Analysis of Work Discipline and Job Satisfaction on the Performance of Non- ASN Employees at the Secretariat of the Regional People's Representative Council of North Sumatra Province

Sarah Zhafira, Sri Rahayu, M. Chaerul Rizky

Abstract

This study aims to analyze the effect of work discipline and job satisfaction on the performance of Non ASN employees at the Secretariat of the Regional People's Representative Council of North Sumatra Province. Samples were taken as many as 70 samples who were Non ASN employees of the Secretariat of the Regional People's Representative Council of North Sumatra Province as research respondents. The data for this study were obtained by distributing questionnaires to all samples studied. The data analysis technique used was the quantitative method with the help of the SPSS 26 program. The results of the study showed that work discipline and job satisfaction partially and simultaneously had a positive and significant effect on employee performance. Based on the results of the t-test, the work discipline variable (X_1) had a significant effect on performance (Y) at the Secretariat of the Regional People's Representative Council of North Sumatra Province as seen with t count $(7.787) >$ t table (1.996) and the test results for the work satisfaction variable (X_2) had a significant effect on performance (Y) at the Secretariat of the Regional People's Representative Council of North Sumatra Province as seen with t count $(3.007) >$ t table (1.996). The variables of work discipline and job satisfaction simultaneously have a positive and significant effect on the performance of Non ASN employees at the Secretariat of the Regional People's Representative Council of North Sumatra Province. This can be seen from the F count value $(62.319 > 3.13)$ and the significance value $(0.000 < 0.05)$.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

Sarah Zhafira
Management Study Program, University of Pembangunan Panca Budi, Indonesia
e-mail: sarahzhafira04@gmail.com

Sri Rahayu, M. Chaerul Rizky
Management Study Program, University of Pembangunan Panca Budi, Indonesia
e-mail: Srirahayu@dosen.pancabudi.ac.id, mchaerulrizky@dosen.pancabudi.ac.id

Analysis of Work Discipline and Job Satisfaction

Introduction

Human resources that are important for an agency are performance which is a complex thing that must be strictly observed by every agency or organization. As a government agency that operates in a political institution and as a place for community aspirations to obtain justice and support the smoothness in achieving agency goals, it must pay attention to employee performance in carrying out their work. According to (Kasmir, 2018) performance is the result of work performance and behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Then performance can be measured from its ability to complete the tasks and responsibilities given. This means that performance contains elements of achievement standards that must be met, so that those who achieve the standards that have been applied mean performing well or vice versa for those who do not achieve it are categorized as performing poorly or not well. According to (Rahayu, 2019) job performance as the value of one unit of employee behavior and others provide a positive contribution to the fulfillment of organizational goals. According to (Rizky, 2022) that performance is the result achieved by workers, can be seen from the quality and quantity that has been done by a worker in carrying out tasks and responsibilities in the company, workers who have good ones will also provide good results for the company to be able to achieve maximum results for the company.

According to (Afandi, 2018) Performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics. According to (Mangkunegara, 2020) The definition of performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In an agency, there are regulations to achieve the goals of the organizations. According to (Agustini, 2019) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals.

Job satisfaction is a fairly interesting and important issue, because it has been proven to be very beneficial for the interests of individuals, industry, and society. According to (Afandi, 2018) Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job. In addition, an agency can provide a sense of job satisfaction to employees in order to create a feeling of pleasure when doing their work. According to (Edy Sutrisno, 2019) Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors. (Handoko, 2020) defining job satisfaction as an employee's pleasant or unpleasant feeling about their work, this feeling can be seen from the employee's good behavior towards work and all things experienced in the work environment.

Table 1. Performance Assessment of Non-ASN Employees of the Secretariat of the Regional People's Representative Council of North Sumatra Province

Assessment Indicators\Perfo rmance	Employee Performance Assessment 2023-2024			
	Target		Realization	
	2023	2024	2023	2024
Productivity	100%	100%	97.84%	97.60%
Discipline	100%	100%	94.12%	90.21%
Total	100%	100%	95.98%	93.90%

Source: Secretariat of the DPRD of North Sumatra Province (2025)

Based on the performance assessment data obtained by the author at the Secretariat of the DPRD of North Sumatra Province, problems were found related to the low quality of employee performance. It can be seen that in 2024, on average employee performance has decreased so that employees are unable to work well. This is because employee attention to work is decreasing due to increased unhealthy competition so that discipline between employees also decreases, where employees are not punctual in completing their work.

Pre-Survey Results of Employee Performance Variables (Y)

Based on the results of a pre-survey conducted on 20 employees of the Secretariat of the People's Representative Council of North Sumatra Province, which showed that there were performance problems of employees accepted at the Secretariat of the People's Representative Council of North Sumatra Province. It can be seen from the results of the pre-survey that there are several things that need to be fixed to improve employee performance. This can be seen because there are 60% that employees do not agree that they can complete tasks carefully and neatly, Employees are always responsible for completing the work that has been assigned Employees feel they have the ability to manage time well in their work, Employees take the initiative to help coworkers who have difficulty in working, Employees work without any mistakes that are detrimental to the office, Employees succeed in completing work with existing supervision from superiors.

Pre-Survey Results of Work Discipline Variable (X1)

Based on the results of a pre-survey conducted on 20 employees of the Secretariat of the North Sumatra Provincial People's Representative Council, it shows that there are work discipline problems received at the Secretariat of the North Sumatra Provincial People's Representative Council. It can be seen from the results of the pre-survey that there are several things that need to be improved to improve work discipline. This can be seen because there are 65% that employees do not agree to always be on time because the North Sumatra Provincial DPRD Secretariat office has an effective attendance data recording system, Employees are able to complete the work given according to the provisions and regulations of the North Sumatra Provincial DPRD Secretariat office, Employees are always ready to carry out work ordered by superiors obediently, Employees work with full calculation and accuracy when completing the work given, Employees always use clothing attributes that are in accordance with the provisions that have been set at the North Sumatra Provincial DPRD Secretariat office.

Analysis of Work Discipline and Job Satisfaction

Pre-Survey Results of Job Satisfaction Variable (X2)

Based on the results of a pre-survey conducted on 20 employees of the Secretariat of the People's Representative Council of North Sumatra Province, which showed a problem with job satisfaction received by employees of the Secretariat of the People's Representative Council of North Sumatra Province. It can be seen from the results of the pre-survey that there are several things that need to be fixed to improve job satisfaction. This can be seen because there are 55% that employees do not agree to feel satisfied because their current work is in accordance with their expertise, Employees feel satisfied because the salary received is in accordance with the provisions and agreements that have been agreed upon, Employees feel satisfied because the Secretariat of the DPRD of North Sumatra Province has a high level of job promotion, Employees feel satisfied because the leadership always supervises their employees when working fairly, Employees feel satisfied because co-workers are willing to help if someone has difficulty in their work.

Literature Review Employee Performance

Employee performance can be used as a basis for job promotion (job promotion), compensation increase, transfer and termination of employment. To determine employee performance, a performance assessment is carried out, through the performance assessment process, the results of employee performance can be known each year, whether or not organizational goals are achieved. Good performance is optimal performance, namely performance that has organizational standards that support the achievement of organizational goals in an agency. According to (Kasmir, 2018) Performance is the result of work performance and behavior that has been achieved in completing tasks and responsibilities given in a certain period.

According to (Kasmir, 2018), there are six indicators used to measure employee performance, namely:

1. Quality (grade)
2. Quantity (amount)
3. Time (period of time)
4. Relationship between employees
5. Cost Pressure
6. Supervision

Work Discipline

In an agency, there are regulations to achieve the goals of these organizations. Discipline is the most important operative function of human resource management because the better the discipline, the higher the employee performance that can be achieved. Without good employee discipline, it is difficult for the company organization to achieve optimal results. According to (Agustini, 2019) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals. According to (Agustini, 2019) Basically there are many indicators that affect the level of employee discipline of an organization. Some indicators of discipline are as follows:

1. Attendance rate
2. Working procedures
3. Obedience to superiors
4. Working consciousness
5. Responsibility

Job satisfaction

Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their work is enjoyable. Job satisfaction is a fairly interesting and important issue, because it has proven to be of great benefit to both individual, industry, and community interests. According to (Afandi, 2018) explains that job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through assessing one of the jobs as a sense of appreciation in achieving one of the important values of the job.

According to (Afandi, 2018), the indicators of job satisfaction include:

1. Work
2. Wages
3. Promotion
4. Supervisor
5. Work colleague

Research methods

This type of research is causal associative research using a quantitative approach. Causal associative research is research that aims to analyze and determine the influence between two or more variables. This research was conducted at the Secretariat of the Regional People's Representative Council of North Sumatra Province located at Jl. Imam Bonjol No. 5, Petisah Tengah, Kec. Medan Petisah, Medan City, North Sumatra 20231. The population in this study were non-ASN employees of the Secretariat of the DPRD of North Sumatra Province totaling 230 people. This sampling technique uses a probability sampling technique, namely proportionate stratified random sampling using the Slovin formula. Probability sampling is a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a sample member, (Sugiyono, 2019). So this sample has 70 employees. In conducting this research, the author needs an accurate data source. The types and sources of data used are primary data sourced from questionnaires. Secondary data is obtained by collecting data through literature studies to build a theoretical basis that is in accordance with the problems or conceptual framework of the research so that they can read internet reference books, research journals, and articles. Data testing in this study includes descriptive analysis, validity test, reliability test with Cronbach Alpha. Classical assumption test, multiple linear regression test, and hypothesis test consisting of f test (simultaneous and t test (partial).

Results

Classical Assumption Test Results

Testing of research data through classical assumption test, conducted with normality test, multicollinearity test and heteroscedasticity test. The results of classical assumption test are as follows:

Normality Test

The normality test is used to determine whether the variables are normally distributed or not. The Kolmogorov-Smirnov test is carried out to further convince the normality test. The requirement for data normality is if the test states Asymp. Sig (2-tailed) is greater than 5%, then the data obtained in this study is normally distributed.

Analysis of Work Discipline and Job Satisfaction

Table 4. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	5.01551700
Most Extreme Differences	Absolute	.095
	Positive	.056
	Negative	-.095
Test Statistic		.095
Asymp. Sig. (2-tailed)		.192[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: SPSS data processing (Processed by Author, 2025)

Based on the normality test with Kolmogorov-smirnov in table 4. It can be seen that the Asymp. Sig value is 0.192>0.05, meaning that it is normally distributed. So the research data is suitable for use in this study.

Multicollinearity Test

Multicollinearity testing aims to determine whether the regression model finds a correlation between the independent variables and the free variables. (Ghozali, 2018). Multicollinearity test is done by looking at the tolerance value and the Variance Inflation Factor (VIF) value. If VIF <10 or the Tolerance value> 0.01, then it is stated that there is no multicollinearity. And vice versa if the VIF value> 10 or the Tolerance value <0.01, then it is stated that there is multicollinearity.

Table 5. Multicollinearity Test Results

Coefficientsa

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14,050	3,641		3,859	.000		
	Work_Discipline	.182	.143	.153	1.268	.209	.947	1,056
	Job satisfaction	.256	.147	.209	1,739	.087	.947	1,056

a. Dependent Variable: Employee_Performance

Source: SPSS data processing (Processed by Author, 2025)

Based on the data above, it explains the results of the multicollinearity test of each independent variable studied. Where all independent variables produce a tolerance value of 0.947> 0.1 and a VIF value of 1.056<10. This shows that the data studied is free from multicollinearity problems, so the data is suitable for use.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality in the variance of the residuals from one observation to another.

Table 6. Heteroscedasticity Test Results
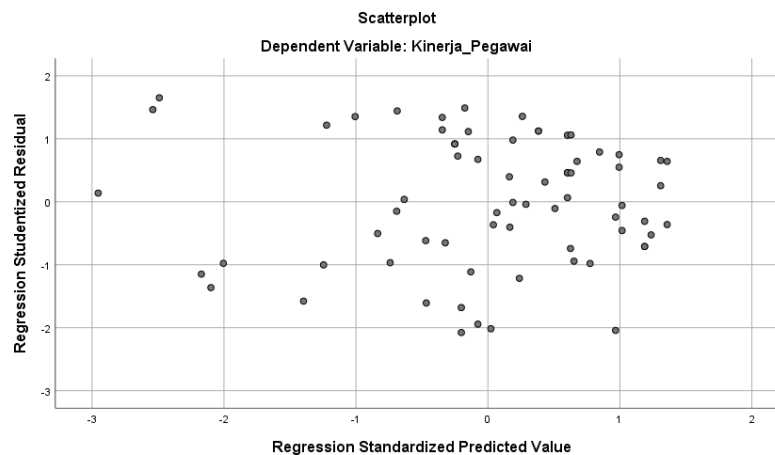
Source: SPSS data processing (Processed by Author, 2025)

From the results it is illustrated that the points in the data are spread in various directions, both above and below the zero value. The distribution of points does not show a clear pattern, but does not have a clear pattern or is spread throughout the graph. It can be concluded that the regression model used in this study does not show any heteroscedasticity.

Multiple Linear Regression Analysis Test

According to (Sugiyono, 2017) Multiple linear regression analysis is a regression that has one dependent variable and two or more independent variables. This test is conducted to see the effect of work discipline and job satisfaction on employee performance. The results of data processing in the multiple linear regression analysis test are in the table below:

Table 7. Multiple Linear Regression Analysis Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.405	1,661		3.255	.002
	Work_Discipline	.721	.093	.650	7,787	.000
	Job satisfaction	.125	.042	.251	3.007	.004

a. Dependent Variable: Employee_Performance

Source: SPSS data processing (Processed by Author, 2025)

Based on the table above, the results of the multiple linear regression equation can be seen as follows:

$Y = 5.405 + 0.721X1 + 0.125X2$

From the results of the regression equation, it can be said that if work discipline and job satisfaction are in good condition (fixed), then the constant can be stated as 5.404. Employee performance is stated as 5.405. If the constant is between +1 and less than 1, then variables X1 and X2 contribute to variable Y.

Analysis of Work Discipline and Job Satisfaction

   Work discipline is obtained with a value of 0.721. Showing that every increase in work discipline in the agency, the employee performance process will increase by 0.721. If the value is not equal to 0, it shows that the Y variable has an effect on the X1 variable.

   Job satisfaction is obtained with a value of 0.125. Showing that every increase in job satisfaction in the agency, the employee performance process will increase by 0.125. If the value is not equal to 0, it shows that the Y variable has an effect on the X2 variable.

Hypothesis Test Results

   The results of the hypothesis test were carried out using a partial test (t-test) and a simultaneous test (f-test) with the following results:

Partial Test (t-test)

   Partial tests are conducted to test whether each independent variable has a significant influence on the dependent variable (Y) partially, where the t-test is used to individually test the significant relationship between the independent variable (X) and the dependent variable (Y) with an alpha value of 0.05%.

<p align="center">Table 8. Partial Test Results (t-test)</p>

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.405	1,661		3.255	.002
	Work_Discipline	.721	.093	.650	7,787	.000
	Job satisfaction	.125	.042	.251	3.007	.004

a. Dependent Variable: Employee_Performance

Source: SPSS data processing (Processed by Author, 2025)

   Based on the table above, the t-table value with 5% testing, df value = 70-2-1, the t-table value is 1.99601, so the results of the hypothesis testing are:

a. The results for the work discipline variable obtained a t-count value of 7.787 which is greater than the t-table of 1.99601 with a significance of 0.000 <0.05, so it can be stated that the work discipline variable has a positive and significant influence on employee performance, so the hypothesis can be accepted.
b. The results for the job satisfaction variable obtained a t-count value of 3.007 which is greater than the t-table of 1.99601 with a significance of 0.004 <0.05, so it can be stated that the job satisfaction variable has a positive and significant influence on employee performance, so the hypothesis can be accepted.
c.

Simultaneous Test (f-Test)

   The F test is used to test whether each independent variable has a significant influence on the dependent variable (Y) together.

Table 9. Simultaneous Test Results (F-Test)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203,811	2	101.905	62,319	.000b
	Residual	109,561	67	1,635		
	Total	313,371	69			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Job_Satisfaction, Job_Discipline

Source: SPSS data processing (Processed by Author, 2025)

Based on table 9, it is known that the f-count value is 62.319 with a significance of 0.000 <0.05, so it can be concluded that work discipline and job satisfaction simultaneously affect employee performance. Thus the hypothesis is accepted.

Coefficient of Determination Test (R2)

The coefficient of determination is used to measure how well the model is able to explain the dependent variable. The results of the coefficient of determination test can be seen in the following table:

Table 10. Results of the Determination Coefficient Test (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806a	.650	.640	1,279

a. Predictors: (Constant), Job_Satisfaction, Job_Discipline

Source: SPSS data processing (Processed by Author, 2025)

Based on table 10 above, it can be seen that the Adjusted R-Square value is 0.640 or 64%. This states that the variables of work discipline and job satisfaction can explain employee performance variables, while the remaining 36% is influenced by other variables not examined in this study.

Conclusion

Based on the results of the study, it can be concluded that: work discipline has a positive and significant influence on the performance of non-ASN employees at the Secretariat of the DPRD of North Sumatra Province. This shows that good work discipline can improve employee performance. Job satisfaction has a positive and significant influence on the performance of non- ASN employees at the Secretariat of the DPRD of North Sumatra Province. This shows that employees who are satisfied with their jobs tend to have better performance. Simultaneously, work discipline and job satisfaction have a positive and significant influence on the performance of non- ASN employees at the Secretariat of the DPRD of North Sumatra Province.

Bibliography

Afandi, P. (2018). *Manajemen Sumber Daya Manusia : Teori, Konsep dan Indikator*. Riau: Zanafa Publishing. https://pustaka.uniraya.ac.id/index.php?p=show_detail&id=49

Afiyanti, M. E. (2018). *Pengaruh Pengembangan Karir, Motivasi Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan Bank Syariah Mandiri Cabang Surakarta*. *3*(2), 91–102.

Agustini, F. (2019). *Strategi Manajemen Sumber Daya Manusia*. https://digilib.unimed.ac.id/id/eprint/40887

Edy Sutrisno. (2019). *Manajemen Sumber Daya Manusia*. Kencana. https://books.google.co.id/books/about/Manajemen_Sumber_Daya_Manusia.html?id=Oh Z NDwAAQBAJ&redir_esc=y

Handoko, T. (2020). Manajemen. *Yogyakarta: BPFE*, 30 hlmn.

Imam Ghozali. (2018). Aplikasi Analisis Multivariate dengan Program SPSS. *Edisi 9). Semarang: Badan Penerbit Universitas Diponegoro*, *490*. https://scholar.google.com/citations?view_op=view_citation&hl=en&user=kbmkIQQAA AAJ&cstart=20&pagesize=80&citation_for_view=kbmkIQQAAAAJ:XUAslYVNQLQC

Kasmir. (2018). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT. Raja Grafindo Persada.

Mangkunegara, A. A. A. P. (2020). Manajemen Sumber Daya Manusia Instansi. *PT Remaja Rosdakarya*.

Prof Dr Wibowo. (2018). *Manajemen Kinerja Edisi Kelima*. RajaGrafindo Persada. https://www.gramedia.com/products/manajemen-kinerja-edisi-kelima

Rahayu, S. (2018). Work Environment effect on the performance of employees working with passion as an intervening variabel (Case Study on Development of Panca Budi University). *International*, 54–58.

Rahayu, S. (2019). *Human Resource Manajemen*. UNPAB.

Rizky, M. C. (2022). *Pengaruh Penggunaan Teknologi terhadap Fleksibilitas Kerja dan Peningkatan Kinerja Karyawan di Era New Normal pada PT Kalfaz Sadhara*. https://doi.org/10.33395/remik.v6i4.11831%0D

Sugiyono. (2017). *Metode penelitian bisnis: pendekatan kuantitatif, kualitatif, kombinasi, dan R&D*. Penerbit CV. Alfabeta: Bandung. https://scholar.google.com/citations?view_op=view_citation&hl=id&user=MGOs5rkAA A AJ&citation_for_view=MGOs5rkAAAAJ:NaGl4SEjCO4C

Sugiyono. (2019). *Metode penelitian pendidikan (kuantitatif, kualitatif, kombinasi, R&D dan penelitian pendidikan)*. Bandung: Alfabeta. https://pustaka.kemdikbud.go.id/libdikbud/index.php?p=show_detail&id=45626

Sutrisno. (2017). *Manajemen Sumber Daya Manusia*. Kencana. https://books.google.co.id/books/about/Manajemen_Sumber_Daya_Manusia.html?id=Oh Z NDwAAQBAJ&redir_esc=y