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Scientific

Research Article

Enhancing Employee Performance: The Effect of Job Satisfaction, Motivation, Workload, and Work Discipline

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Abstract

This study aims to determine the effect of Job Satisfaction, Motivation, Workload and Work Discipline on the Performance of PT. Source of Alfaria Trijaya Tbk in East Pademangan Region, North Jakarta and its review from an Islamic point of view. The population in this study are employees of PT. Sumber Alfaria Trijaya Tbk in East Pademangan Area, North Jakarta. Data was collected by survey method with a questionnaire instrument. The data analysis method used is multiple regression analysis. The results of the study show that (1) Partial Job Satisfaction has a positive and significant influence on employee performance. (2) Partial Motivation does not have a positive and significant influence on employee performance. (3) Partially, Workload does not have a positive and significant influence on employee performance; (4) Partially, Work Discipline has a positive and significant effect on employee performance. (5) Simultaneously, Job Satisfaction, Motivation, Workload and Work Discipline have a positive and significant influence on Employee Performance. The managerial implications of this research indicate that to improve employee performance, companies must focus on increasing job satisfaction, motivation and work discipline, as well as effective workload management.

Keywords: Job Satisfaction, Motivation, Workload, Work Discipline, Employee Performance

1. Introduction

According to Hasibuan (2017), human resource management is the science and art of effectively and efficiently managing the relationships and roles of the workforce in order to support the company's, employees', and society's objectives. The organization needs high-performing staff to fulfill its responsibilities. One indicator of an employee's capacity to exercise authority is performance evaluation (Dini & Deviastri, 2023).

Three key elements that are essential to an organization-motivation, job happiness, and work discipline-have an impact on employee performance. These conclusions are based on the findings of multiple investigations (Susanto, 2019). Performance, according to Kasmir (2019), is the outcome of labor and work behavior accomplished in carrying out the duties and obligations assigned over a specific time period. Workplace discipline, workload, motivation, and job happiness all contribute to good performance (Rahayu et al., 2024).

According to Mangkunegara (2017), performance is the amount and caliber of work that employees do in fulfilling their obligations. Since a company's performance is determined by its human resources, its employees are among its most crucial components. For a business to become more successful, efficient, and productive, it needs human resources, or personnel.

According to Sinaga et al. (2020), performance is the result of a person or group's work function/activities in an organizational activity, which is influenced by various factors to achieve organizational goals within a certain period. The activity or work function referred to here is the implementation of the results of a person or group's work or activities for which they have authority and responsibility in an organization (Savira et al., 2024).

Because job satisfaction is linked to employees' comfort and happiness at work, it must also be taken into account. The claim that contented workers are productive workers highlights the relationship between job satisfaction and worker performance (Robbins, 2018). One of the key elements in attaining employee performance is job satisfaction (Setiawan et al., 2024).

A person who acts usually has a motive Notoatmodjo (2020) to motivate employees, so Alfamart motivates its employees by giving awards. Job satisfaction is an emotional attitude in the form of feelings that originate from someone who enjoys and loves their work (Hasibuan, 2019). Job satisfaction will shape employee performance at work so that a good work culture provides a sense of comfort in the environment and a good quality of work life to be able to carry out their duties appropriately in accordance with the goals set by the organization.

Hasibuan (2019) defines motivation as providing a driving force that creates work enthusiasm for employees so that they can work together, work effectively and be integrated with all efforts to achieve satisfaction. Hannani & Ilyas (2017) stated that workload is something that arises from an interaction that occurs between the demands of tasks, the work environment, which is used as a work partner, skills, behavior and work perceptions. Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and being able to carry them out and not evade accepting sanctions if he violates the duties and authority given to him (Sutrisno, 2018).

The phenomenon that occurs in companies is that there is an absenteeism problem, which causes employee performance to decline if there are still employees who lack discipline. This can cause employee performance to decline if this behavior continues. Based on interviews conducted by the author with Alfamart employees in the East Pademangan area, North Jakarta, there are causes for employees needing to arrive on time, namely frequent delays in attendance and entering the wrong shift.

2. Literature Review and Hypothesis
Literature Review
Employee performance
Suparyanto and Rosad (2019) state that performance is the outcome of an individual's or group's work function or activities within an organization that are influenced by a variety of factors in order to achieve organizational goals within a specific time frame. The activity or work function in question is the implementation of the results of an individual's or group's work or activities for which they have authority and responsibility within an organization. According to the journal Hamdiyah et al. (2018), employee performance is work performance that reflects the comparison between work results and predetermined standards. Employees achieve optimal performance, and

human resources related to pay, work environment, and leadership must be managed (Sulyantie & Gani, 2023).

Job satisfaction
Job satisfaction is an emotional attitude in the form of feelings that originate in a person liking and loving their work (Hasibuan, 2019). Job satisfaction will shape employee performance at work, thereby forming a good work culture by providing a sense of comfort in the environment and having a good quality of work life to be able to carry out their duties appropriately in accordance with the goals set by the organization. According to Yuki (2018), job satisfaction is an expression of a person's feelings or attitude towards their work, promotions, relationships with colleagues, supervision and feelings of satisfaction with the work itself. Based on the definition of job satisfaction according to the experts above, it can be concluded that job satisfaction is an expression of a person's feelings and attitudes, both positive and negative, towards their work. This job satisfaction can have a significant effect on employee performance (Dini & Deviastri, 2023).

Motivation
Motivation is the desire to do something and determines the ability to act to satisfy individual needs (Robbins & Judge, 2019). According to Susilo (2020), motivation is the process of trying to influence someone to do something we want.

Workload
Workload is a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period, all of which are related to the indicators. Hannani & Ilyas (2017) stated that workload is something that arises from an interaction that occurs between task demands, the work environment, which is used as a work partner, skills, behavior and work perceptions. Astianto & Suprihhadi (2018), workload can be defined as the difference between a worker's abilities and the demands of the work that must be completed.

Work Discipline
Work discipline, according to Hasibuan (2017), is the awareness and willingness to abide by all business rules and relevant conventions. Awareness is the mindset of someone who freely complies with all rules and is conscious of his obligations so that he will carry out all of his responsibilities effectively and without being forced to. On the other hand, willingness refers to an individual's disposition, conduct, and acts that comply with written or unwritten corporate policies.

Hypothesis
The Effect of Job Satisfaction on Employee Performance
The emotional state of being content and loving one's work is known as job satisfaction. Workplace morale, discipline, and output all exhibit this mindset. According to Hasibuan (2017), job happiness can be found both inside and outside of the workplace. If an employee's job happiness is improving, then their performance is considered good. Put another way, job happiness among employees might have an impact on their ability to perform well. Therefore, a corporation needs work happiness to improve employee performance. Basic pay, benefits, chances for pay raises, promotions, honors, international travel, and professional relationships are all ways to achieve job happiness. The results of this research are supported by research by Ali (2018), which shows that job satisfaction has a significant and positive effect on employee performance. Based on theory and supported by previous research, a research hypothesis for job satisfaction and employee performance can be formulated as follows:
H1: Job satisfaction is thought to have a positive and significant effect on employee performance

The Effect of Motivation on Employee Performance
Motivation is characterized as a collection of internal and external energetic forces that propel business-related tasks and establish certainty, direction, and intensity. (2018) Nizamuddin et al. In a continuous flow of experiences that define an individual's work, work motivation is a psychological process that establishes (or energizes) the course, vigor, and persistence of activity

(Saragih et al., 2020). Inner Christian motivation is the process of motivating people to take action in order to achieve specific objectives (Rivaldo & Ratnasari, 2020). According to Irwandy (2017), work motivation is a confluence of internal and external factors that influence employees' decisions and behaviors. Motivation can often be used as a tool to predict behavior and varies greatly among individuals, must often be combined with abilities and environmental factors that influence employee performance and behavior (Lily et al., 2017).

H2: Motivation is thought to have a positive and significant effect on employee performance

The Effect of Workload on Employee Performance
The method by which an individual completes the duties of a job or group of jobs performed under typical conditions within a specific time frame is known as workload, and it is all connected to the indicators. According to Amila's research findings from 2023, employee performance is positively and significantly impacted by workload. According to Siswanto et al.'s (2019) research, employee performance is positively and significantly impacted by workload. Given the preceding description, the following hypothesis can be put forth:

H3: Workload is thought to have a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance
According to Afandi (2019), work discipline is a code of conduct or regulations made by the management of an organization, ratified by the board of commissioners or capital owners, agreed upon by the labor union in the organization, subject to existing rules and regulations with pleasure, so that it creates and formed through the process of a series of behaviors that show the values of obedience, conformity, regularity and order. Prasetyo and Marlina (2019), Permana et al. (2019), and Wahyudi (2019) stated that work discipline has a positive and significant effect on employee performance.

H4: Work discipline is thought to have a positive and significant effect on employee performance

Research Conceptual Framework
This research was conducted to determine the independent variable versus the dependent variable. Based on the explanation above, we obtain the conceptual framework shown in the figure.
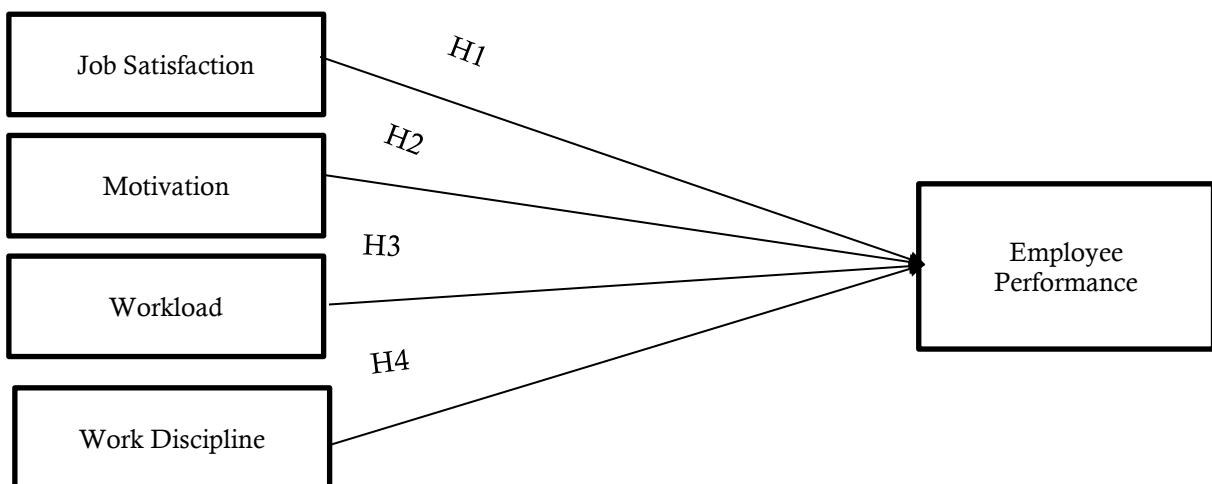

Figure 1. Conceptual Framework

3. Data and Method
Types of research
This study employed a quantitative technique as its research methodology. Explaining the position of the variables under study and the relationship between one variable and other variables is the goal of explanatory research, according to Sugiyono (2017). The purpose of the study was to

develop a model that examines how employee performance is impacted by factors such as workload, motivation, job satisfaction, and work discipline.

Data collection technique
In this research, the type of data used to carry out research is primary data. This data was directly obtained from field research through direct observation of the objects to be studied through data collection techniques in the form of interviews, questionnaires and observations that were distributed to PT employees. Sumber Alfaria Trijaya Tbk in the East Pademangan area, North Jakarta. Data collection was carried out by distributing questionnaires. The questionnaire conducted in this research contained five variables. The respondent's identity consists of name, position, age, gender, highest level of education and length of service at the company.

Population and Sample
Population
Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions according to (Sugiyono, 2017). In this research, the population is employees who work at PT. Sumber Alfaria Trijaya in the East Pademangan area, North Jakarta with 67 employees.

Sample
Saturated sampling is a technique in which all members of the population are used as samples. This is often done when the population is relatively small. Another term for a saturated sample is a census in which the entire population is sampled. Because the number of employees at PT Sumber Alfaria Trijaya, Tbk in the East Pademangan area, North Jakarta, only numbered 67 people, the entire population was used as a sample.

Data analysis method
The research method that will be carried out is quantitative research (Sugiyono, 2017). The data analysis method used is a quantitative analysis method, namely, to test the effect using regression analysis using Google and IBM SPSS Statistics 29 software because regression analysis is suitable for variables that have a linear relationship and can be used as a basis for analysis to prove hypotheses. To find out the data analysis procedures in this research, which will be carried out using the assumption that the use of multiple linear regression models meets the assumptions of normality, multicollinearity and heteroskedasticity tests.

Multiple Linear Regression Analysis
Linear regression is a statistical method used to form a relationship model between related (dependent) variables and independent (independent) variables. The influence of the independent variables, namely, Job Satisfaction, Motivation, Workload and Work Discipline on the Employee Performance variable and the regression equation can be formulated as follows:

$$EP = a + b1JS + b2M + b3W + b4WD + e \qquad (1)$$

4. Results
Normality Test Results
The Normality Test is a test to see whether the residuals obtained have a normal distribution. If the significant value is > 0.05, then the residual is normally distributed, and vice versa. Below are the results of the normality test carried out using the SPSS program as follows:

Table 1. Normality Test Results

One-Sample Kolmogrov-Smirnov Test		
Significant Level	Asymp Sig (2-tailed)	N
0,145	<,001	67

Source: Processed data (2023)

Based on the normality test results, it is known that the significance value is 0.001 < 0.005, so it can be concluded that the residual value is not normally distributed. Outliner is data that has extreme scores, both high and low.

Multicollinearity Test Results
The multicollinearity test can be determined from the tolerance value and Variance Inflation Factor (VIF). If the tolerance value is greater than 0.1 and the VIF value is smaller than 10, then the regression is free from multicollinearity.

Table 2. Multicollinearity Test Results

	Model	Collinearity Statistics	
		Tolerance	VIF
1	Job satisfaction	0,274	3,649
	Motivation	0,197	5,076
	Workload	0,125	8,030
	Work Discipline	0,393	2,547

Source: Processed data (2023)

According to the above table, there is no multicollinearity between any of the independent factors and other independent variables because the characteristics of the variables Job Satisfaction, Motivation, Workload, and Work Discipline have a VIF value less than 10.

Heteroscedasticity Test Results
According to Ghozali (2019), the heteroscedasticity test is carried out to determine whether the regression model has an inequality of variance from the residuals of one observation to another.

Table 3. Heteroscedasticity Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.981	1.041		1.902	.062
	Job satisfaction	-.003	.048	-.015	-.067	.946
	Motivation	-.046	.070	-.167	-.659	.512
	Workload	-.132	.081	-.518	-1.623	.110
	Work Discipline	.141	.056	.452	2.513	.015

Source: Processed data (2023)

According to Sugiyono (2017), "the variance of the independent variable is constant for each particular value of the independent variable (homoscedasticity). A good regression model is one in which heteroscedasticity does not occur.

T-Test Results (Partial)
The basis for taking the t-test can be known by looking at the significance value; if the value is <0.05, then there is a significant influence between the independent variable and the related variable, and if the significance value is >0.05, then there is no significant influence between the independent variable and the dependent variable.

Table 4. T-Test Results (Partial)

coefficients			
Model	B	T	Sig
Job Satisfaction	0,199	2.523	0,014
Motivation	-0,062	-0,543	0,589
Workload	0,202	1,524	0,133
Discipline	0,587	6,419	<0,001

Source: Processed data (2023)

According to the regression coefficient test results, with a coefficient value of 0.587 and a significance value of less than 0.001, the work discipline variable significantly and favorably affects employee performance. With a significant value of 0.014 and a coefficient of 0.199, job satisfaction also has a positive and substantial impact. With a coefficient of -0.062, motivation has a negative impact on employee performance; however, this effect is not statistically significant, with a significant value of 0.589. With a coefficient value of 0.202 and a significance level of 0.133, workload has a favorable but not statistically significant impact on employee performance.

F Test Results (Simultaneous)
The F test is an overall test conducted to determine the influence of independent variables (job satisfaction, motivation, workload and work discipline) simultaneously or over all on purchasing decisions. It has a significance of 0.05.

Table 5. F Test Results (Simultaneous)

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	769.652	4	192.413	71.973	<.001[b]
	Residual	165.751	62	2.673		
	Total	935.403	66			

Source: Processed data (2023)

The results of the ANOVA test show that the regression model used is significant, with an F value of 71.973 and a significance (Sig.) of less than 0.001, which means that this model is statistically significant in explaining variability in the dependent variable. The sum of squares of the regression is 769.652 with degrees of freedom (df) 4 and a mean square of 192.413. In comparison, the residual has a sum of squares of 165.751 with df 62 and a mean square of 2.673. Overall, these results indicate that the independent variables in the model contribute significantly to the dependent variable.

Multiple Linear Regression Coefficient Estimation Results
According to Raharjo (2018), multiple linear regression analysis functions to find the influence of two or more independent data variables on the dependent variable. The formula for the multiple regression equation in this research is as follows:

Multiple 9. Linear Regression Coefficient Table

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	.592	1.698
	Job satisfaction	.199	.079
	Motivation	-.062	.114

Workload	.202	.133
Work Discipline	.587	.091

Source: Processed data (2023)

Based on the regression analysis results, the constant has a coefficient of 0.592 and a standard error of 1.698. The job satisfaction variable has a coefficient of 0.199, a standard error of 0.079, and a beta coefficient of 0.258, indicating that job satisfaction has a significant positive influence on employee performance.

5. Discussion

The Effect of Job Satisfaction on Employee Performance
According to the above analysis's findings, work satisfaction has a substantial value, meaning that it influences employee performance to some extent. Employee performance is positively and significantly impacted by job satisfaction, as seen by the rejection of H0 and acceptance of H1. Research by Ali (2018), which demonstrates that job happiness has a considerable and favorable impact on employee performance, supports the findings of this study. According to the findings of this study, the independent variable of job satisfaction has a positive impact on the dependent variable of employee performance, which is consistent with research done in Sri Lanka by Perera et al. (2018). Funmilola et al. (2019) state that the components of job satisfaction have a significant effect on employee performance. In contrast to the results of research conducted by Subakti (2018), the job satisfaction factor has no influence significant impact on employee performance.

The Effect of Motivation on Employee Performance
According to the above analysis's findings, motivation has a significance value of zero, which indicates that it has no effect on employee performance to some extent. Consequently, H0 is approved and H1 is denied, indicating that employee performance is not significantly and favorably impacted by incentive. The findings of this study support those of Romaini et al. (2019) and Adha et al. (2019), who claim that employee performance is not much impacted by motivation. In the meantime, research by Muna and Isnowati (2022), Anwar (2021), and Agustin (2021) indicates that employee performance is significantly impacted by motivation (2020).

The Effect of Workload on Employee Performance
The analysis's findings indicate that workload has a partial impact on employee performance, as indicated by its significant value. Therefore, H0 is approved and H1 is denied, indicating that employee performance is not significantly and favorably impacted by workload. The existence of earlier research by Karauwan (2019) titled "The Influence of Work Ethic, Organizational Culture, and Workload on Employee Performance in the Public Works Department of South Minahasa Regency" further supports this. It found that work ethics, organizational culture, and workload are all burdensome but concurrent. Employee performance is not positively and significantly impacted by partial work. Meanwhile, Sugiharjo & Aldata (2018), the Influence of Workload and Work Motivation on the Performance of Salemba Branch BPJS employment employee's workload and work motivation have a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance
Given its high value, work discipline has a partial impact on employee performance, according to the analysis previously mentioned. Consequently, H0 is disproved and H1 is approved, indicating that work discipline significantly and favorably affects employee performance. The findings of this study are consistent with those of other studies by Ardianto and Putra (2022) and Nurjaya (2021), which found that work discipline significantly affects employee performance. However, it contradicts the conclusions of studies by Irawan (2021), Muna and Isnowati (2022), and Felisa and Hendratmoko (2020), which found no relationship between work discipline and employee performance.

6. Conclusion

The following are the effects of job satisfaction, motivation, workload, and work discipline on employee performance, as determined by the analysis and discussion results: Employee performance is positively and significantly impacted by job satisfaction. Employee performance is not significantly and favorably impacted by motivation. Employee performance is not positively and significantly impacted by workload. Employee performance at PT. Sumber Alfaria Trijaya Tbk in the East Pademangan neighborhood of North Jakarta is positively and significantly impacted by work discipline. The managerial implications of this study highlight the critical role of job satisfaction, motivation, workload, and work discipline in enhancing employee performance. Managers should prioritize creating a supportive work environment that fosters job satisfaction and motivation, ensuring that employees feel valued and driven to excel. Additionally, managing workloads effectively is essential to prevent burnout and maintain high-performance levels. Implementing and reinforcing clear work discipline policies will also contribute to a more organized and productive workplace. By addressing these factors, organizations can significantly improve employee performance and overall operational efficiency.

Recommendation

Suggestions for further research include expanding the research variables by considering other factors that can affect employee performance, such as work environment, company policies, and management support. Researchers are also advised to conduct comparative studies between various industries or companies to get a more comprehensive picture of the variables that affect employee performance. This can provide deeper and more relevant insights into the dynamics of performance in various sectors.

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