THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFOMENCE AT THE CLASS II IMMIGRATION OFFICE IN LHOKSEUMAWE

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Abstract

This study aims to examine the influence of work discipline, work motivation, and job satisfaction on employee performance at the Class II Immigration Office in Lhokseumawe. The research method used is quantitative with an associative approach. Data were collected through questionnaires distributed to 48 employees as the research sample using a saturated sampling technique. The research instruments were tested with validity and reliability tests, while the classical assumption tests included normality, multicollinearity, and heteroscedasticity tests. Data analysis was carried out using multiple linear regression with the help of SPSS version 26. The results show that work discipline, work motivation, and job satisfaction have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination (R^2) of 0.885 indicates that 88,5% of the variation in employee performance can be explained by the independent variables, while the remaining 88,5% is influenced by other factors not included in this study.

Keywords: *Work Discipline, Work Motivation, Job Satisfaction, Employee Performance*

INTRODUCTION

In the era of globalization and increasingly intense competition, organizations are required to have human resources (HR) who are not only competent but also demonstrate high performance. Employee performance is one of the key factors determining the success of an organization in achieving its strategic goals. In public service institutions, such as the Immigration Office, the demand for fast, accurate, and professional services is particularly high. Society expects services that are responsive, transparent, and accountable, which makes effective HR management essential. Employee performance is influenced by various factors, among which work discipline, work motivation, and job satisfaction play a crucial role. Work discipline reflects the extent to which employees comply with organizational rules and regulations. High discipline ensures a structured and productive work environment, while low discipline often hampers organizational targets. Work motivation drives employees to exert their best efforts, display creativity, and remain committed to their tasks. Without adequate motivation, employee productivity and work quality may decline. Job satisfaction, on the other hand, indicates how employees feel about their jobs. Satisfied employees tend to be loyal, less likely to leave the organization, and more committed to achieving organizational goals.

The Class II Immigration Office in Lhokseumawe, as a government institution responsible for public services in the field of immigration, such as passports and visas, requires optimal employee performance to maintain service quality. However, issues such as inconsistent discipline, low motivation, and dissatisfaction with the work environment or reward system remain challenges. These issues, if not properly addressed, may negatively impact organizational performance and public trust. Therefore, this study aims to analyze the influence of work discipline, work motivation, and job satisfaction on employee performance at the Class II Immigration Office in Lhokseumawe. The findings are expected to provide theoretical contributions to human resource management studies and practical recommendations for improving employee performance in public service institutions.

LITERATURE REVIEW
Work Discipline

Work discipline refers to the willingness and awareness of employees to comply with organizational rules and social norms. High work discipline creates a structured and productive work environment, while poor discipline often leads to delays, decreased productivity, and conflicts at the workplace. According to Hasibuan (2013), discipline is influenced by several factors, including clear goals, leadership example, fair compensation, justice, supervision, and sanctions. Indicators of discipline include adherence to regulations, effective use of time, responsibility in carrying out tasks, and attendance levels.

Work motivation

Work motivation is an internal or external drive that encourages employees to carry out their tasks enthusiastically and responsibly. Motivation plays a vital role in determining the extent of effort and dedication employees contribute to the organization. Hasibuan (2019) defines motivation as the provision of a driving force that fosters work enthusiasm so that employees are willing to cooperate and work effectively. Motivation can be influenced by intrinsic and extrinsic factors, such as physical needs, job security, social relationships, recognition, and career aspirations. Indicators of motivation include fulfillment of physical needs, safety and security, social interaction, and recognition of achievements.

Job Satisfaction

Job satisfaction is an emotional condition that reflects how employees perceive their work. It arises from the evaluation of work experiences, compensation, supervision, and relationships with colleagues. According to Robbins (2017), job satisfaction is influenced by factors such as challenging work, equitable rewards, supportive working conditions, and positive colleagues. Satisfied employees are more likely to be productive, loyal, and committed to organizational goals. Indicators of job satisfaction include satisfaction with supervision, salary opportunities, and the work itself.

Employee Performance

Employee performance is the achievement of results obtained by individuals in carrying out their tasks and responsibilities. Performance is not only measured by the quantity of output but also by quality, timeliness, and compliance with organizational standards. Moeheriono (2016) defines performance as the result achieved by individuals or groups in an organization, both qualitatively and quantitatively, in accordance with their authority and responsibilities. Indicators of performance include work quality, quantity, timeliness, and adherence to organizational rules.

Previous Studies

Several previous studies have examined the relationship between discipline, motivation, job satisfaction, and employee performance. For example, Salsabila (2021) found that job satisfaction, discipline, and motivation significantly influence employee performance. Similarly, Sutrisno (2013) demonstrated that work discipline and motivation positively affect civil servant performance in government offices. Andayani (2020) revealed that work motivation and discipline significantly influence performance, although job satisfaction did not have a significant impact. These studies indicate that discipline, motivation, and job satisfaction are consistently related to employee performance in both private and public organizations.

METHOD

This study employed a quantitative method with an associative approach to examine the influence of work discipline, work motivation, and job satisfaction on employee performance at the Class II Immigration Office in Lhokseumawe. The population consisted of 48 employees, all of whom were included as the research sample using a saturated sampling technique. Primary data were collected through a structured questionnaire based on a five-point Likert scale. The independent variables were work discipline (X_1), work motivation (X_2), and job satisfaction (X_3), while the dependent variable was employee performance (Y). Instrument testing was conducted using validity and reliability tests. Furthermore, classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were performed to ensure the feasibility of the regression model. Data analysis was carried out using multiple linear regression with SPSS version 26, supported by the t-test (partial), F-test (simultaneous), and the coefficient of determination (R^2) to evaluate the explanatory power of the independent variables.

RESULTS AND DISCUSSION
Respondent Characteristics
This section presents the demographic characteristics of the respondents, which serve to provide a clearer understanding of the sample population used in this research. The following are the main attributes of the respondents.

Table 1. Respondent Characteristics

No	Gender	Frekuensi	Persentase (%)
1	Man	33	68,8%
2	Women	15	31,3%
Total		**48**	**100%**

Source: Data processed by researchers (2025)

Table 1 presents the gender distribution of respondents in this study. It can be seen that the majority of respondents were male, with a total of 33 individuals (68.8%), while female respondents accounted for 15 individuals (31.3%). This indicates that most of the employees at the Class II Immigration Office in Lhokseumawe are male, reflecting the general condition in government institutions where operational and service-related tasks are often dominated by male employees.

Validity and Reliability Test
The validity test results show that all statement it can be seen that all the variable indicators used in this study have correlation values above 0.1757. Thus, it can be concluded that all the indicators employed to measure the variables in this study are declared valid.

Table 2. Validity Test Results

Variable	Item Pernyataan	R Tabel	R Hitung	Keterangan
Work Discipline (X1)	X1.1	0,285	0,711	Tidak Valid
	X1.2	0,285	0,698	Tidak Valid
	X1.3	0,285	0,809	Tidak Valid
	X1.4	0,285	0,715	Tidak Valid
	X1.5	0,285	0,645	Tidak Valid
	X1.6	0,285	0,730	Tidak Valid
	X1.7	0,285	0,608	Tidak Valid
	X1.8	0,285	0,664	Tidak Valid
Work Motivation (X2)	X2.1	0,285	0,840	Valid
	X2.2	0,285	0,895	Valid
	X2.3	0,285	0,833	Valid
	X2.4	0,285	0,871	Valid
	X2.5	0,285	0,866	Valid
	X2.6	0,285	0,889	Valid
	X2.7	0,285	0,66	Valid
	X2.8	0,285	0,841	Valid
Job Satisfaction (X3)	X3.1	0,285	0,926	Valid
	X3.2	0,285	0,873	Valid
	X3.3	0,285	0,853	Valid
	X3.4	0,285	0,858	Valid
	X3.5	0,285	0,862	Valid
	X3.6	0,285	0,823	Valid
Employee Perfomence (Y)	Y.1	0,285	0,899	Valid
	Y.2	0,285	0,914	Valid
	Y.3	0,285	0,844	Valid
	Y.4	0,285	0,818	Valid
	Y.5	0,285	0,906	Valid
	Y.6	0,285	0,857	Valid

Source: Data processed by researchers (2025)

The results of the validity test in Table 2 indicate that all statement items for the variables Work Discipline (X_1), Work Motivation (X_2), Job Satisfaction (X_3), and Employee Performance (Y) obtained r-values greater than the r-table value of 0.285. Therefore, it can be concluded that all questionnaire items are valid and appropriate to be used as research instruments. Furthermore, the reliability test results in Table 3 show that all variables have Cronbach's Alpha coefficients greater than 0.60. This confirms that the instruments used to measure Work Discipline, Work Motivation, Job Satisfaction, and Employee Performance are reliable, meaning they are consistent and suitable for data collection in this study.

Table 3. Reliability Test Results

Instrumen	N of Item	Reabilitas (Alpha)	Keterangan
Work Discipline (X_1)	8	0,847	Reliabel
Work Motivation (X_2)	8	0,951	Reliabel
Job Satisfaction (X_3)	6	0,937	Reliabel
Employee Perfomence (Y)	6	0,937	Reliabel

Source: Data processed by researchers (2025)

The reliability test results further confirm that the instruments used are consistent and dependable, with Cronbach's Alpha values exceeding the minimum threshold of 0.60 for all variables.

Results of Classical Assumtion Test
Normality Test

The normality test was conducted to assess whether the residuals in the regression model were normally distributed, as this assumption is a prerequisite in multiple linear regression analysis. In this study, the normality of the residuals was evaluated using the Kolmogorov-Smirnov test and supported by the Normal P-P Plot. The results indicated that the Kolmogorov-Smirnov significance value exceeded 0.05 and the data points in the P-P Plot closely followed the diagonal line. This confirms that the residuals were normally distributed. Therefore, the regression model in this study meets the normality assumption, ensuring that the hypothesis testing results are reliable and accurate.
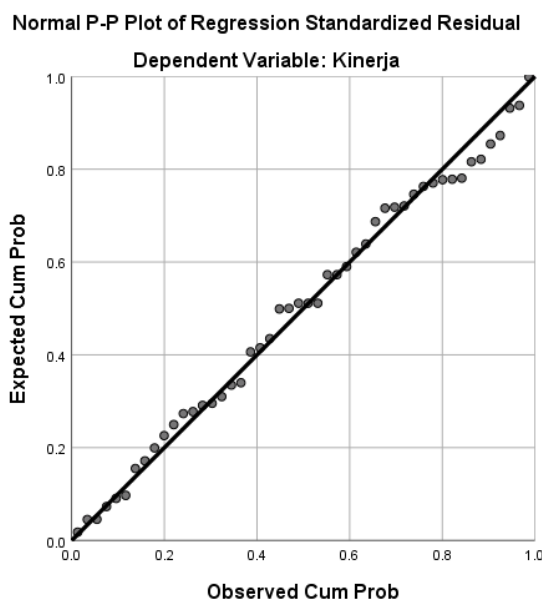

Image 1. Normality Test

Multicollinearity Test

To The multicollinearity test was conducted to ensure that there is no high correlation among the independent variables in the regression model, as excessive multicollinearity may lead to biased estimation results and complicate interpretation. In this study, the test was performed using Tolerance and Variance Inflation Factor (VIF) values. The analysis results revealed that the Tolerance values for Work Discipline (X_1), Work Motivation (X_2), and Job Satisfaction (X_3) were all greater than 0.10, while their corresponding VIF values were below 10. These findings indicate that there is no strong correlation among the independent variables included in the regression model. Therefore, it can be concluded that the regression model in this study is free from multicollinearity problems. This condition suggests that each independent variable—work discipline, work motivation, and job satisfaction—provides a unique contribution to explaining variations in employee performance without overlapping with one another. Consequently, the regression model becomes more reliable and the validity of the hypothesis testing results is strengthened.

Table 3. Multicolinearity Test Results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Discipline	,571	1,752
	Work Motivation	,239	4,190
	Job Satisfaction	,217	4,609

a. Dependent Variable: employee perfomence

Source: Data processed by researchers (2025)

Heteroscedasticity Test

To The heteroscedasticity test was conducted to determine whether there was inequality of variance in the residuals across observations. A good regression model should be free from heteroscedasticity, as its presence may cause inefficient and unreliable estimation results. Based on the results of the Glejser test, the significance values for all independent variables—Work Discipline (X_1), Work Motivation (X_2), and Job Satisfaction (X_3)—were greater than 0.05. This indicates that the independent variables had no significant effect on the absolute residual values. Thus, it can be concluded that the regression model in this study is free from heteroscedasticity. Furthermore, the test was supported by the scatterplot of predicted values (ZPRED) against residuals (SRESID). The scatterplot results showed that the points were randomly distributed above and below the Y-axis value of 0, without forming any specific pattern. This distribution indicates that the residuals have constant variance (homoscedasticity). Therefore, it can be concluded that the regression model in this study does not suffer from heteroscedasticity and is appropriate for further analysis.
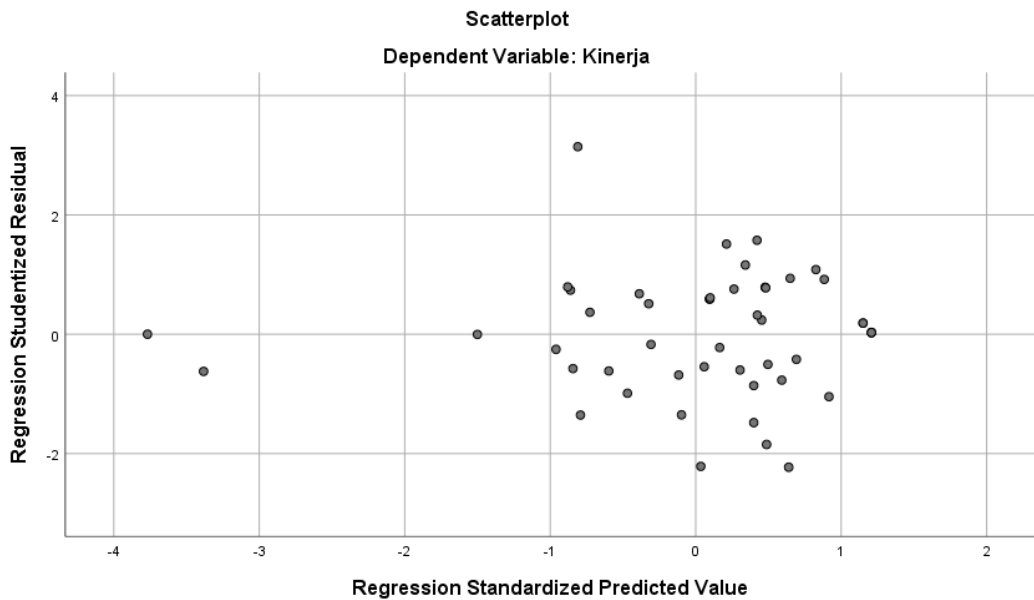
Image 2. Heteroscedasticity Test

Result of Data Analysis Methods
Multiple Linear Regression Analysis

Multiple Multiple linear regression analysis was conducted to examine the influence of Work Discipline (X_1), Work Motivation (X_2), and Job Satisfaction (X_3) on Employee Performance (Y) at the Class II Immigration Office in Lhokseumawe. The regression results showed that all three independent variables had a positive and significant effect on employee performance. This was evidenced by the F-test significance value of 0.000, which was lower than the 0.05 threshold, confirming the overall model was statistically feasible. Furthermore, the t-test results indicated that each independent variable—work discipline, work motivation, and job satisfaction—significantly affected employee performance with significance values below 0.05. These findings suggest that higher levels of discipline, motivation, and satisfaction enhance employee performance.

Table 4. Multiple Linear Regression Analysis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	,306	1,874		,163	,871
	Work Discipline	,085	,072	,080	1,180	,244
	Work Motivation	,344	,074	,485	4,645	,000
		,416	,106	,432	3,940	,000

a. *Dependent Variable*: Repurchase Decision
Source: Data processed by researchers (2025)

The results of the multiple linear regression analysis produced the following equation:

$$Y = 306 + 0{,}085X_1 + 0{,}085X_2) + 0{,}0344X_3 + e$$

The results of multiple linear regression analysis indicate that Work Discipline (X_1), Work Motivation (X_2), and Job Satisfaction (X_3) have a positive effect on Employee Performance (Y). This implies that improvements in discipline, motivation, and job satisfaction will enhance employee performance at the Class II Immigration Office in Lhokseumawe.

Test Determination Coefficient (R2)

The coefficient of determination (R^2) test was used to measure the extent to which the independent variables explain the dependent variable. The results showed that the R^2 value was 0.885, meaning that 88.5% of the variation in employee performance can be explained by work discipline, work motivation, and job satisfaction, while the remaining 11.5% is influenced by other factors outside this research model. This high R^2 value indicates that the regression model employed has a very strong explanatory power.

Table 5. Test Results of Determination Coefficient (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model Summary[b]				
1	,941[a]	,885	,877	1,641

a. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja, Motivasi Kerja

b. *Dependent Variable*: Repurchase Decision
Source: Data processed by researchers (2025)

F Test Results

To The F-test results indicated a significance value of $0.000 < 0.05$, suggesting that the variables Work Discipline (X_1), Work Motivation (X_2), and Job Satisfaction (X_3) simultaneously have a significant effect on Employee Performance (Y) at the Class II Immigration Office in Lhokseumawe. Therefore, the regression model employed is considered appropriate for explaining the relationship among the research variables. The F test is used to measure the effect of independent variables simultaneously (together) on the dependent variable. The results of the F test can be seen in the following table:

Table. 6 Test Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
ANOVA[a]						
1	Regression	914,749	3	304,916	113,117	,000[b]
	Residual	118,501	44	2,693		
	Total	1033,250	47			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja, Motivasi Kerja

Partial Test Results (t)

The t-test results reveal that Work Discipline (X_1) has a positive and significant effect on Employee Performance (Y), with a significance value < 0.05, indicating that higher discipline improves employee performance. Similarly, Work Motivation (X_2) shows a positive and significant influence on employee performance, with a significance value < 0.05. In addition, Job Satisfaction (X_3) also has a positive and significant effect on employee performance. Thus, partially, all three independent variables contribute significantly to enhancing employee performance at the Class II Immigration Office in Lhokseumawe. Testing is done using a significance of 0.05 ($\alpha = 5\%$). The t test results can be seen in the following table:

Table 7. Partial Test Results (t)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	,306	1,874		,163	,871
	Disiplin Kerja	,085	,072	,080	1,180	,244
	Motivasi Kerja	,344	,074	,485	4,645	,000
	Kepuasan Kerja	,416	,106	,432	3,940	,000
a. Dependent Variable: Kinerja karyawan						

Source: Data processed by researchers (2025)

CONCLUSION

This Based on the findings of this study, it can be concluded that Work Discipline, Work Motivation, and Job Satisfaction have a positive and significant effect on Employee Performance at the Class II Immigration Office in Lhokseumawe, both partially and simultaneously. The t-test results confirmed that each independent variable significantly contributed to employee performance, while the F-test demonstrated that the regression model was appropriate and statistically significant. The coefficient of determination (R^2) of 0.885 indicates that 88.5% of the variation in employee performance can be explained by the three variables, with the remaining 11.5% influenced by other factors outside the model. Therefore, improving work discipline, motivation, and job satisfaction are crucial factors in enhancing and strengthening employee performance at the Class II Immigration Office in Lhokseumawe.

Research Limitations

Although his study has several limitations that should be acknowledged. First, the research was conducted only on employees of the Class II Immigration Office in Lhokseumawe, so the findings may not be generalizable to other institutions or regions. Second, the sample size was limited to 48 respondents, which may not fully represent employees in broader organizational settings. Third, the study examined only three independent variables—work discipline, work motivation, and job satisfaction—while many other factors may also influence employee performance, such as leadership, organizational culture, and work environment. Therefore, the findings of this study should be considered as preliminary insights and require further research with broader variables and research settings.

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