

The Influence of Job Satisfaction and Work Discipline on Employee Performance

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ABSTRACT

PURPOSE - This study aims to analyze the influence of job satisfaction and work discipline on employee performance at Citra Oleh-Oleh Bandar Lampung.

METHODOLOGY - This study uses a quantitative approach with a causal associative research design. The population in this study were all 33 employees of Citra Oleh-Oleh Bandar Lampung, with a sampling technique using saturated sampling. Data were collected through a questionnaire with a Likert scale and analyzed using multiple linear regression analysis with the help of the SPSS program.

FINDING - The results of the study indicate that job satisfaction has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, and job satisfaction and work discipline simultaneously have a positive and significant effect on employee performance at Citra Oleh-Oleh Bandar Lampung. These findings indicate that increasing employee job satisfaction and work discipline can encourage optimal performance improvement. Therefore, companies are advised to continue to pay attention to aspects of job satisfaction and the consistent implementation of work discipline to improve employee performance and support the achievement of company goal.

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INTRODUCTION

Human resources (HR) are a strategic factor that significantly determines an organization's success in achieving its stated goals. In an era of increasingly competitive business, organizations are not only required to have quality products and effective marketing strategies, but also to be able to manage human resources professionally and sustainably. Hasibuan (2020) states that human resources are the integrated capabilities of an individual's intellect and energy, directed toward achieving organizational goals. This statement emphasizes that employee quality is a key asset that directly contributes to organizational success.

Employee performance is a crucial indicator in assessing the effectiveness of human resource management. Mangkunegara (2019) defines employee performance as the quality and quantity of work achieved by an individual in carrying out tasks in accordance with assigned responsibilities. Optimal performance indicates that employees are able to work effectively, efficiently, and responsibly. Conversely, low performance can impact productivity, service quality, and the organization's image in the eyes of customers. Therefore, improving employee performance is a primary focus in human resource management (Armstrong & Taylor, 2020).

One internal factor that plays a crucial role in improving employee performance is job satisfaction. Robbins, Stephen, P. dan Timothy (2018) explain that job satisfaction is an individual's positive feelings toward their job, which emerges from evaluating various aspects of the job, such as the work itself, the pay system, promotion opportunities, relationships with coworkers, and support from superiors. Employees who are satisfied with their jobs tend to have high work motivation, strong organizational commitment, and greater loyalty, which positively impacts performance (Luthans, 2018).

Empirical research results indicate that job satisfaction has a significant relationship with employee performance. Research conducted by Ghaniyyu Nafinoor & Ali Alam (2022) found that job satisfaction has a positive and significant effect on employee performance. This finding aligns with Robbins, Stephen, P. dan Timothy (2018) finding that job satisfaction is a primary determinant of positive work behavior. However, research by Nurhandayani (2024) shows that job satisfaction has no significant partial effect on employee performance, although it does have a positive simultaneous effect. These differences in research findings indicate that the influence of job satisfaction on employee performance is contextual and influenced by organizational characteristics and the work environment.

Besides job satisfaction, work discipline is also a fundamental factor influencing employee performance. Rivai (2019) defines work discipline as an individual's awareness and willingness to comply with all applicable organizational regulations and social norms. Work discipline is reflected in punctuality, adherence to working hours, responsibility in completing tasks, and compliance with superiors' directions. According to Mathis & Jackson (2019), a good level of work discipline will encourage consistent work behavior and increase the effectiveness of task execution.

Research conducted by Alam & Putri (2023) shows that work discipline has a positive influence on employee performance. Although in some contexts, this influence is partially insignificant, work discipline still plays a crucial role in shaping professional and responsible work behavior, particularly in service organizations. Citra Oleh-Oleh Bandar Lampung is a business engaged in the production and sale of bread and regional souvenirs which was established in 2023. This company employs 33 people. Employees are spread across various positions and departments according to operational needs. The majority of employees are in the production department, accounting for 45.5% of the total workforce. This indicates that production is the company's core activity. Furthermore, the marketing and operations departments also have a significant number of employees, given their role in supporting marketing and providing direct customer service. This human resource structure demonstrates that employee performance, particularly in the production and service departments, significantly determines product quality and customer satisfaction.

However, based on initial observations at Citra Oleh-Oleh Bandar Lampung, several human resource issues were still identified, such as late employee attendance, lack of adherence to work schedules, and declining motivation and initiative in providing services. These

conditions indicate that employee job satisfaction and discipline are not yet optimal, potentially impacting overall employee performance. This research is novel because it was conducted on a regional souvenir processing and sales business, which has distinct characteristics compared to large manufacturing companies and government agencies, which have often been the subjects of previous research. Furthermore, this research was conducted in a post-pandemic context, where work patterns, motivation, and employee discipline have changed, particularly in business sectors that rely heavily on direct customer interaction (OECD, 2021).

This study uses the Organizational Behavior Theory Robbins, Stephen, P. dan Timothy (2018) as the main foundation (grand theory), which explains that individual behavior in organizations is influenced by job satisfaction and work discipline, which in turn impacts employee performance. Furthermore, Human Resource Management Theory (Rivai, 2020) and Performance Theory (Mangkunegara, 2021) are used to strengthen the conceptual relationship between job satisfaction, work discipline, and employee performance. Therefore, this study is important to conduct to empirically examine the influence of job satisfaction and work discipline on employee performance at Citra Oleh-Oleh Bandar Lampung.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is one of the most widely studied work attitudes in human resource management research because it is directly related to employee behavior and performance. Robbins, Stephen, P. dan Timothy (2018) define job satisfaction as an individual's positive feelings about their job resulting from an evaluation of various job characteristics. Job satisfaction reflects the extent to which employees feel happy, comfortable, and fulfilled through their work. In the context of modern organizations, job satisfaction is influenced not only by financial factors but also by non-financial aspects such as work relationships, career development opportunities, and superior support. Luthans (2018) explain that employees with high levels of job satisfaction tend to demonstrate better motivation, strong organizational commitment, and a tendency to deliver optimal performance. Conversely, low job satisfaction can result in decreased work enthusiasm, increased absenteeism, and decreased performance. Based on the latest theory and empirical research, the job satisfaction indicators in this study refer to Robbins, Stephen, P. dan Timothy (2018). Job satisfaction is reflected through several key dimensions, including satisfaction with the job itself, which represents the level of comfort and interest employees have in their tasks and responsibilities; satisfaction with salary, which relates to employees' perceptions of the fairness and adequacy of the compensation received; satisfaction with promotion opportunities, which indicates the availability of career advancement and self-development prospects; satisfaction with coworkers, which reflects the quality of interpersonal relationships and cooperation in the workplace; and satisfaction with supervision, which refers to the level of support, attention, and clarity of direction provided by superiors. These indicators are considered comprehensive as they capture both intrinsic and extrinsic aspects of job satisfaction, thereby providing a holistic understanding of employees' attitudes toward their work.

Work Discipline

Work discipline is a crucial factor in ensuring the order and effectiveness of employee work. Rivai & Sagala (2021) define work discipline as an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. Work discipline reflects an employee's level of responsibility in carrying out tasks according to established

standards. In production- and service-oriented organizations, work discipline plays a strategic role because it is related to punctuality, work consistency, and compliance with operational procedures. Mathis & Jackson (2019) state that good work discipline will encourage an orderly and productive work environment, thereby sustainably improving employee performance. Work discipline also serves as a managerial control tool to direct employee behavior toward organizational goals. Consistent and fair implementation of work discipline will increase employees' sense of responsibility and encourage professional work behavior. Based on the literature of the last five years, the work discipline indicators in this study refer to Rivai & Sagala (2021). Work discipline is reflected through several key dimensions, including compliance with company regulations, which indicates employees' adherence to established policies and standards; punctuality, which relates to discipline in attendance and timely completion of tasks; responsibility for tasks, reflecting employees' seriousness and commitment in completing their work properly; compliance with superior orders, which shows the willingness to follow instructions in accordance with leadership direction; and work ethics, which represent professional behavior characterized by politeness, honesty, and integrity. These indicators collectively describe the level of employee discipline in maintaining order and supporting organizational effectiveness.

Employee Performance

Employee performance is the primary variable that serves as the ultimate goal of this research. Mangkunegara (2019) states that employee performance is the work results achieved by an individual, both in quality and quantity, in accordance with their assigned responsibilities. Performance reflects the level of success an employee has in carrying out their duties and roles within the organization. From a modern management perspective, employee performance is not only assessed based on work results, but also on the work process and behavior demonstrated during the job. Aguinis & Burgi-Tian (2023) explains that employee performance is a function of ability, motivation, work attitude, and a supportive work environment. Therefore, employee performance is significantly influenced by job satisfaction and work discipline. Based on the latest theory and empirical research, employee performance indicators in this study refer to Mangkunegara (2019). Employee performance is reflected through several key dimensions, including quality of work, which indicates the level of accuracy, neatness, and conformity of results to established standards; quantity of work, which relates to the amount of output completed within a certain period; responsibility, which reflects employees' awareness and accountability in carrying out assigned tasks; cooperation, which represents the ability to work effectively with colleagues; and initiative, which shows the capacity of employees to take proactive actions and complete tasks without waiting for direct instructions from superiors. These indicators provide a comprehensive framework for assessing employee performance in both individual and collaborative contexts.

METHODOLOGY

This study uses a quantitative approach with a causal associative design that aims to test the causal relationship between job satisfaction (X_1) and work discipline (X_2) on employee performance (Y). The study was conducted at Citra Oleh-Oleh Bandar Lampung with research objects including job satisfaction, work discipline, and employee performance. The study population was all 33 employees of Citra Oleh-Oleh Bandar Lampung, and the entire population was sampled using a saturated sampling technique (census). The data used were quantitative data sourced from primary data through the distribution of questionnaires to

respondents as well as secondary data from company documents and supporting literature. The questionnaire was compiled using a five-level Likert scale and has undergone validity and reliability tests to ensure the feasibility of the research instrument.

The data analysis technique was carried out quantitatively with the help of the SPSS program through several stages, namely descriptive statistical analysis, research instrument testing (validity and reliability), classical assumption testing (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, hypothesis testing (t-test and F-test), and the coefficient of determination (R^2). Regression analysis was used to determine the direction and magnitude of the influence of job satisfaction and work discipline on employee performance, both partially and simultaneously. All stages of this analysis were carried out systematically so that the research results could be interpreted objectively, accurately, and scientifically accountable.

RESULTS AND DISCUSSION

Descriptive Test

Data quality testing in this study was carried out through validity and reliability tests to ensure that the research instrument in the form of a questionnaire was suitable for use as a measuring tool. The validity test was carried out using Pearson Product Moment correlation at a significance level of 5% ($\alpha = 0.05$) with an r table value of 0.344, and the results showed that all statement items in the variables of job satisfaction (X1), work discipline (X2), and employee performance (Y) had a positive calculated r value, greater than the r table, and a significance value <0.05 , so that all items were declared valid. Furthermore, the reliability test using the Cronbach's Alpha method showed that each variable had a very high Alpha value, namely 0.847 for job satisfaction, 0.875 for work discipline, and 0.891 for employee performance, all of which were above the minimum limit of 0.60. Thus, it can be concluded that this research instrument is not only valid but also reliable, so that the data obtained is consistent, trustworthy, and suitable for use in analysis at the next stage.

Table 2. Summary of Respondents' Responses to Research Variables

No	Variables	Number of Indicators	Average Percentage (%)	Category
1	Job Satisfaction (X1)	10	81.7%	Good
2	Work Discipline (X2)	10	88.0%	Very good
3	Employee Performance (Y)	10	86.0%	Very good

Source: Processed Primary Data, 2025

Based on Table 2, it can be seen that in general the respondents' responses to all research variables are in the good to very good category. The job satisfaction variable (X1) obtained an average percentage of 81.7% which is included in the good category, indicating that employees generally feel quite satisfied with their work, work environment, and the support provided by the company. Furthermore, the work discipline variable (X2) has the highest average percentage of 88.0% with a very good category, indicating that employees have demonstrated a high level of compliance, responsibility, and discipline in carrying out their duties. Meanwhile, the employee performance variable (Y) obtained an average percentage of 86.0% and is included in the very good category, reflecting that employees are able to work

effectively, productively, and responsibly. Overall, these results indicate that good conditions of job satisfaction and work discipline are in line with the high level of employee performance at Citra Oleh-Oleh Bandar Lampung.

Classical Assumption Test

Based on the Summary Table of Classical Assumption Test Results, it can be seen that all basic assumptions in the regression analysis have been met properly:

Table 3. Summary of Classical Assumption Test Results

No	Test Type	Tested Variables	Testing Criteria	Test Results	Conclusion
1	Normality Test	Unstandardized Residual	Asymp. Sig. (2-tailed) > 0.05	Asymp. Sig. = 0.152	Normally distributed data
2	Multicollinearity Test	Job Satisfaction (X1)	Tolerance > 0.10 and VIF < 10	Tolerance = 0.552; VIF = 1.810	There is no multicollinearity
		Work Discipline (X2)	Tolerance > 0.10 and VIF < 10	Tolerance = 0.552; VIF = 1.810	There is no multicollinearity
3	Heteroscedasticity Test	Regression Model (Residual)	Does not form a specific pattern (scatterplot)	Points spread randomly above and below 0	There is no heteroscedasticity

Source: SPSS 26 output, primary data processed by researchers

Based on the Summary Table of Classical Assumption Test Results, it can be seen that all basic assumptions in the regression analysis have been met properly. The results of the normality test show an Asymp. Sig. value of 0.152 which is greater than 0.05, so the residual data is declared normally distributed. Furthermore, the multicollinearity test shows that the job satisfaction and work discipline variables have a tolerance value of 0.552 (> 0.10) and a VIF value of 1.810 (< 10), which indicates there is no high correlation between the independent variables. Meanwhile, the results of the heteroscedasticity test through a scatterplot show a random distribution of points and do not form a certain pattern, so it can be concluded that there is no heteroscedasticity. Thus, the regression model in this study has met the Best Linear Unbiased Estimator (BLUE) criteria and is suitable for use in further regression analysis.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis are shown in the table below:

Table 3. Results of Multiple Linear Regression Analysis Test

No	Variables	Regression Coefficient (B)	Std. Error	Information
1	Constant	5,370	—	Employee performance scores when X_1 and $X_2 = 0$
2	Job Satisfaction (X1)	0.454	—	Positive impact on employee performance
3	Work Discipline (X2)	0.434	—	Positive impact on employee performance

Source: Data processed with SPSS 21, 2025

Based on the results of the multiple linear regression analysis test in Table 3, a constant value of 5.370 was obtained, indicating that if the variables of job satisfaction (X_1) and work discipline (X_2) were at zero or did not change, then employee performance remained at 5.370. The regression coefficient of job satisfaction (X_1) of 0.454 indicates that every one-unit increase in job satisfaction will increase employee performance by 0.454 units, assuming other variables remain constant, so it can be concluded that job satisfaction has a positive effect on employee performance. Furthermore, the regression coefficient of work discipline (X_2) of 0.434 also shows a positive effect, meaning that every one-unit increase in work discipline will increase employee performance by 0.434 units. Thus, the results of this analysis indicate that job satisfaction and work discipline together make a positive contribution to improving employee performance.

Hypothesis Testing

The results of hypothesis testing both partially and simultaneously show that:

Table 4. Results ANOVA and Partial Hypothesis

Test Type	Tested Variables	Statistical Value	Sig.	Criteria ($\alpha = 0.05$)	Decision
t-Test (Partial)	Job Satisfaction (X1) → Employee Performance (Y)	t count = 5.270	0,000	Sig. < 0.05	H_1 accepted
t-Test (Partial)	Work Discipline (X2) → Employee Performance (Y)	t count = 4.825	0,000	Sig. < 0.05	H_2 is accepted
F Test (Simultaneous)	Job Satisfaction & Work Discipline → Employee Performance (Y)	F count = 17.710	0,000	Sig. < 0.05	Significant model

Source: Data processed with SPSS 21, 2025

Based on Table 4, the results of hypothesis testing both partially and simultaneously show that all independent variables have a significant influence on employee performance. Partially through the t test, the job satisfaction variable (X_1) obtained a calculated t value of 5.270 with a significance of 0.000 < 0.05, so the first hypothesis (H_1) is accepted and it can be concluded that job satisfaction has a significant effect on employee performance. Likewise, the work discipline variable (X_2) has a calculated t value of 4.825 with a significance of 0.000 < 0.05, so the second hypothesis (H_2) is accepted, which means that work discipline has a significant

effect on employee performance. Furthermore, the results of the simultaneous test (F test) show a calculated F value of 17.710 with a significance level of $0.000 < 0.05$, which indicates that job satisfaction and work discipline together have a significant effect on employee performance, so the regression model used is declared significant and appropriate to explain the relationship between variables in this study.

Results of the Determination Coefficient Test

The results of the multiple linear regression analysis in the Model Summary table:

Table 5. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.736	0.541	0.511	4.41275

Source: Data processed with SPSS 21, 2025

Based on the results of the multiple linear regression analysis in the Model Summary table, an R value of 0.736 was obtained. This value indicates a strong relationship between job satisfaction and work discipline variables and employee performance. The R Square (R^2) value of 0.541 indicates that 54.1% of the variation in employee performance can be explained by job satisfaction and work discipline variables. Meanwhile, the remaining 45.9% is explained by other variables outside this research model that were not examined.

Discussion

The Influence of Job Satisfaction (X1) on Employee Performance (Y)

Based on the results of the partial test (t-test), it is known that job satisfaction (X1) has a positive and significant effect on employee performance (Y). This is evidenced by a significance value of $0.000 (< 0.05)$ and a positive regression coefficient, indicating that the proposed hypothesis is accepted. These findings suggest that higher levels of job satisfaction lead to better employee performance. Job satisfaction reflects employees' sense of comfort at work, alignment between job roles and competencies, harmonious relationships, and adequate support from supervisors, which collectively encourage employees to work more optimally and responsibly. This finding is consistent with the theory proposed by Stephen P. Robbins and Timothy A. Judge (2019), which states that job satisfaction represents a positive attitude toward work that influences behavior and performance outcomes. Employees who are satisfied tend to demonstrate higher motivation, stronger engagement, and greater commitment to organizational goals. This theoretical perspective is further strengthened by empirical studies, such as research conducted by Alam & Putri (2023) which stated that job satisfaction has a positive and significant effect on employee performance. Furthermore, research by Nafinoor & Alam (2022) also found that job satisfaction significantly impacts employee performance, even during the pandemic. Research by Hasanah & Dewi (2023) further supports this finding, concluding that job satisfaction plays a crucial role in improving employee performance. Therefore, job satisfaction is a key determinant that organizations must prioritize to improve performance outcomes.

The Influence of Work Discipline (X2) on Employee Performance (Y)

The results of the partial test (t-test) indicate that work discipline (X2) has a positive and significant effect on employee performance (Y), as shown by a significance value of $0.000 (<$

0.05) and a positive regression coefficient. This confirms that the hypothesis is accepted. The findings imply that higher levels of work discipline are associated with improved employee performance. Work discipline is reflected in employees' adherence to organizational rules, punctuality, responsibility, and professional conduct, all of which contribute to more effective and efficient task completion. This result aligns with the view of Rivai (2020), who states that work discipline is a fundamental factor influencing employee performance, as it reflects employees' awareness and willingness to comply with organizational norms and regulations. This theoretical argument is supported by empirical evidence, such as the study by Fajri et al (2022) which concluded that work discipline has a significant effect on employee performance. Furthermore, Alam & Putri (2023) and Hasanah & Fitiani Dewi (2023) also found that work discipline has a positive influence on employee performance. Research by Nurhandayani (2024) further supports these findings, stating that work environment and discipline factors contribute to employee performance. Thus, work discipline is a crucial factor that must be consistently maintained and improved to achieve optimal organizational performance.

The Influence of Job Satisfaction (X1) and Work Discipline (X2) on Employee Performance (Y)

Based on the results of the simultaneous test (F test), it was found that job satisfaction and work discipline simultaneously had a positive and significant effect on employee performance. This is indicated by a significance value of 0.000, which is less than 0.05. Thus, the hypothesis stating that job satisfaction and work discipline simultaneously influence employee performance is accepted. These results indicate that employee performance is not influenced by a single factor, but rather is the result of a combination of job satisfaction and work discipline. Employees who are satisfied with their jobs and have a high level of discipline tend to show better performance, both in terms of quality, quantity, and work responsibility. The coefficient of determination (R^2) value of 0.541 indicates that job satisfaction and work discipline can explain 54.1% of the variation in employee performance, while the remainder is influenced by other factors outside this study. This indicates that both independent variables have a significant contribution in determining employee performance. This finding is in line with the theory of Mangkunegara (2021), which states that employee performance is influenced by various internal factors, including job satisfaction and work discipline. Research by Hasanah & Fitiani Dewi (2023) and Alam & Putri (2023) also concluded that job satisfaction and work discipline simultaneously have a significant effect on employee performance.

CONCLUSION

Based on the research results and discussion, it can be concluded that job satisfaction and work discipline have a positive and significant influence on employee performance at Citra Oleh-Oleh Bandar Lampung, both partially and simultaneously. Job satisfaction reflected in work comfort, suitability of work to abilities, harmonious work relationships, and superior support are proven to be able to encourage employees to work more optimally and responsibly. In addition, work discipline demonstrated through compliance with company regulations, punctuality, responsibility for work, and professional attitude also plays an important role in improving the quality and quantity of employee performance. Together, job satisfaction and work discipline provide a significant contribution in explaining variations in employee performance, so that performance improvements can be achieved if both factors are managed and applied consistently in the work environment.

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