The Effect of Work Motivation, Work Discipline, and Work Environment on Employee Job Satisfaction at PT. Samudera Perdana Selaras

Efi Jayanti, Rara Ririn Budi Utaminingtyas[2], Umar Farouk

Business Administration Department, Politeknik Negeri Semarang, Semarang, Indonesia
Email: [2] rara_rbu@polines-ac.id

ABSTRACT

The objectives of this research were to analyze the influence of work motivation, work discipline and work environment on employees' job satisfaction at PT. Samudera Perdana Selaras. The methods of data collection used were questionnaire and interview. The technique of analysis used in this research was multiple linear regression analysis. The sample of this research consisted of 62 respondents and analytical method used were validity test, reliability test, classic assumption test, multiple linear regression, coefficient determination, t test and F test. The result of multiple linear regression analysis could be shown by the regression equation $Y = 0.837 + 0.382 X_1 + 0.267 X_2 + 0.239 X_3$. The coefficient determination of this research was 53.9%, which meant that the contribution of work motivation, work discipline and work environment on employees' job satisfaction was 53.9% and the remaining 46.1% was influenced by other variables which were not examined in this research. The result of this research shows that work motivation, work discipline and work environment had positive and significant influence on job satisfaction.

Keywords: Work Motivation, Work Discipline, Work Environment, Job Satisfaction

Pengaruh Motivasi Kerja, Disiplin Kerja, dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan di PT. Samudera Perdana Selaras

Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh motivasi kerja, disiplin kerja dan lingkungan kerja terhadap kepuasan kerja karyawan di PT. Samudera Perdana Selaras. Metode pengumpulan data yang digunakan adalah kuesioner dan wawancara. Teknik analisis yang digunakan dalam penelitian ini adalah analisis regresi linier berganda. Sampel penelitian ini terdiri dari 62 responden dan metode analisis yang digunakan adalah uji validitas, uji reliabilitas, uji asumsi klasik, regresi linier berganda, koefisien determinasi, uji t dan uji F. Hasil analisis regresi linier berganda dapat ditunjukkan oleh persamaan regresi Y = 0,837 + 0,382 X1 + 0,267 X2 + 0,239 X3. Penentuan koefisien penelitian ini adalah 53,9%, yang berarti bahwa kontribusi motivasi kerja, disiplin kerja dan lingkungan kerja pada kepuasan kerja karyawan adalah 53,9% dan sisanya 46,1% dipengaruhi oleh variabel lain yang tidak diperiksa dalam penelitian ini. Hasil penelitian ini menunjukkan bahwa motivasi kerja, disiplin kerja dan lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja.

Kata kunci: Motivasi Kerja, Disiplin Kerja, Lingkungan Kerja, Kepuasan Kerja

INTRODUCTION

In globalization era where business competition is getting tighter, companies or organizations must have professional management so the companies' goals can be achieved and the company is able to keep up with on going business development. Man is one of the important elements in management

besides money, materials, machines, methods and markets. Regarding with the element of management, Prianti (2018: 1) stated, "…. the success of various activities within the company in achieving its goal not only depends on the superiority of the available technology, the infrastructure owned, but also on the role of human resources that exist in the company, namely employees". In carrying out various company activities, a company leader needs to pay attention and maintain the spirit and passion of employees. Job satisfaction is one of the most important factors in influencing the spirit and passion of employees in carrying out work. Employees having high spirit will increase work productivity.

Paul Spector in Bajpai (2018: 50) stated, "Job satisfaction as what a person feels toward his job and various aspect of the job". Meanwhile, Locke in Bajpai (2018: 50) stated, "Job satisfaction as a satisfactory or positive emotional state resulting from good work judging or work experience". PT. Samudera Perdana Selaras which was established in 2004 is a transportation and shipping service company. In carrying out its business activities, job satisfaction is an important concern for the company.The company has several ways in order to increase employee job satisfaction, such as providing a decent salary, giving motivation to employees, creating a conducive work environment and making company regulation as employees work guidelines. However, in reality there are still many employees who feel dissatisfied at work.

Robbins in Sutrisno (2017: 81) stated, "Job dissatisfaction on workers or employees can be expressed in various ways. For example, besides leaving work, employees always complain, disobey the rules, avoid part of their job responsibilities". In addition, Handoko (2008: 197) stated, "Job satisfaction influences employee turnover and attendance rates. Lower job satisfaction will usually result in higher employee turnover. They are easier to leave the company and look for

opportunity in other company".There are several factors that influence employees' job satisfaction. The factors themselves in their role have different effects of satisfaction on employees depending on the personalities of each employee. Each employee has a different standard of satisfaction. Therefore, there is no definite measure of satisfaction.

According to As'ad(2008:115) factors influencing job satisfaction are psychological, social, physical and financial factors. Psychological factors are factors related to psychological condition of employees, which include interest, peace in work, attitudes toward work, talent, and skills. Second, social factors are factors associated with social interaction between coworkers, with their superiors, and employees with different types of work. Third, physical factors are factors related to the physical condition of the work environment and the physical condition of employees. The last is financial factors are factors related to collateral and employee welfare.Kreitner and Kinicki in Amirullah (2004: 219) stated, "Motivation is a psychological process which increases and directs behavior to achieve goals". The fulfilled needs and desires of employees can lead to employee work motivation. Because if the needs and desires have been fulfilled, then the employees will feel satisfied and work motivation will increase which is shown in work performance.

Besides work motivation, and work discipline which can influence employees' job satisfaction,Siagian in Sutrisno (2017: 86) stated, "Discipline shows a condition or attitude of respect that exists on employees towards the rules and regulations of the company". Employees' work discipline gives great benefits both to the company and employees because work discipline will ensure the effectiveness of the execution of duties and rules in the company. It can improve employees' job performance and job satifaction .Anggoro in Pribadi (2018: 29) stated, "Work environment is everything that exists around the employees and can affect

them in carrying out the tasks assigned". A conducive work environment will make employees feel comfortable and reduce theirfatigue.Therefore, it is expected to increase employees' job satisfaction.

The problem statements of this research are:
a. How is the influence of work motivation on employee job satisfaction at PT. Samudera Perdana Selaras?
b. How is the influence of work discipline on employee job satisfaction at PT. Samudera Perdana Selaras?
c. How is the influence of work environment on on employee job satisfaction at PT. Samudera Perdana Selaras?
d. How is the influence of work motivation, work discipline and work environment on employee job satisfaction at PT. Samudera Perdana Selaras?

Based on the statement of the problems, the objectives of this research are as follows:
a. To analyze the influence of work motivation on employees' job satisfaction at PT. Samudera Perdana Selaras.
b. To analyze the influence of work discipline on employees' job satisfaction at PT. Samudera Perdana Selaras.
c. To analyze the influence of the work environment on employees' job satisfaction at PT. Samudera Perdana Selaras.
d. To analyze the influence of motivation, work discipline and work environment simultaneously on employees' job satisfaction at PT. SamuderaPerdanaSelaras.

Literature Review
Job Satisfaction
Sutrisno (2017: 75) stated, "Job satisfaction is employee's attitude towards work related to work situation, cooperation between employees, rewards received, and matters relating to physical and psychological factors. Meanwhile, Handoko (2008: 193) stated, "Job satisfaction is pleasant or unpleasant emotional condition of employees regarding their work". Wexley and Yulk in As'ad (2008: 104) stated, "Job satisfaction is the way an employee feels about his or her job".

Work Motivation
Robbins and Judge (2017: 127) stated, "Motivation is a process that explains the strength, direction and perseverance of a person in an effort to achieve goals."According to Rivai (2011: 837) "Motivation is a series of attitudes and values which influence individuals to achieve specific things in accordance with individual goals". Meanwhile, Hasibuan (2009: 143) stated: Motivation is driving force whichcreates someone's enthusiasm to cooperate, work effectively to achieve satisfaction.

Work Discipline
Siagian in Sutrisno (2017: 86) stated, "Discipline shows a condition or attitude of respect that exists on employees towards the rules and regulations of the company". Whereas according to Singodimedjo in Sutrisno (2017: 86) stated, "Discipline is the attitude of willingness and compliance of someone to keep and obey the norms of regulations that apply around it". Sutrisno (2017: 87) stated, "Discipline is a respectful attitude towards company rules and regulations, which are within the employee, which causes him to be able to adjust himself voluntarily to company regulations and provisions'.

Work Environment
Rivai in Pribadi (2018: 28) stated:The work environment is an organizational element as a social system that has a strong influence in establishing individual behavior in the organization and influences organizational performance. Meanwhile, according to Sedarmayanti (2018: 2): The work environment is the entire tooling equipment and materials faced, the

surrounding environment in which a person works, the method of work, and work arrangements both as individuals and groups.

METHODS OF RESEARCH

Object of this research is PT. Samudera Perdana Selaras, located on Madukoro Raya street, Ruko Semarang Indah Blok DXI 2A-B, Tawangmas, West Semarang, Central Java. Sampling technique used in this research is purposive sample. The researcher used EMKL Division and Logistic Division as the samples of the research with the total 62 respondents. The data sources used in this research were primary data and secondary data. Collecting data methods usedwere questionnaire and interview. Multiple linear regression and classic assumption test were used to test this research hypothesis.

RESULTS AND DISCUSSION
Validity Test

Validity test was used to measure the validity of a questionnaire. If the significance test < 0.05 or r count > r table then the item or question wss stated as valid. Based on the validity result that r count > r table (0.2500) and significance test < 0.05, then the instrument was declared as valid.

Reliability Test

Reliability Test is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time. A construct or variable is said to be reliable if it gives the value of Cronbach Alpha > 0.70.

Table 1
Reliability Test Result

No	Variables	Alpha Value
1.	Work Motivation	0.766
2.	Work Discipline	0.776
3.	Work Environment	0.823
4.	Job satisfaction	0.868

Source : Primary data processed, 2019.

Based on the table 1, it can be seen that each variable has an Alpha value of more than 0.70. Therefore, it can be concluded that all statements of each variable are reliable.

Classic Assumption Test
Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. To detect the presence or absence of multicollinearity in the regression model, it can seen from the value of tolerance and the variance inflation factor (VIF). It can be said there is no multicollinearity if tolerance is above 0.10 and the Variance Inflation Factor (VIF) is less than 10.

Table 2
Multicollinearity Test

| Variables	Collinearity Statistics	
	Tolerance	**VIF**
Work Motivation	0.495	2.021
Work Discipline	0.644	1.552
Work Environment	0.614	1.630

Source : Primary data processed, 2019.

There are no independent variables which have tolerance value <0.10 and the VIF > 10. Then it can be concluded that there is no multicollinearity between independent variables in the model.

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model occured inequality residual variance from one another observations. To test the heteroscedasticity is used Scatterplot.

Picture 1
Heteroscedasticity Result
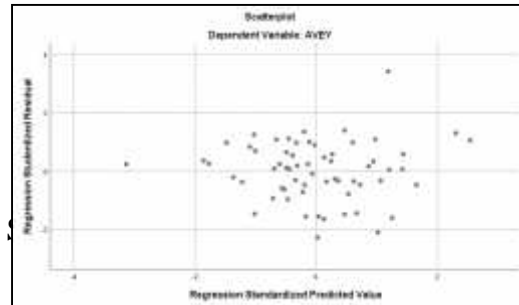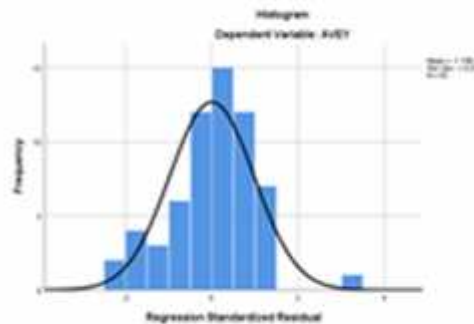

Source : Primary data processed, 2019.

From the picture 1, there is no clear pattern, and the dots spread above and below number 0 on the Y axis. Then, it can be concluded that there is no heteroscedasticity indication in the model.

Normality Test

Graph Analysis

The normality test aims to test whether in the regression model, the disturbing or residual variables have a normal distribution. To test the normality using graph analysis (Histogram and Normal Probability Plot) and statistical analysis (Kolmogorov-Smirnov).
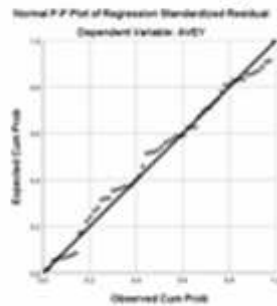

Picture 2
Histogram

Source: Processed primary data, 2019.

Picture 3
Normal Probability Plot

Source: Processed primary data, 2019.

According to the histogram graph, the data spread close to histogram line. Similarly with the P-Plot Regression, it can be seen that the dots spread around the diagonal line and follows the direction of the diagonal line. Then, it shows a normal distribution.

Statistical Analysis

Kolmogorov Smirnov test is more accurate method to test the normality than those two models. The data interpreted as a normal distribution while the number of significant more than 0,05.

Table 3
Normality Test
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	62
Test Statistic	0.078
Asymp. Sig. (2-tailed)	.200[c,d]

Source : Processed primary data, 2019.

The result shows the significant value is 0.200. Therefore, it indicates that the data in this research has a normal distribution because Asymp.Sig> 0.05.

Linearity Test

The linearity test used the SPSS version 25.0. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05.

Table 4
Linearity Test Result

No.	Variable	Sign. Linearity	Sign. Value
1.	$Y*X_1$	0,00	0,05
2.	$Y*X_2$	0,00	0,05
3.	$Y*X_3$	0,00	0,05

Source : Processed primary data, 2019.

From the table 4, it can be seen that between the independent variable and dependent variable there was a linear relationship because the significance value of linearity is below < 0.05.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to predict the position of the dependent variable if two or more independent variables as predictive factors manipulated.

Table 5
Multiple Linear Regression Result

Model	Unstandardized Coefficients			Standardized Coefficients
	B	Std. Error		Beta
(Constant)	0.837	0.874		
Work Motivation (X1)	0.382	0.117		0.404
Work Discipline (X2)	0.267	0.117		0.247
Work Environment (X3)	0.239	0.114		0.232

Source : Processed primary data, 2019.

Table 5 shows the result of multiple linear regression, then the equation can be written as follows:

Y= 0.837 + 0.382 X_1 + 0.267 X_2 + 0.239 X_3

The regression equation above can be explained as follows:

1. Constant = 0.837
   It shows the level of job satisfaction when the level of work motivation, work discipline and work environment ignored or zero.
2. Work Motivation Coefficient = 0.382
   If the work motivation variable has increased, while the work discipline and work environment are considered constant, then it will increase job satisfaction by 0.382. The coefficient is positive, it means positive relationship between X1 with Y, the higher the work motivation, the higher the employees' job satisfaction.
3. Work Discipline Coefficient = 0.267

If the work discipline variable increases, while the work motivation and work environment are considered constant, then it will increase job satisfaction by 0.267. The coefficient is positive, it means positive relationship between X2 with Y, the higher the work discipline, the higher the employee job satisfaction.

4. Work Environment Coefficient = 0.239
   If the variable job satisfaction increases, while the work motivation and work discipline are considered constant, then it will increase job satisfaction by 0.239. The coefficient is positive, it means positive relationship between X3 with Y. The higher the job satisfaction, the higher the employees' job satisfaction.

The Coefficient of Determination (R^2)

The coefficient of determination (R2) aims to measure how far the model's ability to explain variations in the dependent variable.

Table 6
Coefficient Of Determination Result

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749[a]	0.562	0.539	0.38946

Source: Processed primary data, 2019.

The value of Adjusted R2 was 0.539 or 53.9%. It shows that the variables of work motivation, work discipline, and work environment are capable of contributing influence on the employees' job satisfaction 53.9%, while 46.1% is influenced by other variables outside the model or variables which are not examined in this research.

Partial/t Test

T tests is used to determine how far the independent variables influence (partially) dependent variable with a significance level of 0.05.

Table 7
Partial/t Test Result

Independent Variable	T count	T table	Sig.
Work Motivation (X1)	3.269	2.00030	0.002
Work Discipline (X2)	2.285	2.00030	0.026
Work Environment (X3)	2.093	2.00030	0.041

Source : Processed primary data, 2019.

The hypothesis of partial test (t test) are explained as follows:
1. Work Motivation
    H_{01} : Work motivation has no significant influence on employee job satisfaction. (H_{01}: $_1$=0)
    H_{a1} : Work motivation has significant influence on employee job satisfaction. (H_{a1}: $_1$ 0)

From Table 7, it can be seen that t count of work motivation was 3.269 and t Table was 2.00030 and also the significance was less than 0.05 (0.002 < 0.05). Therefore, H_0 is rejected and H_a is accepted. It can be concluded that work motivation has significant influence on job satisfaction.

2. Work Discipline
    H_{02} : Work discipline has no significant influence on employees' job satisfaction. (H_{02}: $_2$=0)
    H_{a2} : Work discipline has significant influence on employees' job satisfaction. (Ha_2: $_2$ 0)

Based on Table 7, it can be shown that t count of work discipline was 2.285 and t

table was 2.00030 also the significance was less than 0.05 (0.026 > 0.05). Therefore, H_0 is rejected and H_a is accepted. It can be concluded that work discipline has significant influence on job satisfaction.

3. Work Environment
    H_{03} : Work environment has no significant influence on employees' job satisfaction. (H_{03}: $_3$=0)
    H_{a3} : Work environment has significant influence on employees' job satisfaction. (Ha_3: $_3$ 0)

From Table 7, t count of work environment was 2.093 and t table was 2.00030 also the significance was less than 0.05 (0.041 < 0.05). Therefore, H_0 is rejected and H_a is accepted. It can be concluded that work environment has significant influence on job satisfaction.

Simultan/F Test

The F test is used to determine whether the independent variables together influence the dependent variable.

Table 8
Simultan/F Test Result

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	11.270	3	3.757	24.767	0.000[b]
Residual	8.798	58	0.152		
Total	20.068	61			

Source : Processed primary data, 2019.

The hypothesis of partial test (t test) are explained as follows:

H_{04} : Work motivation, work discipline and work environment simultaneously have no significant influence on employees' job satisfaction.
(H_{04} : $_1 = {}_2 = {}_3 = 0$)

H_{a4} : Work motivation, work discipline and work environment simultaneously have significant influence on employees'job satisfaction.
(H_{a4} : $_1$ $_2$ $_3$ 0)

It can be seen the value of F count > F table (24.767 > 2.76) and the significance value 0.000 < 0.05, then H_0 is rejected and H_a is accepted. It means that work motivation, work discipline and work environment simultaneously have significant influence on employee job satisfaction.

Discussion

The analysis of the results of this research can be explained as follows:

a. The Influence of Work Motivation on Job Satisfaction
The result of this research found significant influence between work motivation on job satisfaction with value of t count > t table (3.269 > 2.00030) and the significance value 0.002 <0.05. It shows that the higher work motivation, the higher the employees' job satisfaction at PT. Samudera Perdana Selaras. On the contrary if work motivation decreases, job satisfacition will also decrease.

b. The Influence of Work Discipline on Job Satisfaction

The result of this research found significant influence between work discipline on job satisfaction with t count > t table (2.285 > 2.00030) and the significance value 0.026 < 0.05. It shows that the higher employees' work discipline, the higher the employees' job satisfaction at PT. Samudera Perdana Selaras. If work discipline decreases, employee job satisfaction will also decrease.

c. The Influence of Work Environment on Job Satisfaction.
The result of this research found significant influence between work environment on job satisfaction with t count > t table (2.093 >2.00030) and the significance value 0.041 < 0.05. It shows that the better work environment, it will increase employees' job satisfaction at PT. Samudera Perdana Selaras. On the contrary if work environment decreases, employee job satisfaction will also decrease.

d. The Influence of Work Motivation, Work Discipline and Work Environment on Job Satisfaction.
The result shows that work motivation, work discipline and work environment simultaneously have significant influence on employee job satisfaction. It is indicated by the value of F count > F table (24.767>2.76) and the significant value 0.000 > 0.05. This result indicates that the higher work motivation, work discipline and work environment, the higher employee job satisfaction at PT. Samudera Perdana Selaras. On the contrary, if work environment, work

discipline and work environment decreases, employees' job satisfaction will also decrease.

Implications Of The Research

a. Work motivation has 10 question items where the average of the respondents' responses are good but the question item "The company provides an additional salary for overtime employees" has the lowest average score. Employees assume that the company does not provide additional salary for all overtime employees. It is only given to certain employees. Accordingly, it does not meet their expectations. Therefore, the company needs to pay special attention on it by considering to give additional salary to all overtime employees. It will increase employees' job satisfaction.

b. Work discipline has 8 question items where the average of the respondents' response is good but the statement "I leave the office according to the determined time" has the lowest average score. Some employees leave the workplace more than the work hour. To solve this problem the company needs to increase the productivity of its employees, by providing training and evaluating employees' performance.

c. Work environment has 10 questions and the lowest score statement is "My workplace is far from noise". Employees assume that their workplace is closed to noise. This will disrupt the focus of employees at work and it is dangerous for employees' health and safety. In order to protect the ear from a high sound source, personal protective equipments are required such as earplugs to hold the sound in high intensity.

CLOSING
Conclusions.
There are some conclusions of this research, as follows:

a. The regression coefficient model : $Y = 0.837 + 0.382 X1 + 0.267 X2 + 0.239 X3$

b. Simultaneously, both independent variables have significant influence on the dependent variable.

c. The contribution of independent variables on dependent variable is 53.9% and the remaining 46.1% is influenced by other variables.

d. Work motivation has a positive and significant influence on job satisfaction.

e. Work discipline has a positive and significant influence on job satisfaction.

f. Work environment has a positive and significant influence on job satisfaction.

Suggestions.
The suggestions that could be given to the company are as follows:

a. To increase work motivation, the company can consider giving additional salary to all overtime employees, not just to employees in certain part.

b. To improve employees work discipline, the company needs to increase the employees' productivity by providing training and evaluating employees performance.

c. To protect the ear form a high sound source, personal protective equipments are required such as earplugs to hold the sound in high intensity.

BIBLIOGRAPHY
Amirullah and Budiyono, Haris. 2004. *Pengantar Manajemen*. Yogyakarta: Graha Ilmu.

As'ad, Moh. 2008. *Seri Ilmu Sumber Daya Manusia Psikologi Industri*. Yogyakarta: Liberty Yogyakarta.

Bajpai, Vivek dan Sweksha Rajpot. 2018. *Impact of Employees Motivation on Job Satisfaction and Organizational Commitment at Balco*. Global Journal of Engineering Science and Research Management (GJESRM). Raman University, India. 45-58.

Handoko, T. Hani. 2008. M*anajemen Personalia & Sumberdaya Manusia Edisi 2*. Yogyakarta: Universitas Gadjah Mada.

Hasibuan, Malayu S.P. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.

Pribadi, Teddi. 2018. *Pengaruh Lingkungan Kerja dan Motivasi Terhadap Kepuasan Kerja Karyawan PT Matahari Department Store Cabang Thamrin Plaza Medan*. Volume: 7 No.1.

Prianti, Atika. 2018. *Pengaruh Kedisiplinan dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Pada PT. Hyup Sung Indonesia, Purbalingga*.

Institut Agama Islam Negeri (IAIN) Purwokerto.

Rivai, Veithzal and Eva Jauvani Sagala. 2011. *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori ke Praktik*. Jakarta: Rajawali Press.

Robbins SP and Judge. 2017. *Perilaku Organisasi*. Jakarta: Salemba Empat.

Sedarmayanti, 2018. *Tata Kerja dan Produktivitas Kerja Suatu Tinjauan Dari Aspek Ergonomi Atau Kaitan Antara Manusia dengan Lingkungan Kerjanya*. Bandung: CV. Mandar Maju.

Sutrisno, Edy. 2017. *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.