

# THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION, AND ORGANIZATIONAL COMMITMENT ON SATISFACTION EMPLOYEE WORK H&M CENTRE POINT MEDAN

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## Abstract

*The objective of this study is to determine the impact of work discipline, work motivation, and organizational commitment, both individually and collectively, on the job satisfaction of employees at H&M Center Point Medan. The study population consisted of 54 employees, all of whom were included as respondents in the sample. The employed sampling technique is saturated sampling. The collection of primary data involved the use of a questionnaire, which was subsequently subjected to quantitative analysis using the multiple linear regression method with the assistance of the SPSS 24.0 software. The research findings indicate that work discipline, work motivation, and work commitment have a substantial and positive impact on job satisfaction among employees at H&M CENTER POINT MEDAN. Furthermore, when considered together, work discipline, work motivation, and work commitment collectively contribute significantly to job satisfaction.*

**Keywords:** Work Discipline, Work Motivation, Organizational Commitment, Job Satisfaction

## INTRODUCTION

H&M Center Point Medan, as part of the Hennes & Mauritz AB company, has staff who are the backbone in carrying out organizational activities to achieve company goals. Employee satisfaction is important, ensuring that each team member can carry out their duties in accordance with company goals. This is important to avoid dissatisfaction which could result in a lack of employee involvement in their work. Job satisfaction is key, where employees who are satisfied with their work will be more likely to enjoy and love their work. This will also increase their work morale, which has the potential to have a positive impact on the resulting work performance.

The results of observations and pre-surveys conducted show that the level of employee job satisfaction is still low. This can be seen from the many complaints submitted by employees regarding their work, indicating their lack of satisfaction with their work. Apart from that, some employees are looking for information about other job vacancies which indicates their dissatisfaction with their current job so they want to look for another job. This situation reflects employees' low emotional attachment and love for their work, prompting them to look for other job opportunities. In addition, employee morale is also low, which shows their dissatisfaction with work, resulting in decreased work performance due to lack of employee involvement.

The results of observations and pre-surveys carried out show that disciplinary problems at H&M Center Point Medan are common things that need to be addressed. There are still a number of employees who often come to work late and do not comply with the rules and procedures set by the company. As a result, employees tend to work according to their own personal desires. This causes employees' level of alertness to decrease, which has the potential to cause unintentional errors during work. This situation shows that the problem of indiscipline in complying with work rules and procedures set by the company still exists.

The results of observations and pre-surveys conducted showed problems related to employee organizational commitment at H&M Center Point Medan. Many employees do not adapt their attitudes to organizational goals, hindering the achievement of common goals. There is a lack of employee emotional involvement in organizational tasks, reducing their sense of concern for the company's growth. The lack of loyalty is apparent in the desire of some employees to leave and the organization's inability to retain them. This problem is a problem related to the organizational commitment of employees at H&M Center Point Medan. The results of observations and pre-surveys conducted show that H&M Center Point Medan employees often experience problems related to

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work motivation related to motives, expectations and incentives. Work motives that are unclear and closely related to personal goals often make employees lose focus. Expectations regarding recognition of their contributions and career development opportunities have not been fully met. Incentives that are inadequate or not in line with performance achievements are also an obstacle, reducing the incentive for employees to provide their best work results in the company.

Several problem formulations taken in this research are based on the background that has been described:

1. Does work discipline partially have a positive and significant effect on employee job satisfaction at H&M Center Point Medan.
2. Does work motivation partially have a positive and significant effect on employee job satisfaction at H&M Center Point Medan.
3. Does organizational commitment partially have a positive and significant effect on employee job satisfaction at H&M Center Point Medan.
4. Do work discipline, work motivation and organizational commitment simultaneously have a positive and significant effect on the job satisfaction of H&M Center Point Medan employees.

## **LITERATUR REVIEW**

### **Job satisfaction**

Hasibuan (2019) explains that job satisfaction is an emotional attitude that is pleasant and loves one's job. Hasibuan (2019) also explains that job satisfaction is influenced by several factors, including: compensation, work environment, leadership, recognition and appreciation, work motivation, work balance, work discipline, company culture, and organizational commitment. According to Hasibuan (2019), there are four indicators of employee performance, namely: enjoying their work, loving their work, work morale, and work performance. The results of research conducted by Rahayu & Dahlia (2023) show that work discipline, work motivation and organizational commitment simultaneously have a positive and significant effect on employee job satisfaction.

### **Work Discipline**

Sutrisno (2021) stated that work discipline is a person's willingness and willingness to obey and adhere to the regulatory norms that apply around him. According to Sutrisno (2021), work discipline can be measured using four indicators, namely: absenteeism, compliance with regulations, compliance with work standards, and high level of alertness. The results of research conducted by Fenianti & Nawawi (2023), Rawung et al (2023), and Sa'adah et al (2022) show that work discipline has a positive and significant influence on employee job satisfaction.

### **Work motivation**

Rivai (2019) stated that work motivation is the driving force within an employee to carry out certain actions in a positive direction according to the company's needs and desires. According to Rivai (2019) work motivation can be measured using three indicators, namely: motives, expectations and incentives. The results of research conducted by Suputra & Sadiartha (2023), Fikri et al (2022), and Arifin & Mardikaningsih (2022) show that work motivation has a positive and significant influence on employee job satisfaction.

### **Organizational Commitment**

Robbins (2020) explains that organizational commitment is a condition in which an employee sides with a particular organization and its goals, and intends to maintain membership in that organization. Robbins (2020) also suggests that organizational commitment can be measured by three indicators, namely: identification with organizational goals, feelings of involvement in organizational tasks, and feelings of loyalty to the organization. The results of research conducted by Dameria (2023), Rosid & Darajat (2022), and Mardikaningsih & Sinambela (2022) show that organizational commitment has a positive and significant influence on employee job satisfaction.

### The Influence of Work Discipline on Job Satisfaction

Good work discipline can increase employee job satisfaction. When rules and procedures are implemented consistently, it creates an orderly and fair work environment (Septyarini & Tupen, 2022). Employees feel appreciated because of fairness in enforcing rules, which in turn increases their self-confidence and job satisfaction (Hasyim, 2023).

### The Influence of Work Motivation on Job Satisfaction

High work motivation can directly influence employee job satisfaction. When employees feel motivated, have clear goals, and feel valued and recognized for their contributions, this increases job satisfaction by triggering a sense of achievement and personal satisfaction in the work they do (Adipura & Puspitasari, 2022).

### The Effect of Organizational Commitment on Job Satisfaction

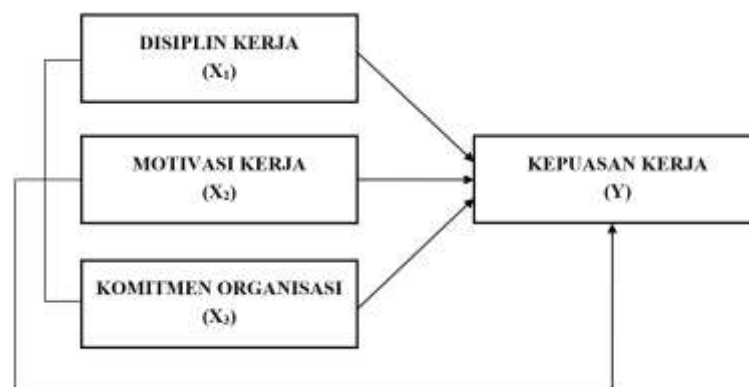
Strong organizational commitment influences employee job satisfaction. When employees feel closely connected to the company's goals, values, and vision, they tend to be more satisfied with their jobs (Dameria, 2023). High commitment produces a deep sense of involvement and trust in the organization, which in turn increases overall job satisfaction (Nyoto & Rajab, 2022).

### The Influence of Work Discipline, Work Motivation, and Organizational Commitment on Job Satisfaction

Consistent work discipline, high motivation, and strong commitment to the organization together play an important role in increasing employee job satisfaction (Rahayu & Dahlia, 2023). Good discipline creates an orderly work environment, while high motivation provides encouragement to achieve goals (Fenianti & Nawawi, 2023) (Suputra & Sadiartha, 2023). Strong organizational commitment forms an emotional attachment to the company, which together increases job satisfaction by strengthening the sense of accomplishment, personal satisfaction, and deep involvement in work (Dameria, 2023).

The hypothesis developed in this research based on theory and previous research results is:

- H1: Disiplin kerja secara parsial berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan H&M Centre Point Medan.
- H2: Motivasi kerja secara parsial berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan H&M Centre Point Medan.
- H3: Komitmen organisasi secara parsial berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan H&M Centre Point Medan.
- H3: Disiplin kerja, motivasi kerja, dan komitmen organisasi secara simultan berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan H&M Centre Point Medan.



**Figure 1. Research Conceptual Framework**

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**RESEARCH METHODS**

This research was conducted at H&M Center Point Medan which is located on the Ground Floor of Center Point Mall, Jalan Jawa No.8, Medan City, North Sumatra 20231. The population in this research is all employees who work at H&M Center Point Medan, currently numbering 54 people. employee. The number of samples taken was 54 employees. The sampling technique used is saturated sampling. This research uses three independent variables, namely: Work Discipline (X1), Work Motivation (X2), and Organizational Commitment (X3), as well as a dependent variable, namely Job Satisfaction (Y).

This research uses an associative-quantitative research approach with multiple linear regression analysis techniques to analyze quantitative data processed with the SPSS 24.0 application. All data collected through the questionnaire will be translated into numerical values using a Likert scale so that it can be processed using SPSS (Ahmad, 2022).

Research data was obtained by distributing questionnaires to all respondents, then the data was processed using the SPSS 24.0 application. The data was initially checked for data quality which included validity and reliability tests (Merya et al, 2021). The data was then subjected to classical assumption tests which include normality, multicollinearity and heteroscedasticity tests (Darmilisani, 2021). In addition, multiple linear regression analysis was carried out using the formula: (Hasibuan, 2022)

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information: Y = Job Satisfaction,  $\alpha$  = Constant,  $\beta$  = Regression Coefficient, X1 = Work Discipline, X2 = Work Motivation, and X3 = Work Organizational Commitment, e = Error term

Hypothesis testing is carried out using two tests, namely the t test (partial) and the F test (simultaneous) to look for partial effects and simultaneous effects (Wakhunyi & Wening, 2021). Finally, a determination test was carried out to see the contribution made by the independent variable to the dependent variable and the level of objection (Andika, 2019) (Ritonga et al, 2020).

**Results and Discussion**

**Coefficient of Determination (R<sup>2</sup>)**

The regression results of the model look at the predicted contribution of the independent variables in explaining the dependent variable through the value of the adjusted R-square coefficient of determination, the significance of predictions simultaneously through the F-test in ANOVA, as well as the magnitude of the influence of each independent variable on the dependent through the regression coefficient.

**Table 1. Results of Determination Coefficient (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 <sup>a</sup>	.794	.772	1.11520

a. Predictors: (Constant), Work Discipline, Work Motivation, Work Commitment

Upon calculating the R<sup>2</sup> value, it was determined that the obtained figure is 0.794. This indicates that 79.4% of the variation in the job satisfaction variable can be accounted for by the variables of work discipline, work motivation, and work commitment. The remaining 20.6% represents a variable that was not investigated in this research.

**F Test**

The F test is intended to test whether a regression model with a dependent variable and an independent variable has a significant influence simultaneously. Based on hypothesis testing with the F test, it is known as shown in the following table:

**Tabel 2. Hasil Uji F-test**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	229.804	5	45.961	36.956	.000 <sup>b</sup>
Residual	59.696	48	1.244		
Total	289.500	53			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Discipline, Work Motivation, Work Commitment

According to the analysis results, it was determined that the Fcount value is greater than the Ftable value; specifically, 36.956 is greater than 2.760. Additionally, the sign value was also considered. If the p-value is less than 0.05, the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. This indicates that the variables of work discipline, work motivation, and work commitment have a statistically significant impact on the dependent variable, which is job satisfaction.

### T test

Based on the results of the analysis, the t test results can be seen as shown in the following table:

**Tabel 3. Hasil Uji t**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.408	1.391		1.732	.090
	Work Discipline	.578	.107	.625	5.425	.000
	Work Motivation	.458	.075	.530	6.148	.000
	Work Commitment	.307	.132	.365	2.323	.024

a. Dependent Variable: Job Satisfaction

1. The impact of work discipline on job satisfaction is both positive and significant, as indicated by the significant value (0.000) < (0.05). Increasing the work discipline variable will result in a 0.578 increase in job satisfaction.
2. Work motivation exerts a positive and statistically significant impact on job satisfaction, as evidenced by the significant p-value (0.000) which is less than the threshold of 0.05. Increasing the work discipline variable will result in a corresponding increase of 0.458 in job satisfaction.
3. Work commitment has a statistically significant and positive impact on job satisfaction, as evidenced by the significant p-value (0.024) which is less than the threshold of 0.05. Increasing the work discipline variable will result in a 0.307 increase in job satisfaction.

## DISCUSSION

**The level of discipline in the workplace has a strong and meaningful impact on an individual's satisfaction with their job.**

The researcher formulated a hypothesis based on the research findings, asserting that work discipline has a favourable and substantial impact on job satisfaction. This is evident from the hypothesis test, where the calculated t value of 5.425 is greater than the critical t value of 2.02, at a significance level of 0.000 < 0.05. Therefore, we accept the alternative hypothesis (H1) and reject the null hypothesis (H0), indicating that work discipline has a positive and significant impact on job satisfaction. Hasibuan (2016, p. 176) asserts that job satisfaction has a direct impact on employee



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discipline. Specifically, when employees derive satisfaction from their work, their level of work discipline is high. Conversely, when job satisfaction is not attained, employee discipline tends to be low. If an employee starts to disregard his responsibilities, it will have an impact on the agency's operations. Multiple factors can contribute to the occurrence of high levels of indiscipline. Job satisfaction is a contributing factor to high levels of employee indiscipline. If educational institutions can offer job satisfaction to their employees, the employees will perform their duties with great diligence and adherence to established protocols.

They will demonstrate mutual respect and a strong sense of attachment to their workplace, resulting in a high level of work discipline. The findings align with Maryadi's research, which demonstrated a notable correlation between job satisfaction and work discipline (Maryadi, 2018). Sukirman asserted that there is a positive correlation between job satisfaction and employee work discipline. Employee discipline can increase when they experience a sense of ease and comfort in their work and work environment. Employee job satisfaction can be diminished by unfavourable working conditions, limited opportunities for accomplishment, and insufficient recognition from superiors (Sukirman 2011).

**Work motivation exerts a beneficial and substantial impact on job satisfaction.**

According to the research findings, the researcher put forward a hypothesis asserting that work motivation has a favourable and substantial impact on job satisfaction. The hypothesis test reveals a calculated t value of 6.148, which is greater than the critical t value of 2.02 at a significance level of 0.05. Therefore, we accept the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates that work motivation has a positive and significant impact on job satisfaction. According to Hasibuan (2016), motivation can be defined as a driving force that generates enthusiasm for one's work, leading to a desire to collaborate, work efficiently, and combine all efforts to achieve satisfaction. Frederick Herzberg's Two Factor motivation theory posits that there are two distinct factors that contribute to job satisfaction: dissatisfiers (such as salary, company policies, status, and interpersonal relations) and satisfiers (including achievements, awards, promotions, work environment, and the nature of the work itself). Discipline is the paramount operational function of human resource management as it directly correlates with the level of employee performance.

The higher the employee's work discipline, the greater the potential for achieving superior performance. Organisations face challenges in achieving optimal results without effective discipline. Discipline is the primary requisite for addressing employees who are resistant to altering their character and behaviour. Employees who demonstrate discipline in the workplace, such as adhering to designated work hours, will significantly influence their work performance. In addition, employees who consistently adhere to established norms and fulfil their duties in alignment with their roles and responsibilities will contribute to employee satisfaction in the workplace.

**Job satisfaction is positively and significantly influenced by work commitment.**

The researcher formulated a hypothesis based on the research findings, suggesting that work commitment has a favourable and substantial impact on job satisfaction. The hypothesis test reveals a calculated t value of 2.323, which exceeds the critical t value of 2.02 at a significance level of  $0.024 < 0.05$ . Therefore, we accept the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates that work commitment has a positive and significant impact on job satisfaction. Organisational commitment plays a crucial role in enhancing job satisfaction. Effective implementation of organisational commitment is essential for meeting work expectations and fostering job satisfaction within the organisation.

According to Badjuri, Arifah, and Romadhon (2015), organisational commitment has a significant impact on important behaviours that contribute to the growth of organisations when the organisation meets work expectations effectively. Moreover, meeting these work expectations will result in job satisfaction. Job satisfaction has a greater impact on organisational commitment, according to Prabasari and Netra (2013). An employee who possesses a profound dedication to persist in their work and contribute, similar to an employee who experiences ease while working within the organisation, will undoubtedly experience job satisfaction. Employees who desire to have

a long-term commitment to the organisation will experience job satisfaction.

## CONCLUSION

Based on the aforementioned analysis and discussion, it can be inferred that work discipline, work motivation, and organisational commitment exert a positive and substantial impact on job satisfaction. Employees at H&M CENTRE POINT MEDAN are expected to consistently uphold and enhance work discipline, work motivation, and organisational commitment in order to enhance job satisfaction and elevate their performance. Work discipline encompasses various aspects, including punctuality, adherence to work policies and guidelines, attentiveness in performing tasks with precision, thoroughness, effectiveness, and efficiency, and consistently upholding ethical values. By prioritising these qualities, employees will experience greater satisfaction, leading to improved performance.

In addition, it is crucial for employees at H&M CENTRE POINT MEDAN to consistently uphold and sustain their work motivation through their attitude and enthusiasm, discipline, responsiveness, and exemplary leadership within their respective departments. This will ensure their satisfaction and enable them to consistently deliver outstanding performance. To enhance organisational commitment, employees at H&M CENTRE POINT MEDAN should consistently strive to elevate and uphold their dedication to the institution. This can be achieved by cultivating a sense of pride and comfort in their work and remaining loyal to the institution's values and objectives. By doing so, employees will experience greater satisfaction and their performance will become more productive.

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