

The Influence of Work Discipline, Organizational Culture, Quality of Work Life, and Work Motivation on Job Satisfaction (Study of SL Corp Indonesia Employees in the Purwokerto Area)

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ABSTRACT

This research aims to determine the influence of work discipline, organizational culture, quality of work life, and work motivation on job satisfaction among SL Corp employees. Using Quantitative Methods with a population of 154 employees and a sample of 111 employees. Questionnaires were distributed in March-May. This research includes descriptive statistics, reliability, and basic assumptions: normality, multicollinearity, and heteroscedasticity. Model feasibility, multiple linear regression test, partial, and coefficient of determination R² using the SPSS 26 analysis tool. The results of the analysis show that work discipline, organizational culture, and quality of work life have no effect on job satisfaction. Meanwhile, work motivation has a significant positive effect on job satisfaction and has important implications in managing human resources and increasing satisfaction among SL Corp employees.

INTRODUCTION

Human resources are one of an organization's most important sources of strength. Quality human resources can manage an organization under any conditions so that companies can provide rewards by increasing employee job satisfaction (Abhie & Endratno, 2022). The Indonesian Ministry of Finance stated that Indonesia's food and beverage (Culinary Industry) drives the Indonesian economy (djkn.kemenkeu.go.id). This has resulted in the culinary industry being ambitious to develop, one of which is SL Corp, formerly Sambal Layah Corp.

SL Corp was founded in April 2013 in Purwokerto and has several brands and outlets with different characteristics and target markets. SL Corp employees have different challenges when serving consumers. Employees will be required to continue improving work performance and quality, increasing job satisfaction and the company organization. The SL Corp company has regulations and work systems that are given to employees for practical work and seeking as much turnover as possible. The work regulation system and organizational culture implemented by SL Crop can influence employee job satisfaction.

According to Robin & Judge (2015), a positive attitude toward a job that arises from assessing its quality is called job satisfaction or standards. Job satisfaction can make workers feel happy carrying out their work and enjoying it. Internal and external factors of employees can help increase job satisfaction. These two factors influence how satisfied employees are with their jobs.

According to Azhar et al. (2020), discipline is the capacity and willingness to adhere to all corporate regulations as well as relevant social norms. Work discipline can be used as a benchmark for employee performance and coaching for company employees. Apart from that, a person's level of work discipline can also affect their level of satisfaction with their job. If their level of discipline decreases, it can impact their level of satisfaction with their job or vice versa. In research (Purnomo, S., & Putranto, AT, 2020) and Yumhi, Y. (2021) It demonstrates how work discipline affects job satisfaction. However, further evidence is required to support the idea that work discipline has little bearing on job satisfaction (Rizky et al., 2021).

In a company, organizational culture is a common occurrence. Within the company, there is a running organizational structure. Each organization has its patterns and customs (Paais, M., & Pattiruhu, JR, 2020). It can collapse if the organization is not dynamic and stable (Wahab, W., 2021). An organizational culture that has been implemented well and accepted by employees shows that the organizational culture implemented is thriving and can increase employee job satisfaction. This is in line with research by (Damayanti, E., & Ismiyati, I. 2020) and (Dameria, L., & Ekawati S. 2022), demonstrating how employee work satisfaction is positively and dramatically impacted by organizational culture. Conversely though, according to some research, organizational culture has a negligible and unfavorable impact on job satisfaction (Hamsal, H. 2021).

The process carried out by an organization to ensure welfare, security, satisfaction, a sound compensation system, benefits, and employee involvement

in achieving organizational goals is known as quality of work life. The employee's degree of job satisfaction will rise if the caliber of the work produced is in line with their performance. On the other hand, if the quality of work and performance are comparable, employee job satisfaction can increase and increase. Quality of work life positively affects job satisfaction, supported by (Zittaian et al., 2023) and (Azmi & Pitoyo, 2023). Meanwhile, other research states that quality of work life does not significantly affect job satisfaction (Pradnyanata, et al, 2020).

The driving factor for job satisfaction is work motivation. According to Robbin (2017), Motivation is a process that embodies a person's willpower, fortitude, and tenacity in accomplishing objectives. The feeling that arises in a person as a result of having a goal and the urge to do work in a pleasant mood so that they can do the job well and produce high-quality results is known as Motivation. Employee job satisfaction will be sustainable with a high level of work motivation. The positive impact of work motivation on employee job satisfaction can be proven by (Paais, M., & Pattiruhu, JR, 2020) and (Suriyanti, S.2020). However, other research states a significant negative influence between work motivation and employee job satisfaction (Hermiana et al., 2022).

Researchers interviewed with HRD SL Corp in November, and they found that every month, there are employees who leave work, so it can be seen that the level of job satisfaction obtained is lower. This could be related to the shift distribution system, working hours, and family. The SL Corp company also creates an organizational culture by reciting the Koran with teaching staff provided by the company. Apart from that, researchers also got some information about late absences on the company's absence application, where almost every day, there are employees who are late for work.

Based on the previous problem formulation, researchers will conduct variable development research that was previously researched by Rizky et al., in 2020 regarding "The Influence of Work Discipline and Organizational Culture on Job Satisfaction of Pizza Hut East Jakarta Employees," which shows that work discipline has an insignificant positive effect on job satisfaction. Meanwhile, organizational culture has a significant positive impact on job satisfaction. Apart from that, researchers will add two variables, namely quality of work life and work motivation, with a sample of 111 employees to explore employee job satisfaction more broadly.

THEORETICAL REVIEW

Two Factor Theory

According to Herzberg (1959), the theory related to satisfaction is a two-factor theory consisting of motivation factors and hygiene factors. The feelings of satisfaction or dissatisfaction felt by employees are primarily determined by factors (drivers) and contextual hygiene factors). In this theory, the two components are the existence of two types of conditions: the first causes a person to feel dissatisfied, and if this condition exists and is ignored, a person will not be motivated. This theory is used as a theoretical basis because it

explains that employee job satisfaction can be influenced by motivating factors such as recognition, appreciation, and self-development (Dhani & Surya, 2023).

The basic principle of this theory is that maintenance factors must be increased to reduce job dissatisfaction and increase motivation factors to increase job satisfaction. Suppose the company has a good quality of work life due to motivational factors and an excellent organizational culture due to hygiene factors (extrinsic). In that case, employees will feel job satisfaction (Pramudya, 2020). The job satisfaction received by SL Corp employees can be related to the two-factor theory, which states that the company has motivational and contextual factors.

Job satisfaction

According to Robbins (2015): 170, job satisfaction is a comprehensive perspective regarding a person's work that differentiates between expectations and reality. Lawler states in Robbins and Judge (2015: 180) that the fact that a person must face and accept as compensation for the time and effort invested determines how satisfied a person is. Suitability or striking a balance between expectations and reality are key components of job satisfaction. When employees can build relationships and interact well with work partners and leaders, the work will be done well and encourage job satisfaction (Nurhanifah, S. & Widhiandono, H., 2023).

Work Discipline

According to (Rizky et al., 2020), work discipline is the obedience of each individual and group to "orders" and having the initiative to take necessary actions if there are no "orders." Employee work discipline provides excellent benefits for both the company and employees because work discipline will ensure the effective implementation of duties and regulations in the company (Utamingtyas, RR ., 2020). Enforcement of work discipline aims to ensure the smooth running of the company according to the company's vision and mission so that employees comply with all applicable policies and regulations in the company, both written and unwritten. Enforcing work discipline among employees can influence employee job satisfaction. This is supported by (Purnomo, S. & Putranto, AT, 2020) and Yumhi, Y., 2021), that work discipline positively and significantly affects employee job satisfaction. Meanwhile, other research disagrees that work discipline does not significantly affect job satisfaction (Rizky et al., 2021).

H1: Work discipline has a positive effect on job satisfaction

Organizational culture

Sari, F., Sudiarditha, IKR, and Susita, D. (2021) define organizational culture as a set of practices, values, and operating methods that a group of people use to achieve common goals. According to Freytag (1990), organizational culture consists of various conscious and unconscious values and assumptions that may support a company's sense of balance. These assumptions and rules influence how workers behave in a company. In organizational culture itself, some problems occur, namely that there are still

employees who need to obey the regulations made by the company so that employees feel they cannot accept cultural differences. That can cause the company to be unable to take these differences (Hadiyatno, D., 2022). Research (Damayanti, E., & Ismiyati, I. 2020) and (Dameria, L., & Ekawati, S. 2022) shows that organizational culture positively and significantly affects employee job satisfaction. However, other research states that organizational culture has a negative and insignificant effect on job satisfaction (Hamsal, H. 2021).

H2: Organizational culture has a positive effect on job satisfaction

Quality of Work Life

According to Cascio (Nasution, Y. K. (2020), the quality of work life is determined by employees' perceptions of their physical and emotional health. The term "Quality of work life" refers to a group of employee views that includes job satisfaction, feelings of safety at work, and opportunities for development to enhance worker dignity. John M Ivancevich, 2007 (Zittaian et al., 2023) states that quality of work life is related to various aspects of work experience, such as management, supervisory style, freedom and autonomy in making decisions about work, satisfaction of psychological needs in the work environment, security workplace, satisfaction with working hours, and essential tasks. A better quality of work life can encourage employees' enthusiasm for doing their work, reduce complaints, make them feel comfortable, and be more satisfied with their work, which in turn impacts their performance. The existence of quality of work life has a positive effect on job satisfaction, supported by (Zittaian et al., 2023) and (Azmi & Pitoyo, 2023). Meanwhile, other research states that quality of work life does not significantly affect job satisfaction (Pradnyanata et al., (2020).

H3: Quality of work life has a positive effect on job satisfaction

Work motivation

Robbins & Judge (2017) put forward work motivation theories, one of which is 1) the Hierarchy of Needs Theory, put forward by Abraham Maslow which emphasizes five basic human needs, including physiological (thirst, hunger, sex, shelter and other physical needs), a sense of security (free from physical and emotional danger), social (mutual love, acceptance, and friendship), appreciation (recognition, appreciation, status, self-achievement), and self-actualization (the drive to develop oneself, potential and self-fulfillment). In this case, organizational managers must consider every decision to improve employee welfare (Paaais, M., & Pattiruhu, JR, 2020).

Companies must always increase employee work motivation for sustainability by increasing feelings of comfort, satisfaction, and work enthusiasm. With encouragement from work motivation, you can increase optimal targets at work. The lower needs on the proposed pyramid in Maslow's theory of motivation must be satisfied before the higher needs; this concept can be compared to that of hygiene and motivational factors because the presence of hygiene factors is necessary for the emergence of motivational factors, which in turn prevents job dissatisfaction (Samira et al., 2020). The positive influence

of work motivation on employee job satisfaction can be proven by (Paais, M. & Pattiruhu JR 2020) and (Suriyanti, S.2020). However, other research states a significant negative influence between work motivation and employee job satisfaction (Hermiana et al., 2022).

H4: Work motivation has a positive and significant effect on job satisfaction

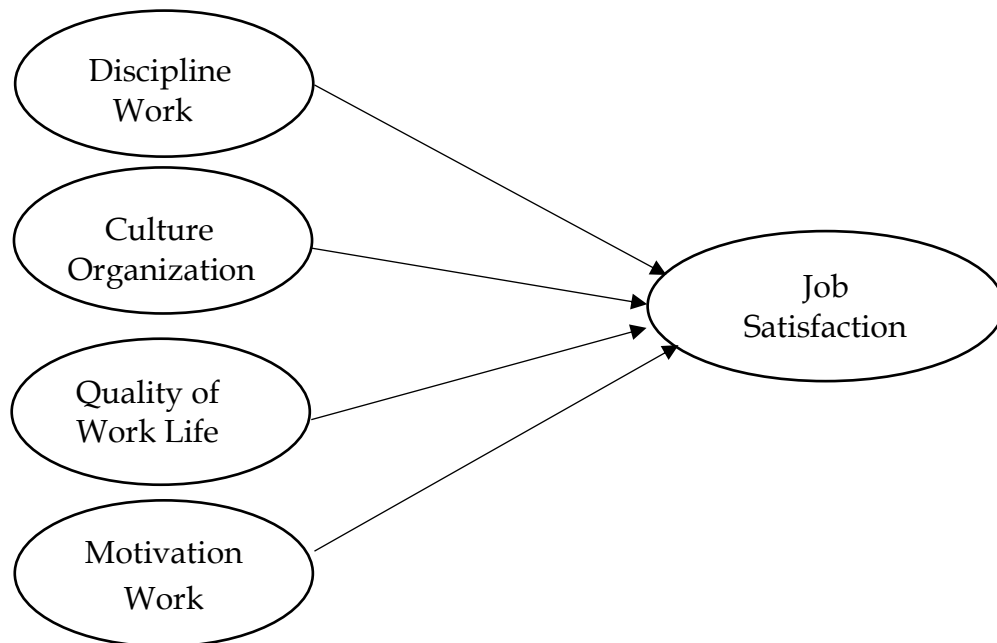


Figure 1. Conceptual Framework

METHODOLOGY

This research is quantitative research using survey or questionnaire methods. The population in this study was 154 employees, and the research sample was 111 employees using the purposive sampling method. The criteria for respondents who filled out the questionnaire were contract and part-time employees at several SL Corp outlets in the Purwokerto area. The most recent SPSS 26 version was used by the researchers to conduct their testing. Researchers carried out tests, which included instrument tests, classical assumption tests, and hypothesis tests. Instrumental testing includes reliability and classical assumption tests, including normality tests, multicollinearity tests, and heteroscedasticity tests. The following tests are the model feasibility test (F test), multiple regression analysis, partial test (t test), and coefficient of determination R². Job satisfaction is the dependent variable. Work discipline, organizational culture, quality of work life, and work motivation are independent variables.

The researchers utilized a five-point Likert scale for measurement, ranging from (1) strongly disagree to (5) strongly agree. There are 5 work discipline indicators used in this research, according to (Mariani, L. mi, & Sariyanthi, NK, 2017), including attendance level, punctual attendance, compliance with institutional (company) rules and regulations, and sanctions to employees. Violators will receive a notification if they do not come to work. Organizational culture is measured using 5 indicators, including self-awareness of organizational members, aggressiveness in setting goals, pleasing

personality, and team orientation performance where members work well together and carry out effective communication and coordination (Amanda, EA, Budiwibowo, S., & Amah, N., 2017). Quality of work life adapted from (Santhi, NPMC, & Mujianti, NW, 2016), namely, the opportunity to contribute ideas, work schedule, take part in training, and work together. Work motivation was measured using 4 items developed by (Yunardi & le, 2023), including job challenges, wage system, promotions, and working conditions. Job satisfaction is measured with 5 items: superior, career, salary, coworkers, and work itself (Prasetio, AP, Luturlean, BS, & Agathanisa, C., 2019).

RESULTS

Descriptive Statistics

Table 1. Descriptive Statistics Results

	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline	111	5.00	25.00	21.5946	2.57392
Organizational culture	111	25.00	55.00	40.8288	5.65826
Quality Of Work Life	111	8.00	20.00	16.4144	2.15941
Work motivation	111	18.00	45.00	36.7838	4.17875
Job satisfaction	111	36.00	75.00	61.1982	5.81037
Valid N (listwise)	111				

Job satisfaction (Y) based on descriptive statistics testing, it can be seen that the average value and standard deviation value of job satisfaction, work discipline, organizational culture, quality of work, and work motivation show that there is a good distribution of data because the average value more significant than the standard deviation.

Research Test Instrument

Reliability Test

Table 2. Reliability Test Results

N O	Variable	Items	Reliability		N of Items	Note
			Cronbach Alpha	Standard		
1	Job satisfaction	Y	0.801	0.60	15	Reliable
2	Work Discipline	X ₁	0.731	0.60	5	Reliable
3	Organizational culture	X ₂	0.719	0.60	11	Reliable
4	Quality of Work Life	X ₃	0.627	0.60	4	Reliable
5	Work motivation	X ₄	0.784	0.60	9	Reliable

The variables stated in the test are work discipline (X1), organizational culture (X2), Quality of work life (X3), work motivation (X4), and job

satisfaction (Y). It is reliable because the Cronbach's Alpha value is above 0.60 respectively.

Classic assumption test

Normality test

Table 3. Normality Test Results

Variable	Sig.	Note
Job satisfaction	,200 c,d	Normally Distributed
Work Discipline		
Organizational culture		
Quality of Work Life		
Work motivation		

If the significance value of the data normality test is more than 0.05, then the data can be normally distributed. Because it is known that the significance value of 0.200 in this study is more significant than 0.05, the data can be considered normally distributed

Multicollinearity Test

Table 4. Multicollinearity Results

Coefficients ^a			
Model	Collinearity Statistics		Information
	Tolerance	VIF	
(Constant)			
Work Discipline	,900	1,112	Free from symptoms of multicollinearity
Organizational culture	,835	1,198	Free from symptoms of multicollinearity
Quality Of Work Life	,733	1,364	Free from symptoms of multicollinearity
Work motivation	,717	1,395	Free from symptoms of multicollinearity
a. Dependent Variable: Job Satisfaction			

The multicollinearity test shows the results that the tolerance value for the work discipline variable is 0.946 with a VIF value of 1.112, the organizational culture variable is 0.835 with a VIF value of 1.198, the quality work of life variable is 0.733 with a VIF value of 1.364, and work motivation is 0.717 with a VIF value. 1,395. Based on the results of this study, there are no symptoms of multicollinearity because all variables have tolerance values above 0.10 and VIF below 10.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Variable	Sig.	Note
Work Discipline	,523	There are no heteros

Organizational culture	,298	There are no heteros
Quality Of Work Life	,093	There are no heteros
Work motivation	,098	There are no heteros
Dependent Variable: ABRES		

The heteroscedasticity test results indicate that the quality of work life variable has a significance of 0.093, the work discipline variable has a significance of 0.523, and the organizational culture variable has a value of 0.298. The values of all the significant variables are higher than 0.05. Heteroscedasticity is therefore not present in the regression model's variables.

Hypothesis test

Model feasibility test (F Test)

Table 6. F Test Results

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10,119	4	2,530	41,510	,000 ^b
Residual	6,460	106	,061		
Total	16,579	110			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Work Motivation, Work Discipline, Organizational Culture, Quality Of Work Life					

It is known that the computed F in this study is 41,510 with a significance value of 0.000 < 0.05 based on the F test results. In the meantime, $df_1 = N - K = 111 - 5 = 106$ and $df_2 = K - 1 = 5 - 1 = 4$ yield a F table value of 2.46 at the 95% confidence level. $F_{count} > F_{table}$ ($41,510 > 2.46$) as a result. Thus, it can be said that the regression model is deemed adequate or appropriate.

Multiple Linear Test

$$Y = \alpha + \beta X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = 1.146 - 0.09X_1 + 0.093X_2 + 0.058X_3 + 0.584X_4 + e$$

Partial Test (t Test)

Table 7. t test results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	1,214	,284		4,279	,000
Work Discipline	-.003	,048	-.004	-.068	,946

Organizational culture	,074	,050	,098	1,473	.144
Quality Of Work Life	.031	,051	,043	,606	,546
Work motivation	,606	,060	,725	10,129	,000
a. Dependent Variable: Job Satisfaction					

Source: Data processed using IBM SPSS 26

Based on the test results, the following conclusions can be drawn:

A. Work Discipline t test (X1) on Job Satisfaction (Y)

Dengan demikian, hipotesis kedua, bahwa "Work Discipline has no effect on Employee Job Satisfaction", ditolak. Ini ditunjukkan oleh nilai t-tabel ($-0,68 < 1.659$), yang menunjukkan bahwa signifikansi 0,946 adalah lebih besar dari 0.05.

B. Organizational Culture t test (X2) on Job Satisfaction (Y)

The preceding table's T count < t table ($1.473 < 1.659$) indicates that the significance of 0.144 is higher than 0.05. The second hypothesis, which stated that "Organizational Culture has no effect on Employee Job Satisfaction," was thus disproved.

C. Quality of Work of Life (X3) on Job Satisfaction (Y)

T count < t table ($0.606 < 1.659$) in the previous table suggests that the significance of 0.546 is more than 0.05. As a result, the second hypothesis – "Quality of Work Life Has No Effect on Employee Job Satisfaction" – is disproved.

D. Work Motivation t test (X4) on Job Satisfaction (Y)

The preceding table's t count > t table ($10.129 > 1.659$) indicates that the significance 0.000 is less than 0.05. Therefore, it may be concluded that the second hypothesis – "Work Motivation has a positive and significant effect on Employee Job Satisfaction" – is true.

Coefficient of Determination R

Table 8. Summary of Model Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R	Std.Error of the Estimate
1	,781 ^a	,610	,596	.24687
a. Predictors: (Constant), Work Motivation, Work Discipline, Organizational Culture, Quality of Work Life				

Source: Data processed using IBM SPSS 26

The value of R Square is known to be 0.610. This demonstrates that 61.0% of job satisfaction can be influenced by all independent variables, such as work motivation, corporate culture, work discipline, and quality of work-life balance. 39.0% more people are not included in this study.

DISCUSSION

The Influence of Work Discipline on Job Satisfaction

This research test shows that work discipline does not affect job satisfaction. This is in line with research (Rizky et al., 2021), that work discipline does not have a significant positive effect on job satisfaction. Work discipline is a form of behavior or attitude based on the regulations implemented in a company or organization. Therefore, discipline can be enforced if the organization implements rules that most employees follow. Several forms of work discipline are implemented by SL Corp, such as the division of working hours shifts, and the clothing worn must be per what is applied. There is low work discipline behavior, such as arriving late and wearing clothes that do not match the uniform, so employees must have a disciplined attitude towards themselves or themselves to help achieve organizational goals.

So, the results of this research are quite different from several other studies that say that discipline influences employee job satisfaction (Muhammad Elfi et al., 2020). This problem of differences can occur due to various factors, such as the preferences of each party who fills out the questionnaire as respondents in the research. Returning to see what satisfaction looks like reflects on a preference, where if someone does not feel that this discipline is their preference, they will not be able to feel satisfied with their work.

The Influence of Organizational Culture on Employee Job Satisfaction

Based on research findings, it is concluded that organizational culture has no effect on employee satisfaction at work. These results are supported by research (Hamsal, H. 2021), that organizational culture has a negative and insignificant effect on job satisfaction. This means that the organizational culture implemented by SL Corp has yet to impact job satisfaction, which employees can accept. Even though it can be said that the organizational culture implemented is good and assumes it positively impacts employees, SL Corp employees still ignore the organizational culture. SL Corp employees only follow but are not involved in their perceived job satisfaction.

Of course, this contradicts the presence of various other studies that say organizational culture influences job satisfaction, which comes back to a preference when organizational culture is implemented, which can make someone like and be satisfied with their performance. When they don't have this preference, they are not satisfied with what they get from working in that place even though the organizational culture implemented is good.

The Influence of Quality of Work Life on Employee Job Satisfaction

Based on the results of this research, it is known that quality of work life does not affect job satisfaction. Quality of work life is, of course, provided by each company. Still, the high sense of job satisfaction received from the quality of work life in each company is also different because it concerns individual employees. Employees at SL Corp feel that the quality of work life they obtain is different from the high sense of job satisfaction they desire. The lack of influence on the quality of work life employees can be caused by several other supporting factors, such as internal and external factors within employees or even a mismatch between reality and the expectations they want to achieve.

The results of this study are in line with (Pradnyanata, et al, (2020), that quality of work life does not have a significant effect on job satisfaction. Several results from other research show an influence between quality of work life and job satisfaction. Still, the results in this study are different from several studies, which mostly confirm that the existence of quality of work life affects job satisfaction, where this is influenced by factors such as the personalities of the questionnaire fillers or respondents, which are quite different so that the results found are also different.

The Influence of Work Motivation on Employee Job Satisfaction

The research results show that employee work motivation positively and significantly affects employee satisfaction. SL Corp employees' high work motivation can influence high job satisfaction. However, if the motivation possessed by individuals is low, it will affect employee job satisfaction. In general, employees with high work motivation have a more enjoyable and profitable work environment, resulting in higher levels of job satisfaction.

This research results align with the two-factor theory, which explains that motivation and hygiene factors are related to employee satisfaction at work. This research is in line with other research conducted by Paais, M., & Pattiruhu, JR (2020), and Suriyanti, S. (2020), which proves that work motivation has a positive and significant effect on employee job satisfaction. This differs from other research by Hermiana et al. (2022), which states a negative and significant influence between work motivation and employee job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of this research, the variables of work discipline, organizational culture, and quality of work life show that they do not positively affect employee job satisfaction. So it can be said that the work discipline, organizational culture, and quality of work life that SL Corp has implemented have not been able to provide high levels of job satisfaction felt by employees, or other factors cause job satisfaction to be felt less. Work motivation in this research shows a positive and significant influence on employee job satisfaction, so the higher the work motivation obtained, the higher the job satisfaction received.

FURTHER STUDY

Further research is recommended to explore other variables that can influence employee job satisfaction, such as Islamic work ethics, workload, and turnover intentions, which are caused by more workload and employees leaving work or measure the Islamic work culture implemented by SL Corp. Apart from that, researchers will further expand sampling and other analytical tools that will be used in future research.

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