JOB SATISFACTION: IMPACT ON EMPLOYEE DISCIPLINE OF PT. SAGO NAULI SINUNUKAN

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Abstract:
This study focuses on the problem of job dissatisfaction which has an impact on the level of discipline of employees in the office division of PT Sago Nauli. The research object was chosen because of the frequent disciplinary problems that arise such as absenteeism, tardiness, and other violations due to job dissatisfaction. The research sample includes all office division employees, totaling 16 people. The research uses quantitative methods and data collection techniques through observation, questionnaires and is supported by secondary data. Data analysis used descriptive statistical analysis and simple linear regression analysis with the help of the SPSS 20 for windows program. The results showed that the level of job satisfaction of office division employees was still low. Partially, the variable job satisfaction (X) has a positive and significant effect on work discipline (Y) for office division employees at PT Sago Nauli.

Keywords: Job Satisfaction; Labor Discipline; Human Resource Management

INTRODUCTION
The development and innovation of increasingly global businesses requires businesses or organizations to continue to improve and innovate in order to survive and develop following technological developments (Ranganathan, 2021).

Human resources (HR) is one of the most important aspects in a company because they are the executors of all company activities. The success or failure of a company can be measured by how well its employees perform their duties or jobs. Without HR, no business can operate reliably. Therefore, it is necessary to start viewing HR as a company asset (Silviyanty, 2019). Especially in today's global era, improving the quality of human resources is one of the important steps for companies (Supriyanto et al., 2020).

Humans are the driving force and determinant of the organization in achieving its goals effectively and efficiently. Organizations not only expect employees who are competent and skilled, but most importantly expect employees who are willing to work hard and achieve maximum work results. But in practice, not all employees have the skills, competencies, and
work ethic to meet organizational expectations. One of the factors that most influence human resources is the discipline factor (Dwijantoro et al., 2022)

Discipline is the most important operational function of human resource management. Because the better the discipline of employees, the higher the work performance that can be achieved (Nurdiati et al., 2022) Discipline describes the state or attitude of respect for company rules and regulations (Sutrisno, 2019) Discipline is a person's awareness and willingness to follow all social rules and norms set by the company (Simarmata et al., 2021). A sense of responsibility for the duties assigned to employees can reflect good discipline. This supports the enthusiasm for work, work passion, and performance that the company will achieve (Nasution et al., 2022) Therefore, all leaders strive to instill good work discipline in their subordinates. One of the supporting factors for employee discipline is the variable satisfaction kerja (Simarmata et al., 2021).

Job satisfaction is an employee's attitude towards work as it relates to the work situation, cooperation between employees, and the rewards they receive at work, and it concerns physical and psychological factors (Sutrisno, 2019). Job satisfaction is personal, with the level of job satisfaction varying depending on the value system applied in each individual. An employee with higher job satisfaction will have a positive attitude towards his job, whereas someone with lower job satisfaction has a negative attitude towards his job. This is supported by the theory that states that "... Employee discipline is good if employees feel satisfied with their work" (Panjaitan, 2021). This is also supported by the results of research that shows that job satisfaction variables have a positive and significant effect on employee work discipline (Daud et al., 2020); (Sari et al., 2021).

The problem of job satisfaction is one of the problems that occur in an organization. Likewise for employees of the office division at PT Sago Nauli-Sinunukan. This can certainly trigger the practice of indiscipline in the work environment. Based on the author's observations on 16 employees of PT Sago Nauli-Sinunukan office division, there are still some employee discipline practices that are not in accordance with company standards such as disobedience to company regulations and policies, using rest hours more than the specified time, using work uniforms that are less appropriate than scheduled, and not carrying out duties according to instructions. In addition, one indication of less than optimal employee job satisfaction in the office division of PT Sago Nauli Sinunukan, can be seen from the fluctuating absence / absence of employees (up and down). This is in line with the theory that "dissatisfied employees tend to have high absenteeism rates" (Wardhani & Muhadjir, 2017).

Work indiscipline behavior that occurs indicates that there are high disciplinary problems committed by employees. This is a new responsibility for all parties to improve discipline in the company. From the problems that occur, the author is interested in researching about "Job Satisfaction: Impact on the Discipline of PT Sago Nauli Office Division Employees." "Does job satisfaction affect the discipline of employees of PT Sago Nauli's office division?"

The purpose of this study is "To determine the effect of job satisfaction on the discipline of employees of the office division of PT Sago Nauli." The benefit of research is to support Universitas Islam Indonesia to introduce and broaden students' horizons to the business world that are not obtained during the lecture process.
METHOD

In this study using a quantitative approach. Quantitative research methods are research methods based on positivist philosophy, used to study certain populations or samples, use research tools for data collection, and data analysis can be quantitative or statistical in nature that aims to test established hypotheses (Saragih et al., 2021) This study has two types of data sources, namely:

**Data primer**

Is data collected directly from surveyed respondents (Ernanda & Sugiyono, 2017) In this study, survey results and questionnaire results were collected as primary data.

**Secondary data**

Is data obtained or collected from various pre-existing sources (Amiruddin et al., 2019) Data is obtained from records and interviews and collected to provide data on company history, vision and mission, and organizational structure to complement and support primary data needed in research (Pali, 2000). In addition, there are secondary data in the form of documents needed for this study, such as company regulations, attendance data and late data for employees of PT Sago Nauli’s office division and others.

The data analysis method used in this study is statistical descriptive analysis and simple linear regression analysis with the help of data analysis tools in the form of SPSS for windows program version 20.0.

Descriptive analysis is a method of formulating data in the field that can clearly describe the data under study (Suharsono & Sari, 2019). This is done by making a distribution of the frequency of respondents' responses to job satisfaction variables and determining the range of assessment scores from respondents' responses. The way to calculate the score is the frequency of respondents who choose a certain scale multiplied by the amount of weight (selected value) then divided by the total respondents (Hanifa et al., 2019). As for the calculation can use the following formula:

\[ X = \frac{\text{Information} \cdot \text{scale weights}}{\text{scale weights}} \]

The next step is to use the score of each variable to calculate a range of scales to determine the respondent's position on the answer. The calculation of the scale range uses the formula proposed by (Hanifa et al., 2019) below:

Where:

- \( R_s \) = Scale Range
- \( R \) = Largest weight minus smallest weight
- \( M \) = Number of weight categories

This study uses a scale range of 1 to 5, so the calculation of the assessment scale range is:

\[ R_s = 0.8 \]

The scale range \((R_s)\) serves as the basis for decision making. Then researchers can sort the range of assessment criteria scale as follows:
Simple linear regression analysis is used to answer the second research objective, namely knowing whether there is a significant influence between one independent variable (job satisfaction) on the dependent variable (discipline) with the regression equation $Y = a + bX$. The unit of analysis in this study is defined as a specific unit that is interpreted as the subject of research and the target of the researcher (Nurudin & Hartati, 2019). Unit of analysis at the level of an individual or an employee. The subjects of this internship research were 16 employees of the office division of PT Sago Nauli. This study included population research, as all study populations were covered. This is supported by the opinion that "if the research subjects are less than 100, it should be taken all so that the study is considered a population study" (Choyrina et al., 2018).

RESULTS AND DISCUSSION

Observations were made around PT Sago Nauli Sinunukan work environment including offices and palm oil processing factories. The observation process is carried out by observing the work process, performance to employee habits during work time. The working environment at PT Sago Nauli's palm oil processing plant is divided into several divisions, ranging from office division, process division, laboratory division, warehouse division, maintenance & electrical division, heavy equipment & transport division, civil division, engineering workshop division, compost division, artha bureau division, and security division. From several areas in PT Sago Nauli's factory, the observation process focuses on the office division space where the object of research is located.

From the observations made, it can be seen that some employees have established good working relationships. This is reflected in the close employee relationships not only within the work environment but also outside the environment, so that cooperation between colleagues is good.

On the other hand, the author also saw some employees who complained about the working conditions they did. Employees feel their satisfaction at work decreases. This is felt because employees lack the same opportunity to improve their competencies and expertise. Promotion opportunities that occur in the work environment are still suboptimal. Some employees do not know clearly about the terms and conditions to get the opportunity to advance in work. In addition, some employees also look less optimal in completing the work given by superiors, this is influenced by ineffective communication between superiors to subordinates. There are still many employees who feel reluctant or dare not express their opinions to their superiors.
As a result of the less than optimal satisfaction they feel, it has an impact on the level of employee discipline. The existence of indiscipline actions that occur can be seen from the attitude of the work they do. Employees often go in and out of the work environment without prior permission, park private vehicles out of place, and there are even employees who do not come to work without prior notification to superiors. Of course, this is very influential on the productivity of the work they do in achieving company targets. In addition, job dissatisfaction experienced by employees is also seen in the administrative process of employees, especially the office division.

In the administrative process, it can be seen that office employees began to arrive at the office around 06.30-07.30 WIB. While the company's administration process has started at 07.00 WIB so there are still some employees who attend late. The following can be seen from the level of absenteeism and delay that the author has summarized within a period of 7 months, namely the period from January to July 2022 below:

![Figure 1 Employee Attendance Data of PT Sago Nauli office division](Source: Secondary Data, Processed, 2022)

Figure 1 shows that the percentage of employee absenteeism fluctuated in that period. In January the percentage of absenteeism was 6.54%, then 4 months after that the percentage decreased to 1.75%, and increased again in May to 9.52% and fell in June to 4.75%. Then in the last month it experienced an even higher increase to 11.19%.
Figure 3 shows that the employee delay rate in the period January to July 2022 fluctuated. At the beginning of January, the percentage of employee tardiness was 33.03%, then increased to 34.37% in February. However, in March the percentage decreased to 21.15% until June which was around 7.75% and again rose in July to 18.48%. This is certainly a problem because delays have increased in the last month.

Furthermore, in this administrative process, employees come using clothes or work uniforms that are in accordance with company regulations, namely: official uniforms (on Monday to Wednesday), batik uniforms (Thursday and Friday), and free uniforms (on Saturdays). However, there are still some employees who do not wear uniforms according to the specified schedule.

In the office division workspace, warm tea and drinking water are provided for employees to control employees' body fluids while working. Then during the break at 12.00 pm, office employees will go out and carry out dhuhr prayers for Muslims both by congregation at the factory mosque and returning to the official homes of each employee that has been provided by the company followed by lunch. Employees are required to come back to the office again at 14.00 WIB by continuing work activities and leave at 16.00 WIB except Saturdays. However, there are still some employees who use rest periods more than the specified hours. Apart from observation, this study also used a questionnaire method to obtain data information directly from the object of study. The distribution of this questionnaire was carried out to all employees of the office division of PT Sago Nauli.

A. Descriptive Analysis of Respondent Characteristics

This research was conducted at PT Sago Nauli Sinunukan. The number of respondents in this study was 16 people. The distribution of questionnaires was carried out to 16 employees of the office division and the number of questionnaires that were again eligible for processing was 16 (100% return rate). Here are the characteristics of respondents:

1. Characteristics of respondents by type Gender

<table>
<thead>
<tr>
<th>No.</th>
<th>Gender</th>
<th>Number of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Man</td>
<td>9</td>
<td>56,00</td>
</tr>
<tr>
<td>2</td>
<td>Woman</td>
<td>7</td>
<td>44,00</td>
</tr>
<tr>
<td>Sum</td>
<td></td>
<td>16</td>
<td>100,00</td>
</tr>
</tbody>
</table>

Source: Primary Data, (processed), 2022
Table 2 shows that the proportion of male employees is higher (56%) than female employees (44%). Gender has an influence on job satisfaction of men and women who have different tendencies. The results of previous studies have shown that women's job satisfaction is higher when compared to men's job satisfaction (Putra & Arlizon, 2021). This may be caused by various things including women who tend to be more obedient, loyal, and more focused on their work.

2. Characteristics of respondents by age

Table 3 shows that the proportion of employees aged 25-35 years is higher (56%) compared to employees aged 36-45 years (19%) and employees aged 46-55 years (25%). Age is one of the factors that can affect job satisfaction. This is in line with the theory that states that older employees feel more satisfied with their work compared to young employees (Mangkunegara, 2017). Previous research has shown that employees who are over the age of 40 years belong to the category of employees who have high job satisfaction (Zein et al., 2016).

B. Descriptive Analysis of Employee Job Satisfaction Level

Descriptive analysis is a method of formulating data in the field that can clearly describe the data under study (Suharsono & Sari, 2019). The method used by making a frequency distribution of respondents' responses to job satisfaction variables by determining the score range of respondents' responses. The way to calculate the score is the frequency of respondents who choose a certain scale multiplied by the amount of weight then divided by the total respondents (Hanifa et al., 2019).

Table 4 Range of Research Variable Scale Scores

<table>
<thead>
<tr>
<th>No</th>
<th>Shoes</th>
<th>Scale Range</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1</td>
<td>1,00 – 1,80</td>
<td>Very Low</td>
</tr>
<tr>
<td>2.</td>
<td>2</td>
<td>1,81 – 2,60</td>
<td>Low</td>
</tr>
<tr>
<td>3.</td>
<td>3</td>
<td>2,61 – 3,40</td>
<td>Keep</td>
</tr>
<tr>
<td>4.</td>
<td>4</td>
<td>3,41 – 4,20</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>5</td>
<td>4,21 – 5,00</td>
<td>Very High</td>
</tr>
</tbody>
</table>
Job Satisfaction: Impact on Employee Discipline of Office Division Pt. Sago Nauli Sinunukan

Source: Data processed, 2022

Based on the results of the questionnaire, it can describe the level of job satisfaction which consists of several dimensions according to (Zainal et al., 2018) including: Job content, Supervision, Organization and Management, Salary, Opportunities for Advancement, Coworkers, and Working Conditions. After analysis with the help of the program SPSS for Windows Version 20.0. Then the following results are obtained:

Table 6 Results of Descriptive Statistical Analysis

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Content</td>
<td>2</td>
<td>3.38</td>
<td>3.50</td>
<td>3.4400</td>
<td>.08485</td>
</tr>
<tr>
<td>Supervision</td>
<td>2</td>
<td>2.06</td>
<td>2.13</td>
<td>2.0950</td>
<td>.04950</td>
</tr>
<tr>
<td>Management and Organization</td>
<td>2</td>
<td>2.00</td>
<td>2.06</td>
<td>2.0300</td>
<td>.04243</td>
</tr>
<tr>
<td>Advancement Opportunities</td>
<td>3</td>
<td>1.81</td>
<td>1.94</td>
<td>1.8767</td>
<td>.06506</td>
</tr>
<tr>
<td>Salary</td>
<td>2</td>
<td>2.63</td>
<td>2.69</td>
<td>2.6600</td>
<td>.04243</td>
</tr>
<tr>
<td>Co workers</td>
<td>2</td>
<td>3.31</td>
<td>3.50</td>
<td>3.4050</td>
<td>.13435</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>2</td>
<td>2.56</td>
<td>2.69</td>
<td>2.6250</td>
<td>.09192</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: SPSS 20.0 Output, Primary Data, Processed 2022

C. Simple linear regression analysis

Simple linear regression analysis is used to answer the second research objective, which is to determine whether there is a significant influence between one independent variable (job satisfaction) and the dependent variable (discipline).

D. Employee Job Satisfaction Rate

From the results of data processing and analysis through the distribution of questionnaires to 16 employees, it can be obtained that the average job satisfaction level of employees of the PT Sago Nauli office division is 2.59%, which means it is in the low category (based on the range of assessment scales). There are seven dimensions that become benchmarks in measuring job satisfaction variables, namely job content, supervision, organization and management, salary, opportunities for advancement, colleagues and working conditions. These dimensions are the dimensions of satisfaction expressed by (Zainal et al., 2018).

Based on the results of the analysis, the proportion of co-worker dimensions showed the highest job satisfaction level score of 3.41%, while the proportion of the opportunity to advance dimension showed the lowest job satisfaction level score of 1.88%.

The co-worker dimension includes two indicators, namely teamwork satisfaction and satisfaction with co-worker support. Through these two indicators, employee response to the co-worker dimension is generally high. In particular, the indicator of satisfaction with teamwork ranges from 3.50%. This indicates a good level of job satisfaction in the company, as employees in
this study showed high levels of satisfaction with their coworkers based on the scale range scores used.

Coworkers are individuals or groups of people who work in the organization or company where they work, in which there is interaction between them and shows mutual reactions to other workers (Lestari et al., 2023). Coworkers act as formative colaborers to get work done, and they also become advocates of our work. A good colleague is one who accepts the results of our work and supports every decision made.

Job satisfaction can result from the level of interaction between workers. As social creatures, the existence of regular and continuous interactions in the work environment will make employees need each other's help. So that whether or not the interaction is comfortable will affect job satisfaction. For most employees, work not only serves to pursue money and achievements, but also fulfills the need for social interaction. Therefore, good co-worker relationships will provide employees with high job satisfaction (WILIANANDARI, 2017).

Analysis in the field shows that the co-worker relationship that occurs in the office division of PT Sago Nauli is good. Some of the employees seem to have a very close relationship outside of work, so that condition makes them feel satisfaction at work higher. The results of this study are in line with previous research which stated that there is a positive influence of co-worker relationships on employee job satisfaction (Nugraha & Suherna, 2019). Employees who have good working relationships have higher job satisfaction compared to employees who do not or lack good relationships with colleagues. However, not only the co-worker dimension can affect the level of employee job satisfaction, in this study the dimension of opportunity to advance is also very influential in the job satisfaction of employees of the PT Sago Nauli office division.

The dimension of opportunity to advance has three indicators, namely satisfaction with the opportunity for promotion, the promotion process, and the opportunity for competency improvement. By having these three indicators, in general employee responses to opportunities to advance are low. Notably, 1.81% of the results of statistical tests and scale range categories used, satisfaction of the opportunity to advance indicates that job satisfaction in the company is still not good. Promotion satisfaction is an employee's perception of one's opportunity to develop through promotion (Pitasari & Perdhana, 2018). Promotion opportunities are opportunities that employees have to advance in the company. These opportunities provide employees with intrinsic value that is a testament to their achievements. In addition, the opportunity to advance also means opportunities for personal growth, increased responsibility, and increased social standing.

Analysis in the field shows that promotions carried out in nurturing and developing employees are still very rare. Promotion is carried out based on the procedure established by the company. However, these procedures have not been optimally socialized, meaning that the procedures carried out have not been open to all employees. In order for the promotion process to be known and understood, it is hoped that through maximum socialization related to the
applicable terms and conditions, it can make it easier for employees to understand their opportunities to participate in promotion programs or not.

The results of this study are in line with previous research conducted by (Fadli, 2020), (Damayanti, S. &; Harini, 2018), (Magdalena &; Rulyati, 2019), finding that promotion has a positive and significant influence on job satisfaction. From this it can be concluded that with improvements or increased promotion will increase company job satisfaction as well.

E. The Effect of Job Satisfaction on Employee Work Discipline

Based on the results of the data analysis that the researchers conducted, it was found that the variable of job satisfaction had a positive and significant influence on the variable of work discipline of employees of the PT Sago Nauli office division. This can be seen from the value of the beta coefficient of 0.451 with a probability of 0.000 (p<0.05). The test shows a positive beta coefficient, so it can be interpreted that the higher the employee's job satisfaction, the higher the employee's work discipline. The direct effect of job satisfaction variables on work discipline was 45.1%.

If employees are satisfied with their work, salary, supervision, opportunities for promotion, labor relations, and many other things, they will work on time, and are willing to accept sanctions for violations committed. This means that the higher the job satisfaction of an employee, the higher the work discipline. Conversely, low job satisfaction leads to low employee work discipline.

Analysis on the ground shows dissatisfaction that occurs in some employees. This job dissatisfaction is often expressed with an attitude of neglect, this attitude can be seen from the percentage rate of employee absenteeism and tardiness which is still fluctuating in the period from January to July 2022. This is in line with the theory that states that "dissatisfied employees tend to have high absenteeism rates (Mangkunegara, 2017). This is also reinforced by the theory that posits that dissatisfaction is often expressed in various ways, one of which is neglect, this means allowing things to get worse, such as absenteeism, delay, and an increased rate of errors or violations (Robbins & Judge, 2017). The dissatisfaction that occurred was also seen from the findings of researchers who showed that the average job satisfaction of employees of the PT Sago Nauli office division was at a low level (based on an interval scale) of 2.59%.

Based on these findings, it can be concluded that low job satisfaction will have an impact on the level of discipline, especially increased employee absenteeism. Low job satisfaction has an impact, one of which is the impact on absenteeism, where absenteeism can be used as a measure of job dissatisfaction. There is a negative correlation between absenteeism and job satisfaction. Employees with high job satisfaction are always present to work, and vice versa, employees with low job satisfaction are often absent, reducing the productivity of a company (Rifai et al., 2022). The results of this study are also supported by several previous studies, namely: (Munthe, 2018), (Tiara & Prakoso, 2018), (Leina, 2019), (Anuar, 2020), (Yanti &; Trianasari, 2021), and (Lesmana, 2021) which stated that job satisfaction variables have a positive and significant influence on work discipline variables.

Job satisfaction is measured through several dimensions, namely job content, supervision, organization and management, salary, opportunities for advancement, co-workers, and working conditions. The seven dimensions of the variable are the reference submitted according to (Zainal et al., 2018). Improving the dimensions of job satisfaction can improve employee work discipline. This is because this dimension is perceived by employees through their experience in the
organization. The existence of job satisfaction creates positive feelings in employees and a positive attitude towards their work. This positive attitude affects the high work discipline of employees. Employees who are satisfied with work are more likely to be professional and uphold agreed work values.

When employees are satisfied with their work, employees feel more comfortable and focused in doing their jobs and when employees are not satisfied it will trigger behavior or actions that are intentional or not and of course violations increase and the level of company discipline decreases. Therefore, companies should be able to provide job satisfaction in the form of incentives or rewards to employees for the work done in order to further improve work discipline in employees.

**CONCLUSION**

This study aims to determine how job satisfaction affects the level of work discipline of PT Sago Nauli employees, especially office division employees. Based on the results of the analysis and observations in this study, it can be concluded: The results showed that the variable of job satisfaction (X) had a positive and significant influence on the variable of work discipline (Y).

**REFERENCE**


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