

The Effect of Work Motivation and Work Discipline on Employee Satisfaction at The Main Branch Office of Medan 20000 With Loyalty as A Moderating Variable

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Abstract— This study aimed to find the effect of work motivation and discipline on team member satisfaction at the main branch office of Medan Post Office 20000, with loyalty as a moderating variable. The population in this study amounted to 91 employees and samples as many as 51 UPL employees as respondents. This type of research data was quantitative data with primary data sources. The data analysis technique used multiple linear regression analysis and moderating regression. The results showed that work motivation (X1) had a positive and significant effect on employee satisfaction, while Work discipline (X2) had no significant effect on employee satisfaction. Work motivation (X1) and discipline of work (X2) positively and significantly affected employee satisfaction. Work motivation x loyalty (X1Z) had a positive and significant effect on employee satisfaction with a value of $t\text{-count } 10,098 > t\text{-table } 2,009$ with a positive sign and a significance level of $0.000 < 0.05$. Work discipline x loyalty (X2Z) had a negative and significant effect on employee satisfaction with a $t\text{-count of } 5.625 > t\text{-table } 2,009$ with a negative sign and a significance level of $0.000 < 0.05$.

Keywords: Job Satisfaction, Loyalty, Work Discipline, Work Motivation.

1. INTRODUCTION

Each company should supply each part of attention in work connected to human resources, which is the company's employee, given the main point of human resources (HR), which is deemed significant in the company. This is so that a firm can benefit from motivated personnel with good work ethics.

Employee satisfaction can be defined as the happiness an employee experiences when their expectations and the reality of their employment align [1]. How each employee perceives the impact of his or her efforts on how they view various areas of their work also defines employee happiness. Employees will feel satisfied if better work motivation and discipline are present in the company [2].

A state (energy) that moves within a person and is focused on achieving a firm's or organization's objectives is called work motivation. As a reward to move and direct the competent and working power of the human resources staff in an ideal focused direction, motivation could be an effort that positively gives value in mobilizing, directing power, and mobilizing competence for each employee in order to be successful achieving and realizing the company's objectives productively that have been planned before [3]. Motivation may play a significant role in determining employee performance and satisfaction. Highly motivated workers can improve employee performance since they are

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passionate about their work [4]. According to Saputra and Turnip's (2018) research, motivation positively and significantly impacts contentment. Employee happiness is impacted by motivation [5]. Employee happiness is greatly influenced by motivation, according to research by Lumentut and Dotulong (2015) [6]. However, it differs from Astuti and Iskandar's (2015) findings, which indicate that employee happiness is not significantly impacted by power motive [7].

According to Komaruddin, there is something odd about the corporate governance system, which does not look transparent and chaotic. Since the pandemic began to spread in March 2020, Komaruddin has found that he needs to receive the proper allowances and benefits. However, overall there have been no reductions in employees or salary cuts. Other employees also felt this during the six months at the beginning of the Covid-19 pandemic, which amounted to 25,000 (twenty-five thousand) to 27,000 (twenty-seven thousand) non-organic employees and organic employees. The declining performance of Pos Indonesia is in line with the rights of employees who are not paid on time, and on the whole, this occurs in non-conducive industrial relations. Apart from this, Komaruddin assessed that competitors from the logistics sector companies and other courier service providers have started to show a trend in company performance that continues to improve. Komaruddin still remembers the business growth of competing companies up to mid-2020 to more than 11%. Pos Indonesia Institutional Director Nezar Patria said that since the Covid-19 pandemic, the number of customers who came to the Indonesian Post Office had decreased. The unprepared state of Pos Indonesia triggered this by providing customers with mobile digitization services so that the presence of Pos Indonesia in the marketplace has yet to be able to cover the significant marketplaces in Indonesia.

Ahead of the 2021 Eid holiday, Pos Indonesia ensures it will continue operating. This commitment is to provide excellent service to customers who use Pos Indonesia services during the peak season. There is a policy for Pos Indonesia to keep the Post Office open and fully operational and other services on 13-14 May 2021. Hariadi explained further that Pos Indonesia had issued SE number 024/DIR- 3/0421 Regarding the Handling of Shipments During the Peak Season where, during the peak season from April 29, 2021, to May 24, 2021, all employees of Pos Indonesia are not allowed to take leave. Pos Indonesia is committed to customer satisfaction, including delivery security, delivery accuracy, travel time certainty, setting up a reliable operating system, and preventing Zero Lost and Zero Damage irregularities. Pos Indonesia also prepares the maximum allocation of company resources, fulfills the Service Level Agreement (SLA), and prepares the Help Desk Layer-2 operational system for 1x24 hours and additional office hours or counters. All employees cannot take leave during the high season from April 29, 2021, to May 24, 2021.

Based on the description of the background described above, the researcher sees an emphasis on employee satisfaction, where it is reported that the company consistently earns profits throughout 2019-2020, but this is the contrary. Namely, management repays THR and does not pay benefits and other benefits to employees as in the past. Previously. Another phenomenon in this research is that to maximize the company's performance in 2021, all employees are not allowed to take leave during the Eid holiday 2021. The Help Desk Layer-2 system operates for 24 hours, with the fulfillment of the Service Level Agreement (SLA) and additional opening hours for the counter or office.

2. THEORETICAL REVIEW

Employee's Satisfaction

Integrating employee satisfaction and motivation within the context of work is one of HRM's (human resource management) functions. Workers' feelings about their work might be referred to as employee satisfaction. Employees report being content with their jobs if

they feel good about them, and vice versa [8]. Employee satisfaction can be viewed as an emotional condition that makes or does not make employees happy about their work [9]. According to specific definitions, employee satisfaction refers to how much satisfaction each employee derives from performing their specific tasks [10].

Work Motivation

Integration, which encompasses work motivation and employee satisfaction, is one of HRM's functions. Workplace motivation is characterized as a catalyst for employees to perform their duties to promote ethics in achieving organizational objectives [11]. It is possible to define work motivation as assisting employees in carrying out their tasks within the parameters established in order to fully realize company objectives [12].

Work Discipline

Workplace discipline can be defined as adhering to business policies, whether they are documented or not, in terms of conduct, actions, and attitudes. Accordingly, it is a practice if a firm tries to ensure that most of its employees abide by the rules in place so that the organization may enforce discipline [13]. If there are employees that defy current norms or provisions, this can be interpreted as an attitude of disobeying existing discipline. Discipline is described as adherence to many rules in each firm [14].

Loyalty

A worker's attitude must reflect their skills and abilities and carry out their tasks and duties with honesty and discipline. Employees who are loyal to the most significant organization have that mindset. His work environment has become more welcoming and friendly due to his attitude, and he is eager to work longer hours and uphold the company's reputation [15].

Applied Framework

Regarding the assessment of the concepts above and ideas, some challenges in the organizational setting and servant leadership are inextricably linked to work satisfaction and impact on employee performance in an agency. Creating a theoretical framework has slowed the flow of ideas from this research.

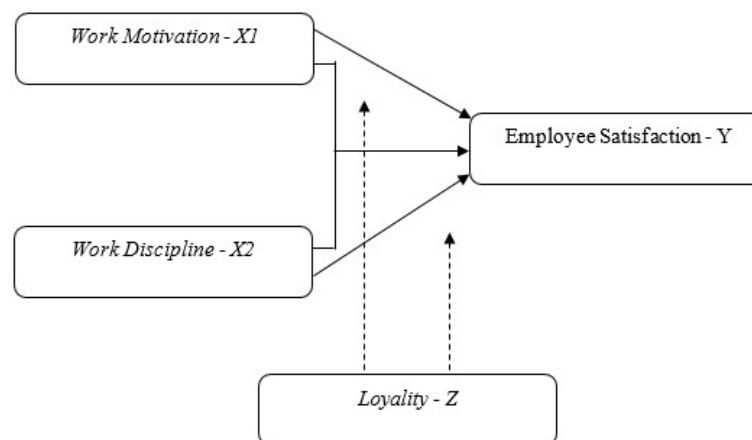


Figure 1. Research Framework

The following study hypotheses were generated based on the framework described above:

H₁: It is predicted that employee satisfaction at Medan Post Office 20000's main

branch is partly influenced by work motivation.

H₂: It is predicted that work discipline limitedly impacted employee satisfaction at the main branch office of Medan Post Office 20000.

H₃: It is predicted that work motivation and discipline at the same time positively influence employee satisfaction at Medan Post Office 20000's main branch office.

H₄: It is predicted that work loyalty moderates the favorable effects of work motivation on employee satisfaction at the main branch of Medan Post Office 20000.

H₅: It is predicted that work loyalty at the main branch of the Medan Post Office 20000 moderates the beneficial effects of work discipline on employee satisfaction.

3. RESEARCH METHODS

This study was a causal investigation that aimed to understand the connection between many unclear factors. The quantitative approach was chosen to determine the relationship between the variables, the numerical score provided, or a progression of records. The positivist-based quantitative approach was employed to investigate particular populations or groupings. This study used numbers, and the evaluation was graded using records and employed questionnaires to collect the study's findings [16].

Ninety-one employees of the main branch office of the Medan Post Office 20000 made up the population of the study. According to the criteria in the service section, fifty-one employees were selected as a sample from ninety-one employees using a random sampling technique. The information came from a survey. Selective questions were asked of respondents, and a Likert scale was used for the inquiry scale (1-5).

Multiple linear regression was employed in this research model and data analysis. Before performing the classical assumption tests, such as the Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Autocorrelation Test, the validity of the observation instruments was first assessed using the validity test and the reliability test. The final step involved testing the validity of several different linear regression analysis models, including the determination, partial test, simultaneous test, and regression equation models.

4. RESULTS AND DISCUSSION

Research Results

Table 1. Reliability Test

Variables	Cronbach Alpha Value
Work Motivation (X1)	0.896
Work Discipline (X2)	0.813
Employee Satisfaction (Y)	0.935
Loyalty (Z)	0.724

The correct item, which acquired a higher impact than $r\text{-table} = 0.3$, served as the critical data for the validity test. All questions were known to be valid based on the validity test findings in Table 1.

Table 1. Validity Test

Variables	Items	Coefficient of Correlation	Description
Work Motivation (X1)	P1	0.594	Valid
	P2	0.631	Valid
	P3	0.694	Valid
	P4	0.72	Valid
	P5	0.78	Valid
	P6	0.795	Valid
	P7	0.814	Valid
	P8	0.769	Valid
	P9	0.756	Valid
	P10	0.629	Valid
Work Discipline (X2)	P1	0.725	Valid
	P2	0.731	Valid
	P3	0.313	Valid
	P4	0.875	Valid
	P5	0.601	Valid
	P6	0.755	Valid
	P7	0.373	Valid
	P8	0.391	Valid
	P9	0.78	Valid
	P10	0.804	Valid
Employee Satisfaction (Y)	P1	0.8	Valid
	P2	0.752	Valid
	P3	0.821	Valid
	P4	0.707	Valid
	P5	0.776	Valid
	P6	0.795	Valid
	P7	0.775	Valid
	P8	0.827	Valid
	P9	0.87	Valid
	P10	0.316	Valid
	P11	0.827	Valid
	P12	0.87	Valid
Loyalty (Z)	P1	0.414	Valid
	P2	0.517	Valid
	P3	0.662	Valid
	P4	0.653	Valid
	P5	0.685	Valid
	P6	0.663	Valid
	P7	0.364	Valid
	P8	0.338	Valid
	P9	0.513	Valid
	P10	0.519	Valid

If a construct or variable produced a Cronbach Alpha value higher than 0.60, it was considered dependable. Because Cronbach's Alpha value for work motivation, discipline, employee satisfaction, and loyalty were higher than 0.6, it was known that the questionnaire was reliable.

Classic Assumption Test

It was necessary to run the classical assumption test first, then perform the multiple linear regression analysis tests. To get the findings of the regression model, which could be accounted for and have objective test results, the classical assumption test was conducted (presentation full of prejudice). The standard assumption tests that were run are as follows:

1) Normality Test

From the results of the normality test, the results were obtained in Table 3.

Table 3. Normality Test

		Unstandardized Residual	Unstandardized Residual
N		51	51
Normal Parameters ^{a,b}	Mean	.0000000	.0000000
	Std. Deviation	4.64868418	5.06984378
Most Extreme Differences	Absolute	.063	.091
	Positive	.063	.072
	Negative	-.056	-.091
Test Statistic		.063	.091
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.200 ^{c,d}

This was also supported by the graph in the Figure 2 where the data followed a diagonal line.

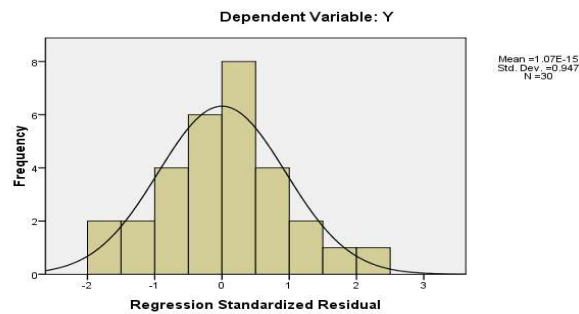


Figure 2. The Histogram

Normal P-P Plot of Regression Standardized Residual

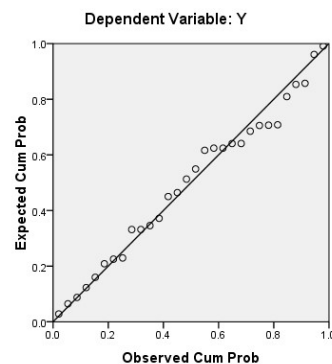


Figure 3. Normal P-P Plot of Regression Standardized Residual

The residual value distribution data exhibits a normal distribution, as indicated by the almost perfect (symmetrical) bell-shaped image, which may be inferred from the histogram graph and standard p-p plot shown above. Like the probability plot norm, the data follows the diagonal line's orientation and spreads around it. This revealed that the residuals were regularly distributed, which meant that the regression model satisfies the normality condition.

2) Multicollinearity Test

It was evident from the findings of the correlation test between independent variables that there was a relatively low correlation between them. The test was observed with a VIF value that was not higher than 5, which was a low result.

Table 4. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Motivation	.999	1.001
	Work Discipline	.999	1.001
	Work Motivation x Loyalty	.879	1.138
	Work Discipline x Loyalty	.879	1.138

If the tolerance value was higher than 0.10 and the VIP value was lower than 10, it was deemed multicollinearity-free. According to each table, there was no evidence of multicollinearity between the variable in the regression model used in this investigation because the VIF value was less than ten and the tolerance score was over 0.1.

3) Heteroscedasticity Test

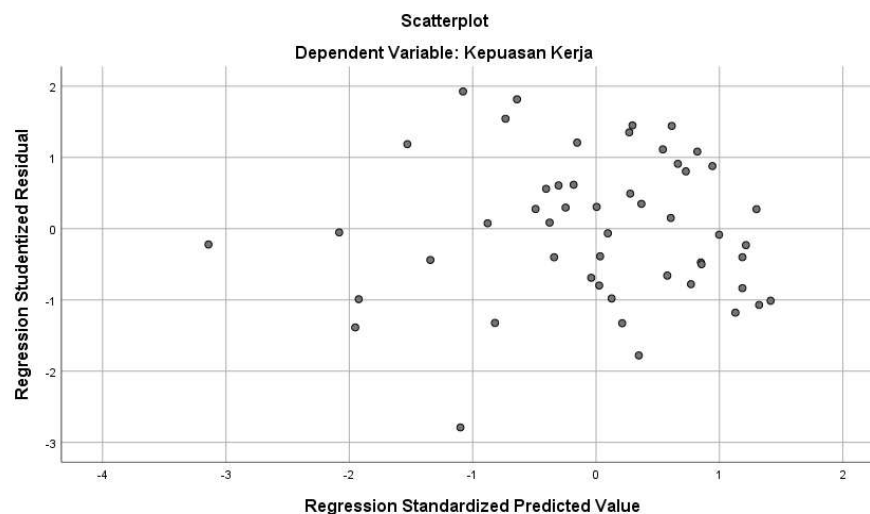


Figure 4. Heteroscedasticity Test

Testing the heteroscedasticity assumption revealed that the regression model lacked heteroscedasticity. In other words, there was an equivalent fluctuation in the residual from one observation to the next. The distribution of points that were

randomly distributed did not meet an explicit formula and was divided above and below the value 0 on the Y axis was examined to arrive at this conclusion. The findings of the heteroscedasticity test are displayed in Figure 4.

Analysis of the plot graph of the projected value on the dependent variable by residual from the regression model was used to determine if there was a formula on the scatterplot graph. The dots were evenly spaced at places above and below on the Y axis, and number 0, suggesting which regression model was devoid of heteroscedasticity if there was no clear pattern. If there were distinct patterns, the dots assumed regular shapes (widening, narrowing, then wavy), signifying that the regression model had experienced heteroscedasticity.

It was easy to conclude from the scatterplot graph and park test that the regression model did not contain any heteroscedasticity because the image above showed that it was free of heteroscedasticity problems. After then, Table 5's Park Test for Heteroscedasticity will be used.

Table 5 Park Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.402	6.080		3.191	.002
	Work Motivation	.954	.082	.854	11.586	.000
	Work Discipline	-.223	.122	-.135	-1.836	.073

a. Dependent Variable: Employee Satisfaction

Research Discussions

- 1) According to the test's findings, work motivation positively and significantly impacted employee satisfaction. This might be accounted for if the increased work incentive pointed to increased employee satisfaction. Conversely, if employee satisfaction decreased, work motivation would be decreased too.
- 2) The findings of this study confirmed the work of Primandaru, Tobing, and Prihartini (2018); they demonstrated that employee satisfaction was significantly influenced by work motivation, supporting the premise that this relationship existed. These conclusions were confirmed by respondents' thoughts, which revealed the majority of respondents strongly agreed about the employee satisfaction variable on the indicator of supervisory, indicating that the supervision played a significant part in management by interacting with the employee directly and persuading them to carry out their duties in a way consistent with the organization's procedures [17].
- 3) This finding corroborated the research of Fengky, Tewal, and Lumanauw (2017), who found that work motivation had significantly impacted employee satisfaction. As a result, several steps may be taken to increase employee job motivation, such as making security feel at the workplace and encouraging good working relationships between subordinates and peers. Furthermore, reasonable and competitive remuneration was provided, with each employee getting pay commensurate with their position and length of service. To foster a pleasant working environment, one could offer amenities and infrastructure that are complete and ready for use, as well as a neat and comfortable workspace [18].
- 4) Similar findings were made by Husni, Musnadi, and Faisal (2018), who found that employee satisfaction positively and significantly impacted work motivation [19]. The results of this research were in line with Saputra and Turnip's (2018) investigation, which found that motivation had significantly impacted employee

satisfaction [20]. Additionally, work motivation had a favorable and significant impact on employee satisfaction, which is in line with Sekartini's (2016) study. This implied that greater employee satisfaction would result from improved work motivation [21].

- 5) The findings of this study concurred with those of Astuti and Iskandar (2015), who found that power, affiliation, and achievement motivation all significantly impacted employee satisfaction [22].
- 6) This study's findings were consistent with those of Lumentut and Dotulong (2015), who found that motivation significantly and favorably impacted employee satisfaction [23].

5. CONCLUSION

The following conclusions may be drawn from the evaluation and discussion results:

- 1) With a tcount value which was 11,586 and was revealed higher than the t-table, which was 2,009, with a positive result and a significance level of 0.000 0.05 on employee satisfaction, work motivation (X1) had positively and significantly impacted employee satisfaction. Conversely, if employee satisfaction declined, work motivation would as well.
- 2) Work discipline (X2) resulted in a t-count score of 1.836 and was higher than the t-table, which was 2.009 with a negative result and a significance level of 0.073 > 0.05. However, it had no apparent impact on employee satisfaction. Employee satisfaction would not be impacted by whether work discipline was greater or lower.
- 3) With an F-count value which was 68.192 > F-table 3.19, and a positive result, with a significance level of 0.000 0.05, work motivation (X1) and work discipline (X2) had positively and significantly impacted employee satisfaction. Higher employee satisfaction would result from higher work motivation and discipline levels, and vice versa.
- 4) With a tcount value of 10,098, it was revealed higher than the t-table, which was 2,009 with a positive result and a significant threshold of 0.000 0.05, work motivation x loyalty (X1Z) had positively and significantly impacted on employee satisfaction.
- 5) With a tcount value of 5.625, it was revealed higher than the t-table, which was 2,009 with a negative result and a significance level of 0.000 0.05, work discipline x loyalty (X2Z) had negatively and significantly impacted on employee satisfaction.

According to the findings, the researchers advise the following:

- 1) Employees in the production department should perform better and achieve the company goals. Businesses should maintain a careful eye on employee satisfaction, job motivation, and work discipline. Employee satisfaction—which employees produce—can be improved if organizational leaders assess and foster employee loyalty and motivation. It is recommended that the company provide better motivation and consider the performance level of employees.
- 2) Future researchers will look at other variables except for this one, such as communication, work environment, compensation, etc., to gain much more diversified results that can explain what elements could affect employee satisfaction and can spread observations. It is also encouraged to broaden the research scope by focusing on factors other than the ratio used in this research to examine the correlation between motivation, discipline, and employee satisfaction.

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