

THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION, ORGANISATIONAL CLIMATE AND WORK SATISFACTION OF JAYAPURA CITY EDUCATIONAL OFFICE PERSONALS

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Abstract

This study is aimed to determine work discipline, motivation, organizational climate and work satisfaction on the performance of the Jayapura city educational office personals. Samples were taken using saturated sampling method with a total sample of 79 respondents. The analytical method used is multiple linear regression. The results show that that the work discipline had a negative and significant effect on the performance of the Jayapura city educational office personals. Motivation has no effect and is not significant on the performance of the Jayapura city education office personals. organizational climate and job satisfaction have a positive and significant effect on the performance of Jayapura education office personals.

Keywords: *Work Discipline, Motivation, Organizational Climate, Job Satisfaction, Performance*

INTRODUCTION

The role of human resources become critically important if related to global development which is filled with competitions among organisations. One of measures taken by the organisation to confront the competition is by finding out and empowering all possible potentials it may have towards the maximum level.

The research phenomena are highly related to the field survey taken through interview. It contained several questions probing problems existing within the Jayapura Educational Office. The problems were work discipline, inferior motivation of the officers. Either being late or less presence of the officers impacts the organisational performance decrease. The work discipline also affected the organizational climate among the officers which might trigger any possibly potential conflict of interest between diligent officers and those who are less discipline. This essentially creates unwell organizational climate.

Discipline refer to the rules, norms and code of conduct involving lives of many officers. Discipline of the teachers refer to the performance of their task as teachers in performing the teaching-learning processes at school. Discipline teachers will achieve good performance.

Applying the discipline requires strong motivation. Sedarmayanti (2017) states that motivation is the strength to push any person to either do or not do any action, which principally bear two sides of effects positive and negative; work motivation is the power to exist a motivation/work enthusiasm/promotor of work zest. Therefore, the motivation is the major promotor leading to the objective and it appears less in vain. This is confirmed by Eduard Yohannis Tamaela, (2011), that intrinsic motivation is one of the best worker talent keys.

Any additional problems also co-exist, namely unwell relationship between superior and inferior personals, unwell relationship among the officers, bad work security, bad training and development system, less work facilities or tools, which are found within the Office, that cause bad organizational climate that causes the decrease of work performance. Hopefully the work satisfaction may create a new spirit among all officers.



Work satisfaction is the feeling of happiness in both viewing and performing the work. Not only that, the feeling of reward by receiving salary and subsidy is the aspect of work satisfaction itself. It is eventually expected that by the presence of the work satisfaction, the work performance among the officers may increase. Eduard Yohannis Tamaela & Surijadi Herman, (2014) said that job satisfaction is the difference between expectations and reality experienced by a worker towards his job.

Upon this background, the researchers were motivated to carry out this research because of the existing phenomena existing within Jayapura educational office, and the existence of research gap among many research results. Therefore, this research has conducted its work on 'The Influence of work discipline, motivation, organizational climate and work satisfaction of Jayapura City Educational Office'.

METHOD

Confirming the objective of this research the type of this research has been an explanatory. It functions to explain the relationship of variables and their effects through the hypothesis test (Sugiyono, 2017). The research design was quantitative. It tested the empirical lines and the measurement through the existing theory. The research model applied was survey assigning questionnaire as its instrument. This survey was conducted to collect individual respondent's opinion.

This research tested the relationship between work discipline, motivation, organizational climate and job satisfaction of the Jayapura City educational office officers, starting from April 2022.

The population of this research was all the officers at this Office, with 90 respondents, therefore the sampling assigned was saturated sampling. Sugiyono (2017) states that the saturated sampling is the technique of ascertaining sample if the population members taken as sample. From this definition, we may infer that the saturated sampling is one of the samplings to ascertain sample if all the population is taken as sample. The sample taken into analysis was 79, as there have been some questionnaires were not returned and some were broken.

This research applied double regression model to analyze its data. The regression model is the study on the dependency of dependent variable with one or more independent variables (Ghozali, 2018). Yet, prior to applying the double linear regression test, the research instrument was tested through validity and reliability test to find out the data validity. In addition, there has been a feasibility study on normality, heteroscedastic, and multicollinearity test.

RESULTS AND DISCUSSION

Based on the research test, the instrument test shows that this research data has passed the validity and reliability test, with its significance of validity test not above 0,05 dan reliability was above 0,7. The following is the instrument result test.

Table 1
Validity Test Result

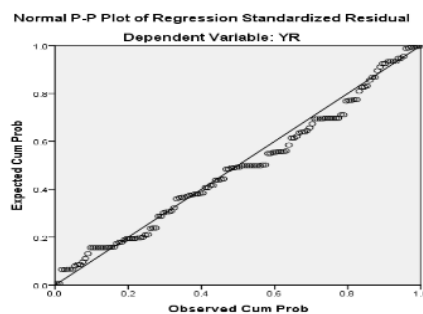
Variable	Item	Pearson Correlation	R Table	Sig (2-Tailed)	Remarks
Work Discipline (X1)	X1.1	0,989	0,218	0,000	Valid
	X1.2	0,989	0,218	0,000	Valid
	X1.3	0,869	0,218	0,000	Valid
	X1.4	0,986	0,218	0,000	Valid
	X1.5	0,986	0,218	0,000	Valid

Work Discipline (X1)	X1.1	0,989	0,218	0,000	Valid
	X1.2	0,989	0,218	0,000	Valid
	X1.3	0,869	0,218	0,000	Valid
	X1.4	0,986	0,218	0,000	Valid
	X1.5	0,986	0,218	0,000	Valid
Motivation (X2)	X2.1	0,938	0,218	0,000	Valid
	X2.2	0,955	0,218	0,000	Valid
	X2.3	0,636	0,218	0,000	Valid
	X2.4	0,891	0,218	0,000	Valid
Organisation Climate (X3)	X3.1	0,973	0,218	0,000	Valid
	X3.2	0,973	0,218	0,000	Valid
	X3.3	0,604	0,218	0,000	Valid
	X3.4	0,973	0,218	0,000	Valid
	X3.5	0,973	0,218	0,000	Valid
Work Satisfaction (X4)	X4.1	0,900	0,218	0,000	Valid
	X4.2	0,921	0,218	0,000	Valid
	X4.3	0,738	0,218	0,000	Valid
	X4.4	0,939	0,218	0,000	Valid
Performance (Y)	Y.1	0,901	0,218	0,000	Valid
	Y.2	0,942	0,218	0,000	Valid
	Y.3	0,705	0,218	0,000	Valid
	Y.4	0,942	0,218	0,000	Valid

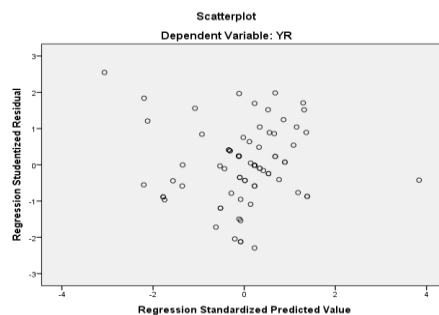
Table 2
Reliability Test Result

Variable	Cronbach Alpha	Reliability Standard	Remark
Officers Performance (Y)	0,891	0,70	Reliable
Work Discipline (X1)	0,981	0,70	Reliable
Motivation (X2)	0,877	0,70	Reliable
Organisation Climate (X3)	0,947	0,70	Reliable
Work Satisfaction (X4)	0,909	0,70	Reliable

The data above shows that it is valid, because the probability level or the significance level is smaller than 0,05 or 5%. While as the reliability test result in Table 2 shows that all research variables have passed reliability test because of its result at Cronbach's Alpha (α) > 0,7. Therefore it is concluded that all concepts of each measurement variables assigned within the questionnaire were reliable. The next table is the feasibility test on the normality, heteroscedastic, and multicollinearity.



Graph 1
Normality Test Result P-Plot



Graph 2
Heteroscedastic Test Result

Table 3
Multicollinearity Test Result

Variable	Tolerance	VIF
Work Discipline (X1)	0,766	1,305
Motivation (X2)	0,914	1,094
Organisation Climate (X3)	0,908	1,101
Work Satisfaction (X4)	0,831	1,203

The feasibility result shows that the data distributed normally and Multicollinearity value of tolerance is higher than 0,10 and Variance Inflection Factor (VIF) lower than 10, that within the regression model formed shows the absence of multicollinearity phenomenon.

The following act the Linear Regression Test has been done to find out the variables effect, either directly (partial), simultaneously or the percentage of independent variables in explaining the dependent variables. The following is the table of double regression test result.

Table 4
Double Regression Test

Variables	Unstandardized Coefficients (B)	t Count	Sig	Remark
Constant	1,789			
Work Discipline (X1)	-0,369	-4,384	0,000	Significant
Motivation (X2)	0,145	1,536	0,129	Not Significant
Organisation Climate (X3)	0,508	4,008	0,000	Significant
Work Satisfaction (X4)	0,271	2,868	0,005	Significant
R Square	0,355			
Adjusted R Square	0,320			
T Table	1,665			
F Count	10,180			
F Table	2,728			

Referring the table above, it might be explained that:

1. Partial t Test.

Based on the partial t Test result, a discussion on research hypothesis of partial t Test results could be generated as follows:

a. Partial 1 Hypothesis Test.

The partial variable test shows that work discipline affects negatively the performance of officers. The bad discipline of the officers causes less-effective of an organisation. If there

are too many officers having low discipline, in terms of bad presence at the office, bad obedience to the rules, and less work ethic then the organizational objective of increasing performance becomes badly interfered.

The officers' discipline is absolutely required to enable the present and forthcoming activities work as it is ascertained at the mechanism. The work discipline prevents the officers from inflicting any loss toward the organization. A human resources theory on integration which states that all members of the organization involve and cooperate to achieve mutual objective. That mutual objective is basically related to the discipline applied by every officer (Amstrong, 1990).

Any minimal application of discipline or work discipline by the officers will cause the pace of individual performance or organisatin growth confront serious hindrance. Through the discussion of human resources theory relationship, it has been explained that the role of disciple of every officer will affect the accomplishment of any ascertained objectives. An officer's behavior should conform to the rules, work procedure, attitude, character and acts of the office be it written or oral (Sutrisno, 2011). This research result is supported by the previous research conducted by Yunaedi (2021) who states that work discipline affects negatively toward the officers' performance. This is in contradiction to the research result proposed by Wahyu & Luterlean (2021) who state that work discipline affects officers' performance positively.

b. Partial 2 of Hypothesis Test.

The partial variable test result shows that motivation does not affect the officers' performance. This defines that motivation possessed by any officer in performing their task and responsibility has not been maximum. Almost all officers have not willed to activate work prestation fully because of the low self-motivation. This is caused by the fact that motivation is not the dominant thing to increase officers' performance. This research shows that motivation does not affect the officers' performance, this is caused by less-motivation on the perspective of confession and appreciation on the officers' work. Principally those officers believe that confession and appreciation work as additional point for each officer.

This is related to the organizational behavior theory. Regarding human beings, the organizational behavior views each human as individual has difference, as social and biological being, at which humans should be seen wholly. The humans' behavior emerges because of any certain motivation, and humans differ from other production factor.

The organizational behavior theory states that human should be seen wholly in their different characters. Therefore, any humans' feeling is difficult to predict. An officer may feel that performing his duty is an obligation as he is paid for that and he works as what he receives without seeing that his job is a responsibility which is not simply measured through the received payment.

Any officer should be thankful to the office or organization that provides him an income as reward and therefore, he must work maximally. This research result is supported by previous research, Sakti et al (2021), that states that motivation does not affect the officers' performance. This is contradictory to the research report provided by Nadeak & Hersona (2021) that which that motivation affects the officers' performance.

c. Partial 3 of Hypothesis Test.

It is proved through the partial variable test that the organization climate affects positively and significantly on the officers' performance at the Jayapura Educational Office.

The positiveness and significance mean that the fairly good organization climate within the organization or office provides better officers' performance.

The organization climate is the officers' perception on the internal environment quality which relatively felt by the organization members which eventually affects their character. This might be defined that if any good, comfortable and warm climate has been formed the officers' performance increase through the existence of communication among the officers, where the sense of belonging among them, good cooperation exists.

This has been in line with the organizational behavior theory namely the organization behavior views the organization as a social system formed on the mutual interest. Therefore, it might be inferred that any good organization climate could create good working atmosphere to the officers that they could work optimally, and there will be greater possibility of better relationship and cooperation among the officers. This research result is supported by a previous research done by Katili et al (2021) that state the organization climate has positive and significant effect on the officers' performance. But this is not in line with a previous research result provided by Maliki (2020) that states the organization climate does not affect the officers' performance.

d. Partial 4 of Hypothesis Test.

The partial variable test shows the work satisfaction affects positively and significantly the officers' performance at the Jayapura Education Office. Positive and significant mean that any fairly good work satisfaction within the organization of office might increase officers' performance.

A theory in the organization behavior states that a behavior is related to how any officer's acts and reacts within the organization. This shows that the officer's satisfaction at supportive work environment provide an increased performance of the officers.

Handoko (2011) states that the work satisfaction is either a comfortable or uncomfortable emotional situation felt by any officer in performing his task. In this view, a felt satisfaction will determine the attitude of the officers toward his job at which this may affect their performance. When the officers feel satisfied in their work, it contributes a high work participation and this improves their work performance. Any positive influence of work satisfaction could increase the officers' performance.

This research result is supported by previous research done by Ningsih (2021) that shows a work satisfaction affects positively and significantly the officers' performance. But this is contradictory to the research result of Pratama & Pasaribu (2020) that state the work satisfaction does not affect the officers' performance.

2. Test of Determinant Coefficient R^2

Determinant coefficient (R^2) is a coefficient showing percentage of all independent variables toward the dependent Variable. That percentage shows the amount the independent variable explains its dependent variables (Ghozali, 2018). The bigger the determinant coefficient, the better the independent variable in explaining its dependent variable. Then, good regression comes to estimate the value of dependent variable.

The conceptual model feasibility shows that *Adjusted R Square* (R^2) is 0,320. This means that the amount of 32% dependent variable of officers' performance of the Jayapura Education Office could be explained by four independent variables, namely, work discipline, motivation, organization climate and work satisfaction. While as the rest ($100\% - 32\% = 68\%$) is explained by other variables not tested in this research.

CONCLUSION

The findings of this research show the following conclusion of this research:

1. Work discipline affects negatively and significantly on the work of the officers of the Jayapura Education Office.
2. Motivation does not affect and is not significant on the work performance.
3. The organization climate affects positively and is significant on the work performance.
4. Work satisfaction affects positively and is significant on the work performance.
5. Work discipline, motivation, organization climate and work satisfaction simultaneously affect and are significant on the work performance.

Based upon this research conclusion, it is recommended that:

1. In performing this research, the sample taken was 79 respondents. The forthcoming research on this subject may add into account the addition to this sample number or other government offices.
2. Any forthcoming research is recommended to add the sum of other variable, such as, the use of technology information or making it a moderation variable.

The Jayapura Education Office is expected to utilize this research result as an evaluation point on its officers in composing better finance and budget report. To achieve better performance of the office, in terms of increasing the officers' performance, the human resources quality needs to be fixed through a careful selection by recruiting competent and sufficient educational background officers, performs any necessary training.

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