

## Do workers act contentment?

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### Abstract

This paper aims to identify the determine job satisfaction on employee for the continuity of business in the field of rental of workspace, and at same time to determine the effect of work discipline and work motivation on employee satisfaction. Data was collected via survey questionnaire from related literature to 70 respondents. The data analyzed using structural equation modeling via Smart PLS. The results showed a significantly positive between the work discipline on the job satisfaction, but not for the work motivation on the job satisfaction.

**Keywords:** Job satisfaction, work discipline, work motivation, rental workspace, human resources

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### 1. Introduction

One of the determinants of the sustainability of a business in global competition is creating high-quality, skilled, and highly competitive human resources. Effective employees are needed to face the increasingly stringent global market competencies. Employees can work effectively when they have satisfaction and enthusiasm. The company's ability to earn profits to improve company performance is supported by financial and intellectual capital. Improved performance of Human Resources is influenced by employee satisfaction, while job satisfaction is subjective because one of them is derived from within employees such as IQ or intelligence. Intellectual capital (IC) has become a concern because there is a combination of human capital, structure capital, and customer capital. Intellectual capital in a company can improve the company's financial performance; increasing profitability can be done through investment in the field of human resources (Kurniasih and Heliantono, 2016).

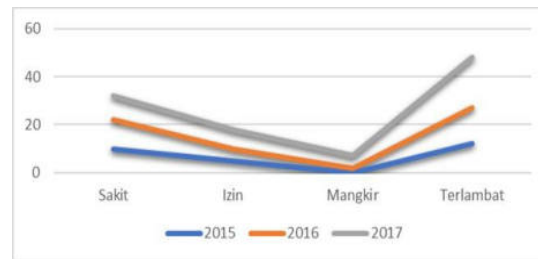
Organizations that want to get big profits need more collaboration between management and employees (Lukertina, 2018). Every individual who works in an organization wants to get a benefit, and feeling satisfied or dissatisfied with the conditions of their work environment will affect their work. (Saluy and Treshia, 2018). Companies need to provide guidance, secure facilities, and training to improve performance (Magito, 2018). The decline in performance in the office management business was caused by an increase in the number of customer complaints which resulted in inconvenience for customers as tenants of office space.

According to Robbins and Coulter (2016), job satisfaction tends to lead to attitude, not behavior; like always being present, having a high work ethic, and being loyal to the organization. Attitudes are evaluative statements related to objects, people or events. Attitudes consist of three components (cognition, affect and behavior). The cognitive component is an attitude that consists of beliefs, opinions, knowledge or information that a person has. Affective components are emotions or feelings. Behavior is a component that refers to the intention to behave in a certain way towards someone or something. Job satisfaction is combination of employee feelings toward the different facets of such as the nature of the work itself, level of pay, promotion, opportunities, and satisfaction with coworker (Maurya & Agarwal, 2017).

In fact, Walker (2003) identified six ways of in which discipline matrix can contribute to the overall goals of police disciplinary systems: first, communicating the values of the agency; second, ensuring accountability by specifying minimum discipline; third, ensuring appropriate discipline; four, ensuring consistency in discipline; five, ensuring fairness in discipline; and six, ensuring accountability for command officers. According to Haris CJ et al (2015) “ .... *disciplinary action would be for a particular act of misconduct. Even in individual cases, imposed discipline is often not made public, or is specifically forbidden by law or union contracts*”. However, Yunus (2014) state of the employee work discipline is a thing that shows employee attitudes and behavior towards work; this means that employees have a commitment to the rules that apply in the organization. Discipline formed in employees reflects responsibility in carrying out their duties and jobs so that they can increase enthusiasm and job satisfaction in achieving organizational goals.

Rivai (2015) said the discipline is a component used by managers to communicate with employees so that they are willing to change behavior and components used to increase awareness and willingness to comply with applicable company regulations and social norms. Poor condition of service, late payment of salaries, workplace

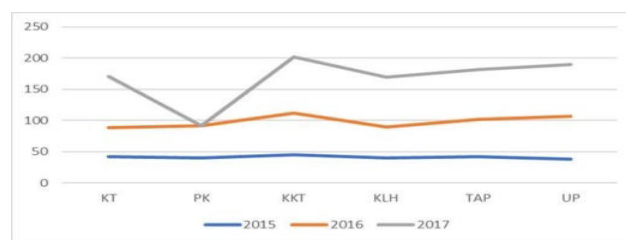
harassment, lack of trust, or lack of supervisor support is responsible for quitting a job and decreasing job satisfaction (Maurya & Agarwal, 2013a, b, 2014, 2015)



**Figure 2. Attendance Chart**

Robbins and Coulter (2016), motivation is the process of achieving a goal through directed and sustained effort and energy. Strength (intensity) shows how hard the effort. Great power cannot provide satisfactory results without direction. Persistence measures how long a person can maintain his efforts. Fajana (2002) added that motivation is of two kinds namely, positive motivation is seen when people behave according to what is expected by the society, and negative motivation is doing wrong things which are kicked against by the society. In addition, there are motivating factors that will lead to library personnel satisfaction and increased motivation. Examples are achievement, recognition, advancement and work it. The success of any university library depends on the effectiveness of employee’s job performance which to a large extent depends on the level of skill acquisition, experience and motivation among other factors.

Kolawole, Abolaji and Olagoke (2015) defined motivation as an incentive given by the employer to employees to enable them perform their jobs creditably, while Strough, Bruine de Bruin and Peters (2015) referred to motivation as the willingness to engage with a decision, including considering the presented information, deliberating about the options, and selecting the option that is most likely to lead to preferred outcomes. According to Safiullah, (2015) motivation is an index of inner feeling in a certain way to the need of the individual that jobs must be designed to further employee’s performance and fulfillment. Motivation is internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal (Onyeukwu and Ekere, 2018). According to Safiullah, (2015) motivation is an index of inner feeling in a certain way to the need of the individual that jobs must be designed to further employee’s performance and fulfillment.



**Figure 1. Complaint Graph**

Descriptions:

- UP = Hot Air (Irregular Service)
- TAP = There are no officers when needed
- KLH = Floor and yard cleanliness
- KKT = Cleanliness and comfort of the toilet
- PK = Handling complaints in a timely manner
- KT = Not responsive

## 2. Literature Review

### 2.1. Work Discipline and Job Satisfaction

The results of the study by Nalapraya et al. (2018) showed that work discipline has a significant effect on job satisfaction. According to Idris et al. (2018), they found a positive and significant influence of work motivation on employee job satisfaction. It is also Siallagan et al (2016); Tanjung (2017) find the work discipline

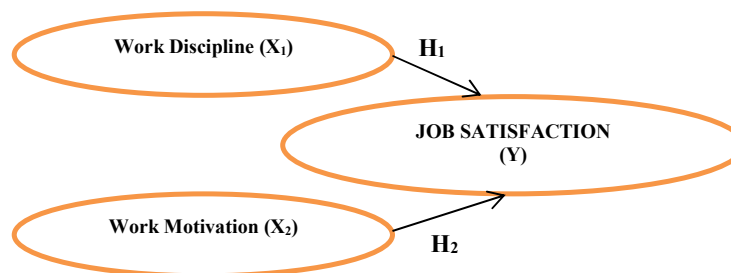
has a positive and significant effect on job satisfaction. Whereas according to Lianasari et al. (2017) the work discipline has no effect on job satisfaction.

*H1 = Work discipline is positively related to job satisfaction*

## 2.2. Work Motivation and Job Satisfaction

Motivation to lead was a significantly positive correlate of job satisfaction (Maurya & Agarwal, 2017). The results of the study by Lumentut et al (2015); Now (2016); Yusra et al. (2017); Alhamdi (2018) showed that work motivation has a significant effect on job satisfaction. According to Helmida (2018), if the company wants to achieve optimal performance according to its intended target, the company must provide motivation to employees so that employees get satisfaction so they want and are willing to devote their energy and mind to work. This is also in accordance with the results of a study conducted by Suwanto (2014) that showed that work motivation has a significant effect on job satisfaction, whereas according to research by Ariani and Assarofa (2018), work motivation has a positive but not significant effect.

*H2 = Work Motivation is positively related to job satisfaction.*



**Figure 3. Research framework**

## 3. Method

According to the total populations are 70 employees, and the questionnaires have been sent to all. The questionnaires were divided into three sections, first is work discipline consist of 10 items from 5 dimension, adapted from Rivai (2015); second is work motivation consist of 15 items from 5 dimension, adapted from Robbins and Judge (2015); and the last is job satisfaction consist of 12 items from 5 dimension, adapted from Robbins and Judge (2015). Each item was obtained based on a 5-point Likert-type Scale. Figure 3 shows the schema of this research framework

## 4. Results

The Smart PLS version 3.0 and two-step analysis approach as suggested by Gerbing and Anderson (1988) were adopted to analyze the data.

### 4.1. Convergent validity

According to Chin in Ghozali (2014), indicators are said to have "good" validity if the value is > 0.70, while loading factors from 0.50 to 0.60 can be considered "moderate". Based on these criteria, loading factors below 0.50 will be removed from the model. For all, the item loading exceeded the recommended value 0.6. The factor loadings, composite reliability and average variance extracted were indicator used to assess the convergent validity. As shown in Table 1.

**Table 1. Factor loadings and reliability**

|       | Loading <sup>α</sup> | CR    | AVE   | Cronbach α |
|-------|----------------------|-------|-------|------------|
| DK.2  | 0,898                | 0,930 | 0,629 | 0,913      |
| DK.3  | 0,878                |       |       |            |
| DK.4  | 0,884                |       |       |            |
| DK.5  | 0,640                |       |       |            |
| DK.6  | 0,767                |       |       |            |
| DK.7  | 0,882                |       |       |            |
| DK.9  | 0,937                |       |       |            |
| DK.10 | 0,783                |       |       |            |
| KK.1  | 0,863                |       |       |            |
| KK.4  | 0,913                |       |       |            |
| KK.5  | 0,621                | 0,930 | 0,630 | 0,911      |
| KK.6  | 0,600                |       |       |            |
| KK.7  | 0,763                |       |       |            |
| KK.8  | 0,723                |       |       |            |
| KK.9  | 0,916                |       |       |            |
| KK.12 | 0,879                |       |       |            |
| M.1   | 0,864                | 0,934 | 0,588 | 0,923      |
| M.3   | 0,843                |       |       |            |
| M.6   | 0,743                |       |       |            |
| M.7   | 0,682                |       |       |            |
| M.10  | 0,669                |       |       |            |
| M.11  | 0,874                |       |       |            |
| M.12  | 0,822                |       |       |            |
| M.13  | 0,802                |       |       |            |
| M.14  | 0,637                |       |       |            |
| M.15  | 0,685                |       |       |            |

source : *Output PLS, 2019*

#### 4.2. Discriminant validity

Discriminant validity, reflective indicators can be seen in cross-loading between indicators and their constructs. An indicator can be declared valid if it has the highest loading factor in the intended construct compared to loading factors to other constructs. Thus, latent constructs predict indicators on their blocks better than indicators in other blocks. Discriminant validity can be examined by comparing the square correlations between the constructs and the variance extracted for construct (Fornell and Larcker, 1981). As shown in Table 2.

**Table 2. Discriminant Validity (Fornell-Lacker Criterium)**

|                       | Discipline   | Employee satisfaction | Motivation   |
|-----------------------|--------------|-----------------------|--------------|
| Discipline            | <b>0.793</b> |                       |              |
| Employee satisfaction | 0.740        | <b>0.762</b>          |              |
| Motivation            | -0,387       | -0,279                | <b>0.719</b> |

source : *Output PLS, 2019*

#### 4.3. Structural Model

Based on Table 3, it can be concluded that Adjusted R-square value is 0.534, which means that the variability of employee satisfaction can be explained by discipline and motivation variables is 53.4%, while the remaining 46.6% is explained by other variables not examined in this model. The estimated value for track relationships in the structural model must be significant. Significance values can be obtained through bootstrapping procedures. Hypothesis significance can be known from the value of the parameter coefficient and T-statistic significance value on the algorithm bootstrapping report. Significance can be seen from the T-table at alpha 0.05 (5%) = 1.96 and T-table compared to T-count (T-statistic).

**Table 3. R-square Adjusted**

| Variabel Endogen      | R-square Adjusted |
|-----------------------|-------------------|
| Employee satisfaction | 0.534             |

source : *Output PLS, 2019*

**Table 4. Summary of the structural model**

|                                    | Original Sample | T- Statistics | Results  |
|------------------------------------|-----------------|---------------|----------|
| Discipline → Employee satisfaction | 0.743           | 12.708        | Support  |
| Motivation → Employee satisfaction | 0.008           | 0.096         | Rejected |

source : *Output PLS, 2019*

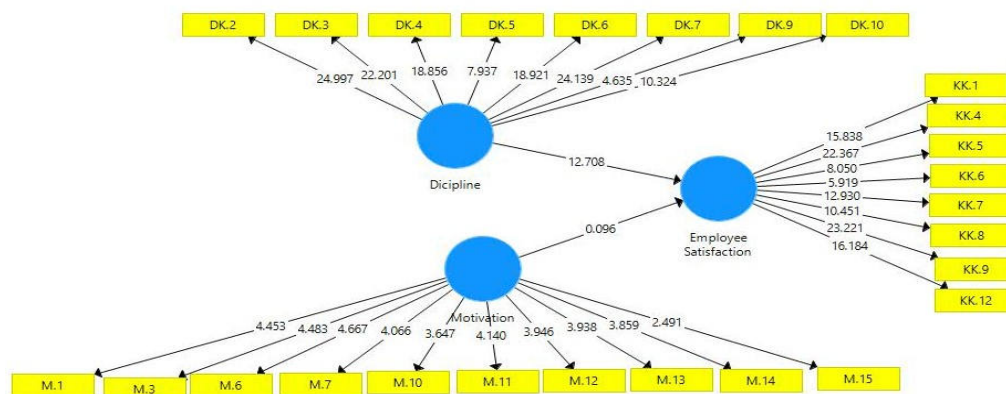


Figure 4. The structural model

## 5. Discussion

Discipline affects employee job satisfaction. This can be seen from the decrease in attendance rates and the increase in customer complaints that affect the performance of the employee and organization. Poor condition of service, late payment of salaries, workplace harassment, lack of trust, or lack of supervisor support is responsible for quitting a job and decreasing job satisfaction (Maurya & Agarwal, 2013a, b, 2014, 2015). Discipline has a significant effect on job satisfaction, according to the Siallagan et al (2016) study; Tanjung (2017); Nalapraya et al. (2018).

Motivation has no affects on employee job satisfaction, according to Robbins and Coulter (2016), motivation is the process of achieving a goal through directed and sustained effort and energy. Persistence measures how long a person can maintain his efforts so giving more technical training or compensation cannot change the situation. Motivation does not have a significant effect on job satisfaction, according to the research of Ariani and Assarofa (2018).

Internal organizational problems can be overcome by giving penalties to employees who violate organizational rules. The execution of the sentence must be preceded by a stamped statement for each employee who works for the organization. Furthermore, organizations can establish external strategies to improve organizational performance

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