
Article

The Effect of Job Satisfaction and Work Discipline on Employee Performance at PT Pertamina Patra Niaga Sales Retail Aceh

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Abstract: This study aims to examine the effect of job satisfaction and work discipline on employee performance at PT Pertamina Patra Niaga Sales Retail Aceh. The method used in this study is a quantitative approach with an associative research type. The data analysis technique used is multiple linear regression. The sample consists of 72 employees selected using a saturated sampling method. The results show that both partially and simultaneously, job satisfaction and work discipline have a positive and significant effect on employee performance. High job satisfaction increases employee motivation and enthusiasm, while good work discipline reflects responsibility toward assigned tasks. These findings emphasize that to enhance employee performance, companies must focus on both factors simultaneously.

Keywords: Job Satisfaction, Work Discipline, Employee Performance, Multiple Linear Regression.

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1. Introduction

In an era of globalization full of competition, companies are required to produce high-quality products and maintain their existence. Human resources (HR) are one of the important assets for companies to improve employee performance, considering the increasingly fierce and fast competition. In achieving company goals, the role of employees is very important, so company leaders must carry out proper coaching for their human resources, coordinate, and provide clear directions to improve employee performance. According to (Afandi 2018; 3) stating that Human Resource management is the science and art of managing the relationship and role of the workforce efficiently and effectively so that the goals of the company, employees and society are achieved. To achieve this, the company must be able to create conditions that can encourage and allow employees to

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develop and improve their abilities and skills optimally. One of the efforts that can be forged by the company to create these conditions by meeting the need factor will later cause employee job satisfaction.

Employee performance in an organization or company has a very important role, because good performance will show the effectiveness of the organization's work, which will ultimately support the achievement of the company's goals. In this study, the researcher took the object of the company where the researcher had done Practical Work (Internship), namely PT Pertamina Patra Niaga Sales Retail Aceh. PT Pertamina Patra Niaga Sales Retail Aceh is one of the business units of PT Pertamina Patra Niaga, a subsidiary of PT Pertamina (Persero) engaged in the distribution, marketing, and trading of Fuel Oil (BBM) and non-fuel products in the Aceh region. The main focus is to ensure the smooth distribution of fuel to consumers through the network of petrol stations and other distribution channels, as well as support local economic growth by providing energy efficiently and sustainably. Products and Services such as, Fuel Distribution: Solar, Peralite, Pertamax, and other fuel products through petrol stations and official distribution agents, Then there are Non-Fuel Products: LPG (Liquefied Petroleum Gas), and other oil derivative products. The company's main focus is to ensure the availability and smooth supply of fuel to consumers through the network of petrol stations (Public Fuel Filling Stations) and other official distribution channels. In addition, this company also supports local economic growth by providing energy efficiently, sustainably, and in accordance with the needs of the community.

Job satisfaction is one of the most important factors in the world of work, which can affect employee performance in various industry sectors. Job satisfaction, according to Sutrisno (2017), is an individual's general attitude towards his work. A person who has a high level of job satisfaction will show a positive attitude towards their work. Satisfied employees tend to work with passion, be active, and perform better compared to those who are dissatisfied. Conversely, dissatisfied employees will feel like they never achieve psychological satisfaction, which can ultimately lead to negative attitudes or behaviors and even lead to frustration. If the job satisfaction analysis refers to work performance, absenteeism, mutation habits, employee age, employment level, and organizational size, job satisfaction can become clearer. Job satisfaction also includes the job itself, salary, promotion policies, supervision, To ensure that all workers are satisfied with their work, companies must consider these things (Luthans, 2016).

Table 1. Labour Turn Over PT Pertamina Patra Niaga Sales Retail Aceh

Year	Number of Employees at the Beginning of the Year	Number of Incoming Employees	Number of Employees Leaving	Number of Year-End Employees	Presentase (LTO)
2024	74	5	7	72	9,6%
2023	70	3	2	71	2,8%

Source: PT Pertamina Patra Niaga Sales Retail Aceh

Based on the table above, it can be seen that the employee turnover rate (LTO) at PT Pertamina Patra Niaga Sales Retail Aceh for 2024 is 9.6%, which is higher than 2023 of 2.8%. This shows an increase in the number of employees leaving the company. Every year, the level of employee entry and exit at PT. Patra Niaga Sales Retail Aceh shows an imbalance, where the number of employees who leave is not proportional to the number

who enter. This imbalance has the potential to disrupt the smooth operation of the company. As a result, companies must allocate more time to train new hires to have adequate skills, including to handle additional tasks outside of their primary responsibilities. In addition, the company must bear additional costs for the recruitment process to compensate for the shortage of manpower in supporting production activities. The impact of this situation not only affects work efficiency, but also adds to the company's financial burden.

Increased turnover rates can be attributed to job satisfaction levels. If an employee feels dissatisfied with their job, whether due to work environment, compensation, or career development opportunities, then the employee is more likely to leave the company. In contrast, lower turnover rates in 2023 suggest that most employees may be more satisfied with their working conditions at the time. In every organization, regardless of its form, job satisfaction and work discipline play a crucial role in increasing employee productivity. Without solid work discipline, adequate levels of satisfaction, superior work quality, and optimal work effectiveness, an organization's goal of driving employee performance will not be optimally achieved. Therefore, creating a work environment that supports both aspects is the key to the success of an organization in achieving its goals.

In addition to job satisfaction, work discipline is also a very important aspect in supporting the success of the organization. According to Sutrisno (2015), discipline reflects a worker's fundamental attitude towards the norms and rules applied by the company. This discipline makes employees willing to comply with regulations voluntarily without pressure from other parties. The following are the working hours of PT Pertamina Patra Niaga Sales Retail Aceh employees:

Table 2. Schedule of Working Hours and Breaks for Employees of PT Pertamina Patra Niaga Sales Retail Aceh

Working Hours	
Workday	Monday - Friday
Operational Working Hours	08.00 – 16.00 WIB
Break Hours	12.00 – 14.00 WIB

Source: PT Pertamina Patra Niaga Sales Retail Aceh

Based on what is listed in the table above, 08.00 is set as the deadline for employees to arrive at the office, while 16.00 is the deadline to leave the office. However, based on direct observation by researchers in the field, there are still a number of employees who do not comply with these rules. Some of them arrive late beyond the predetermined time limit, go home early before the end of working hours, or take a break that exceeds the predetermined duration.

The phenomenon found showed a significant relationship between job satisfaction levels and employee disciplined behavior. Some aspects that are of concern are job satisfaction from the social and physical side, which has a direct effect on employee performance. However, the phenomenon seen in the author's observations shows that there is a discrepancy between the level of job satisfaction and the work discipline of some employees. For example, there are employees who arrive late, leave the office early, and take excessive use of break time. This shows that there are deficiencies in the discipline aspect, which can lead to a decrease in overall performance.

Low job satisfaction, both socially and physically, can trigger a decline in work discipline, which in turn affects individual performance and overall company performance. Low work discipline not only reflects a lack of responsibility for work, but it can also result in a loss of motivation in achieving the company's goals and objectives. Therefore, it is important for the company's management to pay more attention to factors that can increase employee job satisfaction and strengthen work discipline, such as providing adequate facilities, creating a harmonious relationship between employees and superiors, and enforcing clear and fair rules of discipline. Furthermore, based on previous research related to the relationship between job satisfaction and work discipline to employee performance by Susanto (2019), it shows that the adjusted R Square figure is 0.779 or 77.9%, so this research is important to be carried out. Based on the above description and direct observation of findings in the field, the factors of job satisfaction and work discipline are two elements that cannot be separated in creating optimal performance. By identifying this phenomenon, the author is interested in conducting a study with the title: **"The Effect of Job Satisfaction and Work Discipline on Employee Performance at PT Pertamina Patra Niaga Sales Retail Aceh."**

2. Literature

2.1 Human Resources

Human Resource Management or commonly called MSDM is part of general management that deals with human resource issues which is incidentally the most crucial component of management considering that humans are the managers of the overall management process. Broadly speaking, the definition of human resources is stated by Darmadi (2022), namely individuals who work as the driving force of an organization, both institutions and companies and function as assets that must be trained and developed their abilities. According to Hidayat & Anwar (2022), the goal of Human Resource Management (HR) is to increase the productive contribution of employees to the organization in a strategic, ethical, and socially responsible way. According to Ilmi & Nukhatillah, (2023) Human Resource Management is one of the fields of general management that includes aspects of planning, organizing, implementing, and controlling.

2.2 Job Satisfaction

According to Sutrisno (2017), the term "Satisfaction" refers to an individual's general attitude towards his work. Satisfied employees will be able to work well, be passionate, be active, and be able to perform better than employees who do not gain job satisfaction. Employees who do not get job satisfaction will never achieve psychological satisfaction and will eventually develop negative attitudes or behaviors and in turn will be able to cause frustration. Meanwhile, another opinion about job satisfaction is also put forward by Hasibuan (2017), job satisfaction is an emotional attitude that is fun and loves one's job. This attitude is reflected in work ethic, discipline, and work performance. Job satisfaction at work is job satisfaction enjoyed at work by earning praise for the work results, placement, treatment, equipment, and atmosphere of a good work environment. While job satisfaction outside of work is the employee's job satisfaction that is enjoyed outside of work with the amount of remuneration that will be received from the results of his work, so that he can buy his needs.

2.3 Work Discipline

When employees understand and apply work discipline well, they will know how to do their jobs effectively and efficiently. Disciplined employees tend to perform better, be more responsible, and be more productive, which in turn will have a positive impact on the organization's long-term goals. According to Sutrisno (2019:86), "Discipline shows a condition or attitude of respect that exists in employees towards the rules and regulations of the agency". Keith Davis in Hasibuan in Rizki and Suprajang (2017) "work discipline is an operative use of human resource management which is important for employee work performance will be higher, and good work discipline is certainly the duties and authority given to him. According to Afandi (2018:12), Work Discipline is a tool used by managers or leaders to change an effort to increase awareness and willingness to comply with all applicable company regulations and social norms.

2.4 Employee Performance

According to Adhari (2020:77), the definition of employee performance is a result produced from a certain job function or an activity in a certain job during a certain period, which shows the quality and quantity of the work. According to Rerung (2019:54) said that employee performance is a behavior produced on tasks that can be observed and can also be evaluated, where employee performance is a form of contribution made by an individual in achieving the goals of the organization. According to Afandi (2018; 83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, not unlawfully and not contrary to morals and ethics. From the opinions of some experts, it can be concluded that work discipline is a tool or means for an organization to maintain its existence. This is because with high discipline, employees, both superiors and subordinates, will obey all existing regulations so that the implementation of work can be in accordance with the predetermined plan.

3. Methods

This final project research uses a quantitative method, where this research uses questionnaires, surveys. Quantitative research involves numbers as a measuring tool, then the results are used to analyze the data (Arghode, 2012). The variables studied in this study are the influence of Job Satisfaction, and Work Discipline variables (independent variables) on Employee Performance (dependent variables). The type of research used in this study is explanatory research or research that analyzes the relationship between variables. Quoted from expert opinions, explanatory research is a research method that explains the position of the variables being studied and the influence between one variable and another (Sugiyono, 2016). In this study, the data used are primary data and secondary data.

4. Results

4.1 Result of Descriptive Analysis

4.1.1 Job Satisfaction

Job satisfaction in this study is an independent variable. In this variable, there are 6 questions on the job satisfaction variable. The results of the questionnaire showed that the average score of the training program was 4.33, indicating that the training at PT Pertamina Patra Niaga Sales Retail Aceh was very well appreciated by the respondents. The highest aspect of item X1.6 with the statement "provides employees with the opportunity to participate in decision-making" with a value of 4.41. However, it is necessary to improve on the section with the lowest score on item X1.1 with the statement "salary received in accordance with what the company does" as indicated by the lowest score with a value of 4.14.

4.1.2 Work Discipline

The work discipline in this study is an independent variable. In this variable, there are 8 statements on the Work Discipline variable, with a total average of 4.49 which shows that employee discipline is in the very good category. The statement with the highest score is found in item X2.1 with the statement "The goals to be achieved must be clear and challenging enough for the employee's ability." with a value of 4.61. Meanwhile, the lowest score was in Item X2.5 with the statement "Employees feel they receive attention, guidance, guidance, direction and supervision from their superiors.", and in Item X2.2 with the statement "If the example of the leadership related to discipline is not good, the employees will also be less disciplined." The attention and example from the boss still needs to be improved, as seen from the lowest score in items X2.2 and X2.5 of 4.35.

4.1.3 Employee Performance

Employee performance in this study is a dependent variable. In this variable, there are 4 respondents' answer statements on the Employee Performance (Y) variable, with a total average score of 4.54 which shows that employee performance is in the very good category. The statement with the highest score is found in item Y.1 with the statement "I carry out my duties carefully and carefully" with a value of 4.69. Meanwhile, Item Y.3 with the statement "I always comply with the rules and rules that are late set by the company" obtained the lowest score of 4.33, which is a concern for increased compliance with work rules.

4.2 Uji Hypothesis

4.2.1 Individual Parameter Significance Test (T Test)

The T test is carried out to determine the influence of the independent variable (X) partially (individually) on each bound variable (Ghozali I, 2016). Variables are said to have a significant effect on the bound variable (Y) if $t\text{-calculate} > t\text{-table}$ or the probability value of the free variable (Y) is below the significance level (0.05)

Decision Making Policy

1. If the value of $\text{sig} < 0.05$, then there is an influence of the variable X on the variable Y
2. If the value of $\text{sig} > 0.05$, then there is no influence of variable X on variable Y

It is known that the sig value is $0.048 < 0.05$ and the T_{cal} value is $2.022 > 2,000$ T_{table}, so it can be concluded that Job Satisfaction (X1) has a significant positive effect on employee performance (Y). So H1 is accepted. Job Satisfaction consistently shows improvements in productivity, problemsolving ability and innovation.

It is known that the sig value is $0.000 < 0.05$ and the T_{cal} value is $2.389 > 2,000$ T_{table} so that it can be concluded that Work Discipline (X2) has a significant positive effect on employee performance (Y). Then H2 is accepted. Employees with good work discipline tend to perform better because they have proven skills, a deep understanding of specific tasks, and the ability to work efficiently. Work discipline allows employees to be more confident in facing challenges, reduce work errors, and increase productivity. In addition, disciplined employees can also become mentors or role models for other colleagues so as to make an additional contribution to creating a collaborative and productive work environment.

4.2.2 Simultaneous Significance Test (F Test)

The F test itself explains whether or not independent variables have a simultaneous influence on dependent variables. This test aims to answer the following hypothesis: H3: Job Satisfaction and Work Discipline simultaneously affect employee performance. It is known that the value of sig. $0.000 < 0.05$ and F_{cal} $21.962 > 3.15$ F_{table}. Therefore, it can be concluded that all independent variables including Job Satisfaction (X1) and Work Discipline (X2) have a simultaneous effect on the dependent variable of employee performance (Y), so the hypothesis is accepted.

4.2.3 Determinant Significance Test (R²)

The Coefficient of Determination (R²) is an indicator used to describe how much variation is described in the model. R square is a value that shows how much the free variable affects the magnitude of the bound variable. Based on the test results, it is known that the Adjusted R Square value is 0.407 or 40.7%. Based on the data obtained, it can be seen that the independent variables of Job Satisfaction (X1) and Work Discipline (X2) can explain by 40.7% the variable tied to employee performance (Y). While the remaining 59.3% was explained by other variables that had not been included in the study.

5. Discussion of Research Results

5.1 The Effect of Job Satisfaction (X1) on Employee Performance (Y)

The effect of Job Satisfaction (X1) on Employee Performance (Y) is proven through the T Test. It is known that the Job Satisfaction variable (X1) has a significant positive effect on employee performance (Y), so it can be concluded that the better Job Satisfaction (X1) is given, the more employee performance (Y) will also improve. Thus, this study is in line with previous research by Aulia, Vidia and Trianasari (2021), which stated that there is a significant positive influence of the training program variable (X2) on employee performance (Y).

5.2 The Effect of Work Discipline (X2) on Employee Performance (Y)

The Effect of Work Experience (X2) on Employee Performance (Y), as evidenced by the T test. It is known that the Work Discipline variable (X2) has a significant positive effect on employee performance (Y), so it can be concluded that if Work Discipline (X2) increases, then employee performance (Y) will also increase and vice versa. These results are in line with research conducted by Hamjah, Sutisna and Faisal (2024), which states that both work discipline (X1) has a positive and significant influence on employee performance (Y).

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

The effect of Job Satisfaction (X1) and Work Discipline (X2) on Employee Performance (Y) is proven through the F Test. So it can be concluded that Job Satisfaction (X1) and Work Discipline (X2) together (simultaneously) have a significant influence on the performance of employees (Y) of PT Pertamina Patra Niaga Sales Retail Aceh. These results are in line with previous research conducted by Andriani, Anggraini and Metarini (2023), and Fajri, Amelya and Sairin (2022). Which states that Job Satisfaction (X1) and Work Discipline (X2) have a simultaneous effect on employee Performance (Y).

6. Conclusions and Recommendations

Based on the results of research by employees of PT Pertamina Patra Niaga Sales Retail Aceh, it can be concluded as follows:

1. Job Satisfaction (X1) has a positive and significant effect on Employee Performance (Y). The higher the job satisfaction felt by employees, the higher the performance shown. This is evidenced by a significance value of 0.048 (< 0.05) and a calculated t value of $2.022 > t$ of the table of 1.992.
2. Work Discipline (X2) has a positive and significant effect on Employee Performance (Y). High employee work discipline was shown to improve performance, with a significance value of 0.000 (< 0.05) and t count $2.389 > t$ table 1.992.
3. Job Satisfaction and Work Discipline simultaneously have a significant effect on Employee Performance. This is evidenced by the results of the F test with a significance value of 0.000 (< 0.05) and F calculated $21.962 > F$ table 3.12.
4. Based on the results, it is known that the R Square is 0.407. It can be concluded that the dependent variables together explain the independent variable of 40.7%. This means that there is 59.3% influence of factors outside of the factors or variables studied.

Based on the results of the research, here are suggestions or recommendations that can be give :

1. In the Job Satisfaction variable, there is the smallest mean, namely in item X1.1 with the statement "Salary received in accordance with what has been done for the company" with a score of 4.41 indicating that Job Satisfaction at PT Pertamina Patra Niaga Sales Retail Aceh. Therefore, the company must review the salary allocation for employees at PT Pertamina Patra Niaga Sales Retail Aceh.
2. In the Work Discipline variable, the item with the lowest mean value was found in the X2.2 statement, namely "If the example of the leader related to discipline is not good, the employees will also be less disciplined.", with an average score of 4.35. Therefore, the business must have a role model in terms of discipline, such as punctuality, compliance with SOPs, and work ethics at PT Pertamina Patra Niaga Sales Retail Aceh.
3. In the Employee Performance variable, the item with the lowest mean value was found in the Y.3 statement i.e. "I always comply with the rules and regulations that are late set by the company", with the lowest score of 4.33. Therefore, it can be concluded that PT Pertamina Patra Niaga Sales Retail Aceh must create a reward system or reward for employees who show high compliance with regulations as a motivation for others to follow.

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