



The Influence of Work Discipline and Job Satisfaction on Employee Performance of Class II B Jombang Correctional Institution (Case Study on Administrative Employees)

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ABSTRACT

The importance of work discipline and job satisfaction in improving employee performance at the Class II B Jombang Correctional Institution, especially administrative employees. This study aims to identify and analyze the effect of work discipline and job satisfaction on employee performance at the institution. The research method used is a quantitative approach with explanatory research type. The study population consisted of 48 administrative employees at the Class II B Jombang Correctional Institution, with a saturated sample technique involving the entire population. Data were collected through a questionnaire with a 5-point Likert scale and analyzed using multiple linear regression with the help of SPSS software version 25. The results showed that work discipline and job satisfaction have a positive and significant influence on employee performance. Good work discipline and high job satisfaction significantly improve employee performance at Class II B Jombang Correctional Institution. The Adjusted R Square value of 0.256 indicates that the work discipline and job satisfaction variables together explain 25.6% of the variability in employee performance, while the rest is influenced by other factors outside this study.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

1. Introduction

The success of an organization is highly depend on the utilization of human resources (HR) as the main indicator of target achievement. The role of human resources is crucial in accordance with the development goals stated in Law No. 5/2014 on State Civil Apparatus, especially in article 11, which regulates the duties of state civil apparatus employees, including in advancing state politics. This task is carried out by civil service officials in accordance with laws and regulations, legal norms, and professional standards and service quality assurance. HR is a vital asset for an organization to achieve its goals. This group of people, if not managed properly, will result in suboptimal performance. Therefore, HR management must be optimal so that they feel comfortable in their duties and achieve maximum results (Endang & Kustini, 2020). Employees are the most important asset for an organization that must be managed properly for the sustainability and achievement of organizational goals.

An organization must focus on the performance of its employees, where employees who understand their duties and responsibilities well usually show the best performance. Performance is defined as the successful completion of work in accordance with an agreement within a certain time, which shows the ability of employees to carry out their duties according to organizational expectations (Hendra, 2020). One of the factors that affect performance is work discipline, which reflects the ethical respect of employees for applicable rules and standards. Work discipline provides benefits for both organizations and employees,

because it helps maintain order and smooth implementation of tasks, thereby achieving optimal results (Hartono & Siagian, 2020). Employees with high discipline tend to have better performance than those with less discipline (Onsardi & Putri, 2020). Hartatik (2018) emphasizes that discipline is a manager's tool to change behavior and increase employee awareness of company rules and social norms. Good employee discipline shows that the organization is able to maintain loyalty and work quality.

Work discipline is not only about following the rules, but also includes a commitment to achieving a defined standard of performance. Dubrin (2013) states that good work discipline can increase employee efficiency and productivity, with disciplined employees tend to be more productive and rarely make mistakes (Irma, 2020). Previous research shows varied results regarding the effect of work discipline on employee performance. Some studies, such as the one conducted by Kurnia (2020), found a positive relationship between work discipline and employee performance. However, other studies such as the one conducted by Siahaan (2021) did not find a significant relationship. Apart from work discipline, job satisfaction also affects employee performance. According to Mangkunegara (2016), job satisfaction includes how satisfied an employee is with his job, including aspects of salary, working conditions, relationships with coworkers, and opportunities for development. Employees who are satisfied with their jobs tend to show better performance, with job satisfaction increasing motivation and commitment to the organization, which has a positive impact on their performance.

According to Handoko (2020), job satisfaction is defined as employees' feelings about how pleasant or not their work is, which is reflected in the results of their work. Employee performance can be achieved if the factors that influence it are accepted and accommodated properly by all employees in the organization. Sutrisno (2013) identifies factors that affect job satisfaction, including opportunities for development, job security, salary, company and management, and intrinsic factors of the job. Locke (1976) states that job satisfaction is the result of employees' perceptions of the extent to which their jobs meet or exceed their expectations. Satisfied employees tend to be more motivated, less absent, and less likely to leave work. Research by Judge et al (2001) showed a positive correlation between job satisfaction and employee performance. A study by Yuningsih et al (2022) found that employees with high levels of job satisfaction tend to have better performance. Medina (2017) also showed a close relationship between job satisfaction and performance, especially in organizations that emphasize employee welfare. However, research by Noorhayati (2019) and Amal (2022) showed that the relationship between job satisfaction and employee performance is not always significant and may be influenced by other mediators such as organizational commitment and motivation.

The Class II B Correctional Institution in Jombang, East Java, has a long history of managing prisoners with complex challenges. The research focus on this institution is based on the need for trained human resources to manage stressful and risky situations. Work discipline and job satisfaction were selected as important variables as both affect the performance of prison officers. In addition, this research is made due to the lack of human resource management studies focusing on the performance of correctional institution employees. Research by Purwanto (2023) at Class II A Jember Correctional Institution shows that work discipline has a positive and significant influence on employee performance, while Rusyda et al (2020) at Class II A Bulukumba Correctional Institution found that the effect was not significant. Indiati (2023) at Class II A Salemba Jakarta Prison shows that job satisfaction has a significant effect on employee performance, while Jayasinga (2020) at Class 1 Bandar Lampung Prison found that the effect was not significant. The inconsistency of these results indicates the need for further research with the title "The Effect of Work Discipline and Job Satisfaction on Employee Performance of Class IIB Jombang Correctional Institution".

2. Methodology

This research uses a quantitative approach, which according to Sugiyono (2022), is a type of research that is systematic, planned, and structured from the beginning to the making of the research design. This type of research is explanatory research, which aims to explain the relationship between the variables studied. The population of this study consisted of 38 employees, using a saturated sample so that the entire population was sampled. The measurement scale used is a 5-point Likert scale, with data collection methods through distributing questionnaires and documentation. This study used primary and secondary data, and

data analysis was carried out using multiple linear regression with SPSS software version 25. The research subjects were employees of the Jombang Class II B Correctional Institution, located on Jl. KH. Wahid Hasyim No.155, Kaliwungu, Jombang District, Jombang Regency, East Java, 61419.

The population in research is the whole object to be studied (Arikunto, 2016). In this study, the population used was the administrative staff of the Class II B Jombang Correctional Institution, totaling 48 employees. The details are 12 structural employees, 7 administrative employees, 13 Binandik and Giatja employees, 5 Kantib employees, and 11 KPLP employees (Source: Bag. Kepegawaian Lapas Kelas II B Jombang, June 31, 2024). This study uses a saturated sample technique, where all members of the population are sampled (Sugiyono, 2019). The saturated sample technique was chosen because the population studied was less than 100 people, so all 48 employees of the administrative logistics section of the Class II B Jombang Correctional Institution were used as samples.

3. Results and Discussion

3.1. Results

3.1.1. Multiple Linear Regression Analysis

Regression analysis is used to predict the extent to which the value of the dependent variable changes when the independent variable is manipulated (Sugiyono, 2018). In this study, multiple regression analysis was used to evaluate the effect of Work Discipline (X1) and Job Satisfaction (X2) on Performance (Y).

Table 1. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	25.657	12.298		2.086	.043
X.1	1.340	.470	.360	2.848	.007
X.2	2.235	.783	.361	2.854	.007

Source: Processed Data SPSS 24 (2024)

Based on the table above, the multiple linear regression equation is obtained as follows: $Y = 25,657 + 1,340 X_1 + 2,235 X_2$. The results of this analysis show that: 1) The constant of 1.301 indicates that if X1 (Work discipline) and X2 (Job satisfaction) remain constant, then Turnover Intention is 1.301. 2) The X1 (Work Discipline) value of 1.340 shows a positive relationship with Employee Performance (Y), which means that the higher the Work Discipline, the higher the Employee Performance at the Class II B Jombang Correctional Institution, and vice versa. 3) The X2 (Job Satisfaction) value of 2.235 also shows a positive relationship with Employee Performance (Y), which means that the higher the Job Satisfaction, the higher the Employee Performance, in accordance with employee expectations of the commitment provided by the agency.

3.1.2. Partial t Hypothesis Test

The t-test is used to determine whether there is an influence between variable X and variable Y, or to measure the extent of the influence of independent variables (Ghozali, 2018). The results obtained from the researcher's analysis are as follows:

Table 2. Partial t Test

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	25.657	12.298		2.086	.043
X.1	1.340	.470	.360	2.848	.007
X.2	2.235	.783	.361	2.854	.007

Source: Processed Data SPSS 24 (2024)

Based on table 2, the work discipline variable has a regression coefficient value of 1.340 which is positive and a significance value of 0.007 <0.05, indicating that work discipline has a positive and significant effect on employee performance. This means that work discipline has a positive and significant effect on the performance of employees of the Correctional Institution Class II B Jombang..

The job satisfaction variable has a positive regression coefficient value of 2.235 and a significance value of 0.007 <0.05, indicating that job satisfaction also has a positive and significant effect on employee performance. This means that job satisfaction has a positive and significant effect on the performance of Class II B Jombang Correctional Institution employees.

3.1.3. R² Test

The R² value ranges from 0 to 1 (0 ≤ R² ≤ 1). The greater the R² value close to 1, the better the regression model is in explaining the dependent variable. In contrast, the closer to 0, the less the independent variables as a whole can explain the dependent variable. The results obtained from the researcher's analysis are as follows:

Table 3. R² Test

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.536 ^a	.287	.256	5.452

Source: Processed Data SPSS 24 (2024)

Based on table 3, the coefficient of determination expressed by Adjusted R Square is 0.256 or 25.6%. This means that the work discipline and job satisfaction variables simultaneously contribute 25.6% to the employee performance variable, while the remaining 74.4% is influenced by other variables outside this study.

3.2. Discussion

3.2.1. The Influence of Work Discipline on Employee Performance at Class II B Correctional Institution Jombang

Based on the results of inferential analysis, a high level of work discipline has a positive effect on employee performance at the Jombang Class II B Correctional Institution. These result indicates that employees' perception of work discipline at the institution is high. Good work discipline leads to good employee performance at the Class II B Jombang Correctional Institution. From the descriptive test results, the employee performance variable shows an average score of 4.21, which is categorized as "high." The highest indicator is "I try to update my knowledge." The highest indicator is "I try to update my work-related knowledge," which indicates that employees who gain experience in their work tend to make a positive contribution, thus improving employee performance at this institution.

This research is in line with a study conducted by Putri (2017) The results of the study concluded that job satisfaction has a positive and significant effect on employee performance. These findings support the results of the current study, showing that both work discipline and job satisfaction are important factors affecting employee performance in correctional institutions.

From the test results and review of previous research that shows similar results, it can be concluded that the higher a work discipline is applied, the higher the employee performance. However, if the work discipline applied is not in line with job expectations or needs, then employee performance will decrease. This shows the importance of effective work discipline management to ensure the improvement of employee performance at the Correctional Institution Class II B Jombang.

3.2.2. The Influence of Job Satisfaction on Employee Performance at Class II B Correctional Institution Jombang

The result of inferential analysis shows that a high level of job satisfaction has a positive impact on employee performance at the Correctional Institution Class II B Jombang. This indicates that employees' perceptions of job satisfaction at the institution are high. When employees are satisfied with the work

environment and the compensation they receive, they tend to perform better. From the descriptive research, the job satisfaction variable obtained an average score of 4.21, which is categorized as "high." The highest indicator was "I feel satisfied in my work environment and compensation". The highest indicator is "I feel satisfied in the compensation provided by the agency," with a score of 4.27. This means that employees work sincerely and wholeheartedly for the Class II B Jombang Correctional Institution.

This research is consistent with a study conducted by Putri (2017) The result of the study shows that job satisfaction has a positive and significant influence on employee performance. This finding supports the results of the current study, which confirms that job satisfaction is an important factor that influence employee performance in correctional institutions. Furthermore, this study shows that job satisfaction not only improves individual employee performance, but also contributes to a more harmonious and productive work atmosphere overall. When employees feel valued and satisfied with their work, they are more likely to show high commitment and contribute to the maximum. It is important to create a supportive work environment, where every employee feels motivated to give their best to the institution.

From the test results and review of previous research that show similar results, it can be concluded that the higher the level of job satisfaction, the better the employee performance. However, it is also important to ensure that job satisfaction is balanced with other factors such as work discipline and effective management. Therefore, the management of Class II B Jombang Correctional Institution should continue to work on improving employee job satisfaction through fair compensation policies, a conducive work environment, and clear career development opportunities. This will ensure that employee performance remains optimal and the institution can achieve its goals more efficiently.

4. Conclusion

This study shows that job satisfaction and organizational commitment have a significant influence on employee performance at PT Pos Indonesia (Jombang Branch). The results of the analysis show that work discipline makes an expected contribution to employee performance at the Class II B Jombang Correctional Institution. With good work discipline, employee performance at this institution will increase significantly. Similarly, job satisfaction makes a significant contribution to employee performance. When employees are satisfied with their jobs, their performance will improve, having a positive impact on the overall operation of the institution.

In order to improve employee performance, it is suggested that employees complete work according to the time determined by the leader. Work discipline needs to be improved so that employees work harder to achieve agency goals. Job satisfaction also needs to be improved by adjusting employee salaries according to workload and applicable rules in the Permenkumhan. For future research, it is recommended to develop other variables such as workload, work stress, work motivation, and work ability, which can affect employee performance in correctional institutions.

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