

RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK DISCIPLINE WITH PERFORMANCE OF CIVIL SERVANTS' INSTITUTIONAL DEPUTY IN THE MINISTRY OF COOPERATION AND UKM REPUBLIC OF INDONESIA

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ABSTRACT

This study aims to determine the relationship between job satisfaction and work discipline with the performance of the Deputy 1 Civil Servant for Institutional Affairs at the Ministry of Cooperatives and SMEs of the Republic of Indonesia based on the 2014 Financial Audit Board (BPK) report which received the highest opinion without exception, resulting in increased performance caused by the factors of job satisfaction and employee work discipline. The population in this study amounted to 55 people and used a saturated sampling technique. Job satisfaction scale, there are 40 valid items and 8 items that fail with a reliability of 0.880. Based on the results of data analysis using the bivariate correlation between job satisfaction and performance, the correlation coefficient (r) is 0.543, then H_0 is rejected and H_a is accepted, meanwhile the work discipline scale has 28 valid items and 4 items that fail with a reliability of 0.874. . Based on the results of data analysis using the bivariate correlation between work discipline and performance, the correlation coefficient (r) is 0.603, then H_0 is declared rejected and H_a is declared accepted. Furthermore, the results of data analysis using multiple correlations (multivariate) between job satisfaction and work discipline with performance, obtained a correlation coefficient (r) of 0.701. 49.1%. So (H_0) which states "there is no relationship between job satisfaction and work discipline with the performance of the Deputy 1 Civil Servant for Institutional Affairs at the Ministry of Cooperatives and SMEs of the Republic of Indonesia". Rejected. Meanwhile, the alternative hypothesis (H_a) states that "there is a significant relationship between job satisfaction and work discipline with the performance of the Deputy 1 Civil Servant for Institutional Affairs at the Ministry of Cooperatives and SMEs of the Republic of Indonesia". Be accepted. So it can be concluded that the higher the job satisfaction and work discipline, the higher the employee's work performance.

Keywords: Job Satisfaction, Work Discipline, Performance.

A. BACKGROUND

In the current era of globalization, human resources play an important role in the progress of a country, meaning that if a country has good quality human resources, that country can advance and be able to compete with other countries, but vice versa if a country does not have adequate resources quality, the country is difficult to progress and will not be able to compete with other countries.

Human resources are the potential that is contained within an individual who is expected to be able to make the individual manage all the abilities that exist in him for the achievement of prosperity in a sustainable life order.

Quality human resources will make it easier for a company or organization to have employees with maximum work performance. One example of employees who have quality human resources is Civil Servants (PNS).

Civil Servants (PNS) as an example of employees who have the main element of quality human resources in a state institution. Civil Servants (PNS) have an important role in the success of governance and state development. Civil servants who are able to play this role are civil servants who have high competence and dedication to their work. To obtain quality human resources from its employees, a government agency should provide beneficial feedback for these employees in order to improve their performance.

Good performance will create optimal work. According to Benardin and Russell (in Donni Juni, 2014:269) suggest that performance is the result produced by certain job functions or certain work activities during a certain period of time. Employee performance is the work achieved by individuals in carrying out all tasks assigned to them to achieve work goals or targets.

Discipline comes from the English word "discipline" which means the rules that must be followed. According to Moekijat (1985) discipline is spiritual training or education and character development. Meanwhile, according to Handoko (2000:209) discipline is a management activity to carry out organizational standards. So, when it is concluded in general, discipline is a form of obedience and obedience to something that has been made. So it can be concluded that work discipline is to enforce work rules and regulations by instilling work norms ethics so as to create an orderly, safe, calm, and pleasant work atmosphere that will support the achievement of optimal productivity and work efficiency.

Work discipline must be owned by the state apparatus (PNS) because it involves the provision of public services. Civil servants are indicated to have high discipline, good performance, moral, professional, responsible and obedient to the state to provide maximum public services. The Indonesian government has paid special attention to efforts to improve the discipline of Civil Servants with the issuance of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline Regulations. This regulation is a substitute for Government Regulation Number 8 of 1974 concerning Civil Servant Discipline.

Civil servants as government officials are expected to always be ready to carry out the tasks that have become their responsibility with full work discipline, including the Deputy 1 Civil Servant for Institutional Affairs at the Ministry of Cooperatives and SMEs.

Deputy 1 Civil Servant for Institutional Affairs at the Ministry of Cooperatives and SMEs is required to be disciplined in work. Based on Presidential Regulation Number 24 of 2010 concerning the Position of State Ministries and the Organizational Structure, Duties and Functions of Echelon I of State Ministries articles 552, 553 and 554, namely: The Ministry of Cooperatives and Small and Medium Enterprises has the task of organizing affairs in the field of cooperatives and small and medium enterprises and medium in government to assist the President in administering the state.

Basically, Civil Servants are expected to always be ready to carry out the duties that have become their responsibility properly, but in reality, it often happens in a government agency, employees commit violations that cause the ineffective performance of the employees concerned.

Based on the description above, it can be seen how important a job satisfaction and work discipline are to improving the performance of civil servants so that the authors are interested in doing more research with the title: "The Relationship between Job Satisfaction and Work Discipline with the Performance of Deputy 1 Civil Servants for Institutional Affairs at the Ministry. Cooperatives and SMEs".

B. Performance

Performance in English is referred to as job performance or actual performance or level of performance which is the level of success of employees in completing their work (Donni Juni, 2014: 269).

Ardansyah (2014:155) performance is a result (output) of a certain process carried out by all organizational components for certain sources used (input). Furthermore, Ardansyah (2014: 155) also said that performance is also the result of a series of process activities carried out to achieve certain goals.

According to Mangkunegara (2000: 67) employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Meanwhile, according to Marihot (2002: 195) performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization.

Good performance will create optimal work. Employee performance is the work achieved by an individual in carrying out all the tasks assigned to him or her to achieve work goals or targets. According to Milkovich and Boudreau (in Donni Juni, 2014: 270), performance (work performance) is the level at which employees carry out their work in accordance with predetermined conditions.

Rivai and Sagala (2010: 604) performance is an action or activity of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, accountability or management accountability and the like.

Based on the definitions of performance that have been stated above, it can be concluded that performance is the result achieved by individuals in certain activities based on a certain period of time. Performance is not an individual characteristic but a manifestation of the real abilities that individuals have. Performance is the result of work achieved by employees in doing work that comes from an institution or organization.

1. Factors Affecting Performance

The factors that influence the achievement of performance according to Mangkunegara (2000:67) state that the factors that affect performance are psychological abilities and motivation factors. This is in accordance with the opinion of Keith Davis (in Mangkunegara, 2000:67) who formulates that:

$$\begin{aligned} \text{Human Performance} &= \text{Ability} + \text{Motivation} \\ \text{Motivation} &= \text{Attitude} + \text{Situation} \\ \text{Ability} &= \text{Knowledge} + \text{Skill} \end{aligned}$$

Explanation:

a. Ability factor (ability)

Psychologically, the ability consists of potential abilities (IQ) and reality abilities (knowledge + skill) which means that leaders and employees who have an IQ above average (IQ 110-120)

let alone superior, very superior, gifted and genius with adequate education for the position and skilled in doing daily work, it will be easier to achieve maximum performance.

b. Motivation factors (motivation)

Motivation is defined as an attitude (attitude) of leaders and employees to the work situation (situation) in the work environment. Employees who have a positive (pro) attitude towards their work situation will show high work motivation and vice versa if employees have a negative (counter) attitude towards their work situation it will show low work motivation. The work situation referred to includes, among other things, work relations, work facilities, work climate of leadership policies, work leadership patterns and working conditions.

According to Donni Juni (2014:270) there are two factors that affect job satisfaction, namely psychological abilities and motivational factors. The psychological ability factor consists of potential abilities called IQ (Intelligent Quotient) and reality abilities (knowledge and skills). This means that employees with high IQ and adequate education for their positions and skilled in doing daily work will find it easier for these employees to achieve the expected performance. Furthermore, the motivation factor is formed from the attitude of an employee in dealing with work situations. The mental attitude itself is a mental condition that encourages employees to strive for maximum work performance.

Based on the description above, it can be concluded that there are two factors that affect performance improvement, namely: a) Employee Ability, the abilities possessed by each employee are different from one another. Employees who have the ability and intelligence sufficient for their position and are skilled in carrying out their daily work will find it easier to achieve the expected performance increase. b) Motivation, the motivational factor is formed on the encouragement or attitude of employees in carrying out their work. With high motivation, it will encourage employees to improve their performance in order to achieve the goals desired by the organization.

2. Performance Appraisal

Performance appraisal refers to a formal and structured system that is used to measure, assess, and influence job-related traits, behavior, and work outcomes including attendance levels. Armstrong (in Donni Juni 2014:272) states that in general, performance management schemes are prepared using ratings and are determined after a performance appraisal is carried out. Armstrong further (in Donni Juni, 2014:272) explains that the ranking shows the quality of performance or competence displayed by employees by selecting the level on the scale closest to the assessor's view of how well the employee is performing.

Rival and Sagala (2010:604) state that performance appraisal can be used to suppress inappropriate behavior and to stimulate and enforce desired behavior, through feedback on performance results in time and reward, both intrinsic and extrinsic.

According to Mulyadi (in Rivai and Sagala 2010:604) the main purpose of job appraisal is to motivate employees to achieve organizational goals and to meet the standards of behavior that have been previously set, so as to provide the desired results by the organization.

With the performance appraisal, the leadership can get an objective basis to provide compensation according to the achievements that each responsibility center contributes to the company as a whole so that it can form motivation and stimulation in each section to work more effectively and efficiently (Rivai and Sagala 2010:604).

3. Performance Aspects

Basically, employee performance is measured in accordance with the interests of the agency, so that indicators in measurement are adjusted to the interests of the institution itself. According to Mondy et.al., (Donni Juni, 2014:271) states that performance aspects include the following:

a. Quantity of work

The quantity of work is related to the volume of work and work productivity produced by an employee in a certain period of time.

b. Quality of work

The quality of work is related to the consideration of accuracy, precision, neatness and completeness in handling tasks that exist within the organization.

c. Independence

Independence with regard to considering the degree of employee ability to work and carry out tasks independently by minimizing the help of others. Independence also illustrates the depth of commitment that employees have.

d. Initiative

Initiative with regard to considerations of independence, flexibility of thought, and a willingness to accept responsibility.

e. Adaptability

Adaptability refers to the ability to adapt, considering the ability to react to changing needs and other conditions.

f. Cooperation

Cooperation is concerned with considering the ability to cooperate with others.

Based on the opinion of Mondy et.all (in Donni June 2014:271) regarding performance aspects, namely the quality of work, quantity of work, independence, initiative, adaptability, and cooperation, it is hoped that individuals can improve performance in accordance with the goals the organization wants to achieve.

C. Job Satisfaction

Every individual who works expects to get satisfaction from his place of work. Job satisfaction is a reflection of employees' feelings about their work and everything they face in the work environment.

Mangkunegara (2000:117) describes that job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. While Jewell and Siegall (1998:267) job satisfaction is an attitude that arises based on an assessment of the work situation.

Job satisfaction is an individual thing because each individual has a different level of satisfaction from one another in accordance with the values that prevail in each individual. The level of job satisfaction can have different impacts for each individual. It really depends on the mental attitude of the individual concerned. The morale felt by each employee can result in high job satisfaction which in turn can achieve institutional goals.

According to Blum (in As'ad, 1997:104) job satisfaction is a general attitude which is the result of several specific attitudes towards job factors, adjustment and individual social relations outside of work.

Job satisfaction reflects employees' feelings about their work and everything they face in the work environment. According to Wexley and Yukl (1992:129) job satisfaction is the way a

worker views his job. Furthermore, Wexley and Yukl (1992:129) also say that attitude is defined as the orientation of feelings towards certain objects. The object in question is the daily work performed by employees. So that job satisfaction is a feeling that is felt by employees as a form of activity, role and rights in accordance with the feeling of being satisfied with their achievement.

Based on the definitions of job satisfaction that have been stated above, it can be concluded that job satisfaction is a collection of employee feelings towards various aspects of their work, which lead to certain behavior. Individuals who have a high level of job satisfaction will have a positive attitude towards their work so that they can achieve the goals desired by an institution.

1. Job Satisfaction Theory

Various kinds of research conducted by experts in seeking answers about employee job satisfaction. This is done because with job satisfaction, it can be seen about an employee's assessment of the feeling of liking or disliking his job. Wexley and Yukl (1992:130) state three theories about job satisfaction, namely discrepancy theory, equity theory and two factor theory.

a. Discrepancy theory

The theory of conflict this time was pioneered by Porter (in As'ad, 1995:105). Porter argues that measuring satisfaction can be done by calculating the difference between what should be and what is felt. Individuals will feel satisfied if there is no difference between what they want and their perception of reality, because the desired minimum limit has been met. According to Locke (in Donni Juni, 2014:298) explains that satisfaction or dissatisfaction with a number of aspects of work depends on the difference (discrepancy) with what according to his feelings and perceptions has been obtained or achieved through the desired conditions with actual conditions. Furthermore, Locke (in Donni Juni, 2014:298) says that individuals will feel satisfied if there is no difference between what they want and their perception of reality, because the desired minimum limit has been met. If what you get is greater than what you want, then people will be more satisfied. Although discrepancy, the farther the reality is that it is below the minimum standard so that it becomes a negative difference, the greater the employee's dissatisfaction with their work.

b. Equity Theory

According to Gibson et.all (1997:353) the theory of justice was first introduced by a professor at the University of North Carolina named J. Stacy Adams. This theory says that equity is a condition that comes to the mind of an employee if he feels that the ratio between effort and reward is in balance with the ratio of individuals compared to their efforts against other employees' benefits in the same work situation. This theory is based on the assumption that individuals are motivated by the desire to be treated fairly at work. Employees work to exchange rewards from within the institution. Employees will feel satisfied or dissatisfied, depending on whether the employee feels there is equity (equity) or not for a situation. The feeling of equity and in-equity for a situation is obtained by employees by comparing themselves with other people in the same class, office, or elsewhere (Donni Juni, 2014:299).

2. Aspects of Job Satisfaction

According to Locke (in Munandar, 2008:357) which explains the aspects of job satisfaction as follows:

a. Intrinsic Features of Work

According to Locke, the intrinsic characteristics of work that determine job satisfaction are variety, difficulty, number of jobs, responsibility, autonomy, control over work methods, diversity, and creativity. There is one element that can be found in the intrinsic characteristics of the above work, namely mental challenges.

b. Salary income, equitable reward

Job satisfaction is a function of the absolute amount of salary received by an employee, the degree to which the salary meets the expectations of the workforce, and how the salary is given. Using Adams' theory of justice, various studies have been carried out and one of the results is that people who receive a salary that is perceived as too small or too large will experience distress or dissatisfaction. The most important thing is to what extent the salary is perceived as fair by employees, if the salary is perceived as fair, the job demands, the individual skill level, and the salary standard that applies to certain groups of work, will result in job satisfaction.

c. Supervision

Locke (in Munandar, 2008:361) provides a theoretical framework for understanding job satisfaction with supervision. Locke (in Munandar, 2008:361) determines two types of relationships between superiors and subordinates, namely functional and overall relationships (equity). Functional relationships reflect the extent to which supervisors help the workforce, to satisfy work values that are important to the workforce. Whereas the overall relationship is based on interpersonal attraction which reflects similar basic attitudes and values.

d. Supporting colleagues

According to A.S Munandar (2008:362) job satisfaction in workers arises because a certain number of employees are in one work space, so that employees can talk to each other (social needs are met), give mutual attention and also provide guidance to colleagues. In workgroups where workers have to work as a team, their job satisfaction can arise because their high-level needs (self-esteem needs, self-actualization needs) can be met.

e. Favorable working conditions

Employees care about a good work environment for personal comfort and to make it easier to do a good job. Besides that, most officers prefer to work close to home, with more and relatively modern facilities, and with adequate tools and equipment. This will cause officers to feel that there is a reality of comfort and serenity at work.

For the purposes of this study, the aspects of job satisfaction used in this study are Locke's theory (in AS Munandar, 2008:357) which in this study will be used as a reference in preparing a job satisfaction scale consisting of job intrinsic characteristics, salary or supervision, co-workers and working conditions.

3. Job Satisfaction Impact

A.S Munandar (2008:363) states that there are several impacts of job satisfaction, namely:

a. Impact on Productivity

Productivity is influenced by many moderating factors besides job satisfaction. According to experts, job satisfaction is a result and not a cause of productivity. Lawler and Porter (AS Munandar, 2008:363) expect high productivity to cause an increase in job satisfaction only if the workforce perceives that intrinsic rewards (such as a sense of accomplishing something) and extrinsic rewards (such as salary) received are both fair and reasonable and are associated with superior performance. If the labor force does not perceive intrinsic and extraneous rewards

associated with performance, then an increase in performance will not be correlated with an increase in job satisfaction.

b. **Impact on Absenteeism (absenteeism) and Turnover**

Steers and Rhodes (in A.S Munandar, 2008:365) developed a model of the influence on presence. They see two factors in present behavior, namely motivation to be present and ability to be present. They believe that motivation to attend is influenced by job satisfaction. According to Mobley et.al., (in A.S Munandar, 2008:366) the level of job satisfaction correlates with thoughts of leaving a job, and that the intention to leave work is correlated with actually leaving the job.

c. **Impact on Health**

One of the important findings from a study conducted by Kornhauser (in AS Munandar 2008:367) on mental health and job satisfaction is that for all levels of position, perceptions and workforce that work requires effective use of the skills of the workforce in relation to health scores high mental. It is suspected that job satisfaction supports physical and mental levels and functions and that self-satisfaction is a sign of health.

D. Work Discipline

All government agencies must have standards of behavior that must be carried out in relation to work, both in writing and in writing, and want employees to comply with them in an effort to improve employee performance, but in reality as ordinary humans employees have weaknesses, namely undisciplined.

Nitisemito (2005:208) discipline is a management activity to carry out organizational standards. Meanwhile, according to Rivai and Sagala (2005:444) work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and availability of a person to comply with all company regulations and prevailing social norms.

The application of discipline in the institution is shown so that all employees in the agency are willing to voluntarily obey and obey all applicable rules and regulations without coercion. Employees who have high discipline will pay more attention to their welfare by the agency.

Keith Davis (in Mangkunegara, 2004:129) argues that work discipline is the implementation of management to reinforce organizational guidelines. With these organizational guidelines, employees are expected to work according to organizational rules and expectations and reduce irregularities in work so that the search for organizational goals will be easier.

According to Alvin (1996:34) Work discipline is an attitude and behavior that intends to obey all organizational rules based on self-awareness to conform to organizational rules. Meanwhile, according to Pandji Anoraga (2004:176) work discipline is the attitude of employees who always want to follow or comply with all regulations in work that have been determined by the company.

Based on the definitions of work discipline that have been stated above, it can be concluded that work discipline is behavior, the attitude of employees to carry out work activities in accordance with the rules and norms that have been set and agreed upon both verbally and in writing between employees and the institution where they work, and are able to receive sanctions if they violate the rules, duties and authorities given.

1. Types of Work Disciplines

Increased discipline is an important part of human resource management as an important factor in improving employee performance. There are several approaches to increasing discipline, namely:

a. Preventive Discipline

Marihot (2002:129) Preventive discipline is an effort to mobilize employees to follow and comply with work guidelines, the rules that have been outlined by the agency. The basic goal is to mobilize self-disciplined employees. With a preventive way, employees can maintain themselves against the laws and regulations.

According to Handoko (2005:208) preventive discipline is an activity carried out to encourage employees to follow various standards and rules, so that irregularities can be prevented.

Preventive discipline is a system that deals with the work requirements of all parts of the system in both government and private institutions. If the instasi system is good, it is hoped that it will be easier to enforce work discipline.

b. Corrective discipline

Corrective discipline is an activity taken to deal with violations of rules and try to avoid further violations (Handoko, 2005:209). According to Marihot (2002:129) corrective discipline is an effort to mobilize employees to unite regulations and direct them to comply with regulations in accordance with applicable guidelines in agencies.

According to Ahmad Nur (2012: 4) corrective discipline is an activity taken to deal with violations of rules and try to avoid further violations.

In corrective discipline, employees who violate discipline need to be sanctioned in accordance with applicable regulations. The purpose of giving sanctions is to improve the offender's employees, maintain applicable regulations and provide lessons to violators.

c. Progressive discipline

Progressive discipline is an action taken to provide an opportunity to correct mistakes that often occur. Repetition of the same mistakes will result in more severe penalties. Indisciplinary action can be carried out through a process of verbal warning, written warning, one week suspension, one month's suspension and if it continues to repeat, then there will be dismissal.

2. Factors of Work Discipline

Work discipline is an individual behavior to obey, respect and carry out the rules that have been established by the company, either in writing or not in writing, and receive all sanctions if a violation is committed. Work discipline reflects the amount of responsibility a person has for the tasks assigned to him.

According to Saydam (2002) there are several factors for employees who have work discipline, including:

- a. Regularity of hours of admission, return from work and rest.
- b. How to dress, and behave at work.
- c. Procedure.
- d. The order of what employees can and cannot do while in the office.

According to Pandji Anoraga (2001:46) so that work discipline can be upheld, there are several factors that are of concern, these factors are:

a. Time

Time is a resource that is different from other resources. Discipline is defined when employees always come and leave work on time. In an organization or agency the efficient use of time can improve production results. Activities or activities carried out based on careful time planning will be completed properly. Long working hours can be detrimental to the institution concerned because employees will not take the time available and can lead to work indiscipline.

b. Activity

In carrying out activities or activities, employees are required to have high responsibilities and work skills. Poor completion of tasks can harm the agency and employees themselves. Work discipline in relation to activities includes orientation to goals, efficient work methods accompanied by high responsibility and experience in completing a job that has a good impact on the quality of the products produced.

Based on the explanation above regarding the factors of work discipline, it is concluded that the main factors of work discipline are the presence, actions and behavior of employees while working in accordance with the rules and regulations that apply within the company.

CLOSING**a. Conclusion**

Based on theoretical studies and research results regarding the relationship between Job Satisfaction and Work Discipline with the Performance of Civil Servants, it can be concluded as follows:

1. There is a significant relationship with a positive direction between Job Satisfaction and Performance of Civil Servants of Deputy 1 for Institutional Affairs, Ministry of Cooperatives and SMEs of the Republic of Indonesia.
2. There is a significant relationship with a positive direction between Work Discipline and the Performance of Deputy 1 Civil Servants for the Institutional Sector of the Ministry of Cooperatives and SMEs of the Republic of Indonesia.
3. There is a significant relationship with a positive direction between Job Satisfaction and Work Discipline with the Performance of Deputy 1 Civil Servants for Institutional Affairs Ministry of Cooperatives and SMEs of the Republic of Indonesia.

b. Suggestion

Based on the results of data analysis and the conclusions of the research results, the authors propose several suggestions:

1. Theoretical Suggestions

For further research that is interested in doing the same research, it is recommended to consider other variables that also explain work performance such as employee ability, work motivation, work stress, organizational culture, leadership style, job characteristics and others.

2. Practical Suggestions

a. Job Satisfaction plays an important role in performance in improving civil servant performance, so agencies need to increase job satisfaction so that agency goals can be achieved more optimally, for example by increasing the diversity of skills, responsibilities, autonomy, providing feedback, regular income, bonuses, helping employees, personal engagement, attention and guidance of fellow colleagues, work locations and office facilities.

b. Work discipline also plays an important role in the performance of civil servants, so agencies need to maintain work discipline so that civil servant performance continues to increase and agency goals can be achieved more optimally, for example arrival on time, on

time, work duration, use of work equipment, use of time, achievement of work results comply with work procedures and agency regulations.

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