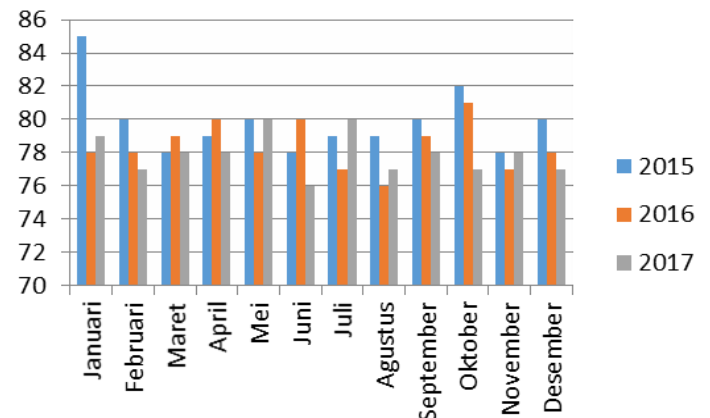


Fig 1:- The Accuracy of Attendance 2015/2016/2017  
 Source of: The Data is Processed by The Author from Human Resource of PT Sinar Dewi Indah 2018

The level of attendance that has been achieved by employees at PT Sinar Dewi Indah in 2015 amounted to 79.8%. While in 2016 there was a decrease in the level of discipline by 78.4%, in 2017 there was a decline in the level of attendance back from the previous year by 77.9%. Data for the last three years the number of employee warning letters in 2015 as many as 10 people got warning letters and in 2016 there was an increase in the issuance of warning letters to 12 people then in 2017 the issuance of warning letters was still the same as the previous year i.e. (that is) 12 employees who received warning letters where the number it is still relatively high and exceeds the company's tolerance limits.

All of the above shows low employee discipline towards the company, especially if discipline is interpreted as a strong desire for company goals. Through the results of the survey that affect the discipline of employees, it can be seen 3 main factors, namely job satisfaction, motivation and organizational climate which is a problem in the company, which is shown by the results of the lowest average of the results of other factors.

The purpose of this research was to determine and analyze the variables as follows: 1) The effect of job satisfaction on employee discipline of PT Sinar Dewi Indah, 2) Effect of Motivation on the Discipline of PT Sinar Dewi Indah, 3) The influence of organization climate on the discipline of the employees of PT Sinar Dewi Indah, 4) The effect of job satisfaction, motivation and climate of the organization simultaneously on employee discipline.

**II. THEORITICAL REVIEW**

**A. Employee Discipline**

This research is supported by theoretical sources that are appropriate to the problems that occur. Sutrisno (2011: 86) that things that affect discipline are the size of compensation, whether there is leadership model, leadership courage in taking action, leadership control is there or not, there is no concern for employees. Meanwhile, according to Rivai (2009: 824) Discipline is the most important HRM operative function, because the better employee discipline in the company, the higher the work performance can be achieved and according to Hasibuan (2009: 194) stated that discipline is interpreted if employees always come and go home right time, do all the work well, comply with all organization rules and norms that apply.

**B. Job Satisfaction**

According to Robbins and Judge (2013: 108) job satisfaction is a picture of positive feelings from individuals about their work, employees who are satisfied with their work, have high positive feelings about the work they run. Noe et al. (2015: 468) defines job satisfaction as a feeling of pleasure as a result of the perception that someone's work fulfills or enables the fulfillment of important work values for that person. Meanwhile, according to Luthan (2008: 431), job satisfaction has five dimensions of the Work It Self, Salary / wages (Pay), Promotion opportunities, Bosses (Supervision), Workers.

**C. Motivation**

According to Stoner (2010: 18) Motivation is a characteristic of human psychology that contributes to one's level of commitment. This includes the factors that cause, delivering, and maintain human behavior toward certain determination. According to Gibson (2009: 62) a person's performance is considered unsatisfactory, often caused by low motivation even though motivation is not the only factor that causes the low quality of one's work. David McClelland (1961) in Robbin & Judge (2013: 207- 208) which states about the Three Needs Theory that affects motivation, namely the need for Need of Achievement (nAch), Need of Power (nPo), Need of Affiliation (nAff).

**D. Organization Climate**

According to Stringer (2002) in Wirawan (2008: 15) concluded that there are six dimensions of organization climate namely structure, standards, responsibilities,

recognition, support and commitment. Wirawan's opinion (2008: 131) that organizational climate is the perception of members of the organization (individually and in groups) and those who are constantly in contact with the organization about what is or happens in the organization's internal environment on a regular basis, which influences organizational attitudes and behavior and member performance organization which then determines the performance of the organization. A conducive organization climate is very important to achieve organizational success. With a conducive climate will lead to job satisfaction and high commitment to every individual who works in the organization.

**E. Conceptual Framework**

Based on the description of the theory that has been presented before, then the research framework model can be made in this study as shown in figure 2:

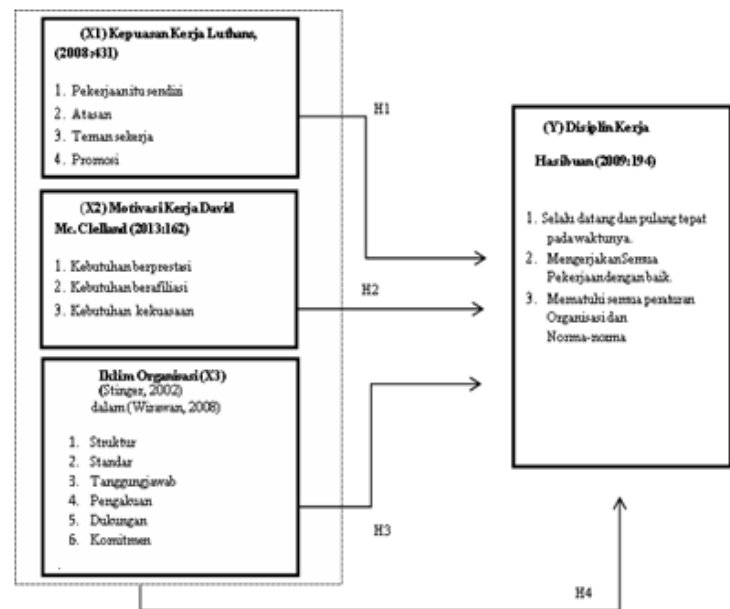


Fig 2:- Theoretical Framework  
Source: Theoretical Review

**F. Hypothesis**

Based on the theoretical review and frame of mind above, this research hypothesis can be formulated as follows:

- H1: Job satisfaction affects employee discipline.
- H2: Motivation affects employee discipline
- H3: Organizational climate influences employee discipline
- H4: Satisfaction, motivation and organizational culture altogether influence employee discipline.

**III. METHODOLOGY**

The sampling technique in this research uses saturated sampling where all members of the population are used as a sample that is all employees with a total of 53 people.

**IV. RESULTS AND DISCUSSION**

*A. Validate and Reliability*

The validity test results aim to prove the validity of the questionnaire questionnaire items. The value of  $r_{table}$  is 0.270 with a significant level of 5% ( $\alpha = 0.05$ ). A questionnaire is said to be valid if  $r_{count} > r_{table}$  with  $Sig. < 0.05$ . The results showed that the questionnaire statement of work satisfaction (X1), motivation (X2), organizational climate (X3), employee discipline (Y) showed the value of  $r_{count} > r_{table}$  with  $sig. < 0.05$ . Thus, the researcher concludes that all items of the questionnaire statement were declared valid as described in table 1 below.

Question	rcount	rtable	Information
P1	.868	0.270	Valid
P2	.770	0.270	Valid
P3	.799	0.270	Valid
P4	.804	0.270	Valid
P5	.918	0.270	Valid
P6	.904	0.270	Valid
P7	.824	0.270	Valid
P8	.809	0.270	Valid
P9	.895	0.270	Valid
P10	.926	0.270	Valid
P11	.724	0.270	Valid
P12	.771	0.270	Valid
P13	.847	0.270	Valid
P14	.783	0.270	Valid
P15	.844	0.270	Valid
P16	.724	0.270	Valid
P17	.529	0.270	Valid
P18	.524	0.270	Valid
P19	.837	0.270	Valid
P20	.771	0.270	Valid
P21	.820	0.270	Valid
P22	.714	0.270	Valid
P23	.680	0.270	Valid
P24	.746	0.270	Valid
P25	.852	0.270	Valid
P26	.808	0.270	Valid
P27	.788	0.270	Valid
P28	.793	0.270	Valid
P29	.783	0.270	Valid
P30	.621	0.270	Valid
P31	.822	0.270	Valid
P32	.793	0.270	Valid

Table 1:- Result of Validity Test

Source: Analyst Result with SPSS version 25

The reliability test of the questionnaire can be relied upon when the answers to the statement are consistent. Furthermore, the questionnaire can be relied upon if the Cronbach's Alpha value  $> 0.60$ . Therefore, the researcher concludes that all job satisfaction (X1), Motivation (X2), Organizational Climate (X3), and employee Discipline (Y) variables are reliable as explained in table 2 below.

Variable	Cronbach's Alpha	Criteria	Information
Job Satisfaction	0,938	0,6	Reliable
Motivation	0,925	0,6	Reliable
Organization Climate	0,853	0,6	Reliable
Employee discipline	0,910	0,6	Reliable

Table 2:- Result of Reliability Test

Source: Analyst Result with SPSS version 25

*B. Classic Assumption Test*

From the results of Table 3, the value of Kolmogorov-Smirnov is 0.080 with a significance of 0.114. Because the Kolmogorov-Smirnov significance value is  $0.114 > 0.05$ , it can be concluded that the data are normally distributed

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		53
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.54318473
Most Extreme Differences	Absolute	.114
	Positive	.045
	Negative	-.114
Test Statistic		.114
Asymp. Sig. (2-tailed)		.080 <sup>c</sup>

Table 3:- Normally Test

Source: Analyst Result with SPSS version 25

From the data it can be seen that the job satisfaction variable shows a tolerance value of 0.346 and a VIF value of 2.893. Work motivation variable shows tolerance value 0.352 and VIF value is 2.839. Organization Climate variables show a tolerance value of 0.411 and a VIF value of 2,431 so it can be concluded that the three independent variables used indicate a tolerance value  $> 0.10$  and a VIF value  $< 10$ , this means that there is no multicollinearity between job satisfaction, work motivation, and climate the organization used in the regression model.

Based on the results of the scatter plot in figure 3, it appears that the points do not form a clear pattern and the

points spread above and below the number 0 on the Y axis, it can be concluded that there was no heteroscedasticity. This means that the variables of job satisfaction, work motivation, and organization climate have spread data that from time to time is always consistent and it can be said that the data have the same variance or can also be called homocedasticity.

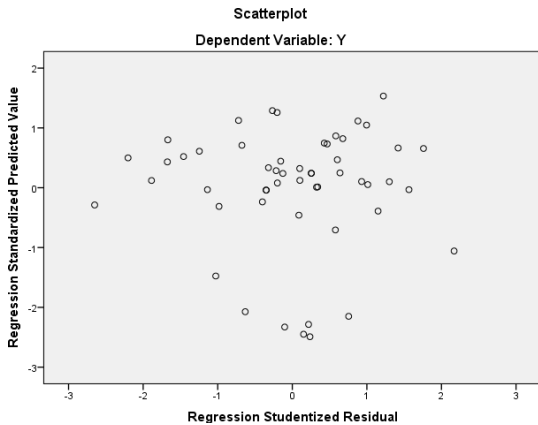


Fig. 3:- Heteroscedasticity Test

Source: Analyst Result with SPSS version 25

C. Multiple Linear Regression Test

A constant of 2.279 means that if job satisfaction (X1), motivation, (X2), and organization climate (X3) value is 0, then employee discipline (Y) the value is 2.277. Positive value constant means employee discipline will increase by influencing the variables of job satisfaction, motivation, organization climate. Regression coefficient variable Job satisfaction gives a value of 0.345 which means that if satisfaction is getting better with the assumption that other variables remain, employee discipline will increase. Motivation coefficient gives a value of 0.246 which means that if motivation is higher with the assumption that other variables remain, employee discipline will increase. Organization climate coefficient gives a value of 0.234 which means that if the organization climate gets stronger assuming other variables remain then employee discipline will experience an increase. The results of heteroscedasticity test show that the Scatterplot graph points do not form a specific pattern and spread randomly above and below the number 0 on the Y axis. Based on input independent variables of emotional intelligence, interest in learning and discipline. Multiple linear regression test in this research can be seen in figure 4 below.

Coefficients <sup>a</sup>			
Model		Tolerance	Collinearity Statistics
1	(Constant)		VIF
	Job Satisfaction	.346	2.893
	Motivation	.352	2.839
	Organizational Climate	.411	2.431

Table 4:- Multicolliearity Test  
Source: Analyst Result with SPSS version 25

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	td. Error	Beta		
1	Constant)	2.279	1.601		4.271	.000
	ob Satisfaction	.345	.082	.455	4.192	.000
	Motivation	.246	.082	.321	2.989	.004
	Organizational Climate	.234	.116	.200	2.014	.050

Table 5:- Multiple Linear Regression Test  
Source: Analyst Result with SPSS version 25

Based on Table 5 it can be seen that the regression equation formed is:

$$Y = 2,279 + 0,345 X_1 + 0,246 X_2 + 0,234 X_3 + e$$

**D. Determination Coefficient Test ( $R^2$ )**

Based on table 6 it was found that the value of R or the correlation of the magnitude of the independent variable job satisfaction, motivation, organizational climate together with the dependent variable Employee Discipline is 0.895 with a "very strong" relationship level. R Square or the coefficient of determination of 0.788 or 78%, shows that Employee Discipline is influenced by the three independent variables used in this study, namely, job satisfaction, work motivation, organizational climate. While the remaining 22% is influenced by other variables not included in this study such as the variable organizational commitment, leadership, career development, work environment, compensation, and others.

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 <sup>a</sup>	.800	.788	2.61988

Table 6:- Determination Coefficient Test ( $R^2$ ) Source: Analyst Result with SPSS version 25

**E. F Test**

Testing the effect of independent variables together on the dependent variable is done using the F test. The results of statistical calculations show the calculated F value = 65.513 By using a significance limit of 0.05, the significance value obtained is smaller than 0.05. This means that the hypothesis which states that simultaneously the variables of job

satisfaction, work motivation, organizational climate has an influence on employee discipline. So it can be concluded that job satisfaction, work motivation, organizational climate has a positive and significant effect on employee discipline simultaneously.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1348.996	3	449.665	513	.000 <sup>b</sup>
	Residual	336.325	49	6.864		
	Total	1685.321	52			

Table 7:- Result of F Test Source: Analyst Result with SPSS version 25

**F. Hypothesis Test (t-Test)**

Based on the data obtained, the t value of work satisfaction is greater than the value of t table, which is 4.192 > 2.700 with a significance value of 0.000 < 0.05. The value of t arithmetic work motivation is greater than the value of t table that is 2.989 > 2.700 with a significance value of 0.004 < 0.05. The value of t count of organizational climate is greater than the t value of the technique table 2.014 > 2.700 with a significance value of 0.050 < 0.05. Thus it can be concluded that job satisfaction, work motivation, organizational climate has a positive and significant effect on individual employee discipline.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	Constant)	2.279	1.601		4.271	.000
	Job Satisfaction	.345	.082	.455	4.192	.000
	Motivation	.246	.082	.321	2.989	.004
	Organizational Climate	.234	.116	.200	2.014	.050

Table 8:- Result of t-Test Source: Analyst Result with SPSS version 25



### G. Correlation between Dimensions

For the job satisfaction variable, the strongest dimension of the relationship is the dimension of the job itself in Employee Discipline, because it has a coefficient value of 0.869 (has a "very strong" relationship). While the level of relationship is being demonstrated by the salary / wage dimension of 0.596. For the Motivation variable, the strongest dimension of the relationship is the Need for affiliation in the Employee Discipline, because it has a coefficient value of 0.848 (has a "very strong" relationship). While the level of relationship is being demonstrated by the ruling dimension of 0.570. For organization climate variables, the strongest relationship dimension is the Support Dimension in Employee Discipline, because it has a coefficient value = 0.772 (has a strong relationship). While the low level of relationship is shown by the Structure dimension of 0.310.

## V. CONCLUSIONS AND SUGGESTIONS

### A. Conclusion

- There is a significant positive effect on job satisfaction variables on employee discipline variables. It can be concluded if job satisfaction increases, employee discipline will be remembered. And conversely if job satisfaction is low then employee discipline will decrease. The amount of the level of correlation between job satisfaction and employee discipline is as big as showing that there are still other factors that can be used as predictions to measure employee work discipline.
- There is a significant positive effect between motivation variables on employee discipline variables. It can be concluded that if motivation increases, employee discipline will also increase. And conversely if motivation is low then employee discipline will decrease. The large level of relationship between motivation and employee discipline where this shows that there are still other factors that can be used as predictions to measure employee discipline.
- Organization climate has a positive and significant effect on organization commitment of PT Sinar Dewi Indah. Which means that the more conducive to the organization climate of employees, the higher the discipline of employees of the company. To improve employee discipline by creating an organization climate through increasing each employee's sense of responsibility.
- Together there is a significant positive effect on the variables of job satisfaction, motivation, and organization climate on the variables of work discipline.

### B. Suggestions

- To improve work discipline, companies must pay attention to employee job satisfaction by providing rewards, improving employee skills, always directing work done according to company SOPs, creating

harmonious cooperation among employees. This can create employee satisfaction that affects the discipline of the company's employees.

- Management must be able to make programs that can arouse employee motivation or morale by making the place of work or the company a second home or second home of employees such as making regular monthly meetings and joint activities between the leadership of the company and all employees. These regular meetings are made so that employees feel comfortable and get to know each other better so they think of being one family. Examples of routine meeting activities such as Gala Dinner, intimacy night, Sport Activities such as futsal together, basketball, table tennis and badminton while together activities such as social activities of blood donors, visits to orphanages and nursing homes. with the aforementioned activities it is hoped that it can help encourage the spirit of cooperation and the familyship of employees in a short time. This can create employee motivation that affects employee work discipline.
- Management should be able to encourage employees to be sure that they can do a good job, so as to avoid work stress. The leaders are able to support them to find their own solutions first. If they really need help, then the leaders participate in providing assistance for their work problems through a coaching counseling program. All leaders always support them in doing their work. Make sure that they are not alone and are always ready to help them if they experience any difficulties. In this way, the leader can educate the employee's mentality as well as train the employee's confidence. This can create a culture of good organization climate that affects employee discipline.
- The management collaborates with the Human Resources Department to create human resource development programs related to the development of psychological aspects of employees such as making plans together for fun activities that involve all employees and company leaders as a joint activity so that togetherness can be established by all employees and their families. The program is packaged in a recreational event which is carried out in a pleasant atmosphere and is inserted with several forms of games / games (Rafting, Tubbing, Offroad), sports competitions, arts, door prizes and can also be adjusted to tourism program activities so that intimacy, togetherness between individuals and departments can be created. The employee and family togetherness program as a routine company program is held in accordance with the company's financial situation and condition. Outing or gathering activities will strengthen the relationship between superiors and employees and one employee with other employees, as well as cross-departmental relationships within the company.

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