

## EMPLOYEE DISCIPLINE AND ATTITUDE TO JOB SATISFACTION IN SEKRETARIAT DAERAH KABUPATEN MINAHASA

by:  
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### ABSTRACT

The society requires the work of government apparatus who are able to give serious attention in optimalize public service well. Experience and observation of Indonesian bureaucracy history along this time is not showing prime condition as the society expectation. This condition is the main factor that the core problem of the unsuccessful inefficiency of the bureaucracy work in order to go to bureaucracy in good governance. The matter of work satisfaction in relation with discipline and working attitude becoming essential since at last all of that will influenced the institution's ability in reaching the goals. The purpose of this research is to analyze influence of employee discipline and attitude towards employee job satisfaction and to identify which factors that have the most significant influence to the employee job satisfaction. The research method that used in this research associative with multiple linear regression analysis technique, as sample of the research 58 respondent taken from employees at Sekretariat Daerah of Minahasa regency. The finding revealed that both employee discipline and employee attitude have significant effect to the job satisfaction of SEKDA Minahasa. They should apply the discipline sanction objectively and feel free in carrying on their aspiration.

**Keywords:** *employee discipline, employee attitude, job satisfaction.*

### INTRODUCTION

The spirit of reform requires the making of efficient used of State Apparatus in order to create the state administration that can support the acceleration and cohesiveness implementation of the duty and function of government implementation based on the good governance principles in the scheme of rule of law, transparency, responsiveness and accountability. Human is a main or vital component in every development implementation done. This matter is being understood because basically human is a force that planning and implementing the program's determined by an organisation, so it can be said that the vacillating of an organisation activity is very much influenced by the resources quality of one who implementing the duty and responsibility of a work given, since one of a challenge that will be faced by human in the future is creating such a kind of vary organisation so it requires efficiency, effectivity and productivity of an organisation, that in the last will create a situation of dependency of an organisation to high quality human resource potency, without neglecting the attention given to others organisational sources management, it couldn't deny that the main attention should be given to the human resources management.

The relation among discipline, attitude and customer satisfaction if can be describe as follow, that basically an activity done by a human through an organisation has a goal to fulfill their needs, in other words that to live properly based on the human essence itself, human has such a need to be fulfilled. Ability to fulfill the needs is an important conditions in placing him to the position based on the level and status as a human, covering the economy needs, future guarantee in their work including getting better education in individually and even the whole family, social needs like to be accepted and honored, and also the self realisation and actualization. Blanchard (1995) stated that discipline motivation is based on the strong or weak the motive that translated as needs, desire, motivation where the motive itself is directed to a certain goals. Worker will satisfy with his work if he is able to work disciplinary based on the discipline rules and will satisfy with his work when

he can show the attitude that stated in his responsible behaviour towards all the work's responsibilities, in other words, a man with high a work satisfy level will show positive attitude towards the work; while a man who are not satisfy with his work will show negative attitude towards the work.

### **Research Objectives**

This part describes the objectives that would be achieved through research process and is not in the question form. The objectives of his research are, to analyze the influence of:

1. Employee discipline and attitude towards employee job satisfaction at Sekda. Minahasa.
2. Employee's discipline towards employee job satisfaction at Sekda. Minahasa.
3. Employee's attitude towards employee job satisfaction at Sekda. Minahasa.

## **THEORETICAL FRAMEWORK**

### **Human Resource Management**

Pfeffer (1998:809) define HRM broadly in terms of all management activities impacting relationships between organization and employee or more specifically as a system of operational functions such as staffing, selection, job design, training and (career) development, performance appraisal and compensation. Good human resource management is essential if organizations want to attract and retain good staff. If people see that an organization values its staff, they are more likely to apply for a job with the organization and more likely to stay once they are recruited. Good human resource management means that an organization reduces risk to its staff and reputation. It can do this by considering issues such as employment law, child protection and health and safety. Good human resource management can also reduce cost for an organization. For example, good recruitment policies and processes mean that organizations can efficiently recruit people who will carry out their jobs effectively. Good systems for performance management mean that organizations can ensure that they are getting the best from their staff. Further, there is an increasing tendency to also consider more strategic level function such as human resource planning and forecasting (Koch and Mc.Grath, 1996).

### **Employee Discipline**

Monappa (2000) stated that discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Various disciplinary management mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in the organization. Wheeler (1976) notes that discipline is viewed from two dimensions, they are positive and negative discipline. Positive discipline implies discipline without punishment. Negative discipline adheres to rules and regulations in fear of punishment which may be in form of fines, penalties, demotions or transfers.

### **Employee Attitude**

Porter et al., (1974) defined organizational commitment as a strong belief in and acceptance of the goals and values of the organization and readiness to exert considerable effort on behalf of the organization, as well as a strong desire to maintain membership in the organization. Generally employees whose needs are satisfied by an organization would likely be more committed to it (Steers, 1977). While commitment emphasizes attachment to the employing organization, including its goals and values, satisfaction emphasizes the specific task environment where an employee performs his or her duties (Mowday, Steers & Porter, 1979).

### **Job Satisfaction**

Ramayah et al., (2001) stated that job satisfaction explains how employees are buoyant to come to work and how they get enforced to perform their jobs. Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009).

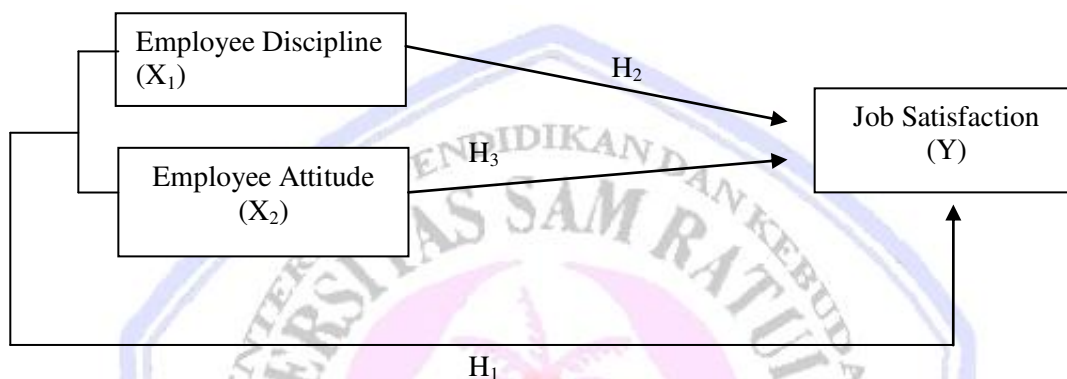
### **Previous Research**

Ebuara (2012) finds that lecturers who have high, moderate, or low perception of how a staff is disciplined do not differ in their level of job satisfaction. Saari and Judge (2004) finds that the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena. Dizgah (2012) stated that there is a meaningful relationship between job satisfaction In-role performance and innovative job performance and findings are in accordance with previous researches.

### Research Hypothesis

1. **H<sub>1</sub>**: Employee discipline and employee attitude influence job satisfaction simultaneously.
2. **H<sub>2</sub>**: Employee discipline influence employee job satisfaction partially.
3. **H<sub>3</sub>**: Employee attitude influence employee job satisfaction partially.

### Conceptual Framework



**Figure1. Conceptual Frameworks**

*Sources: Theoretical Review*

## RESEARCH METHOD

### Type of Research

This research uses causal type of research. This type of research also determines if one variable causes another variable to occur or change. This research is to investigate the influence of employee discipline and attitude toward job satisfaction at Sekda Minahasa regency.

### Place and Time of Research

The study was conducted at Sekretariat Daerah of Minahasa regency, during Januari – Februari 2014.

### Population and Sample

The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran & Bougie, 2009:262). The populations that are mainly observed in this current research is employees of Sekda Minahasa regency. The random sampling is from the questionnaire survey where the respondents were asked to fill the questionnaire directly. The samples of this research are employees of Sekda Minahasa regency as many as 58 respondents.

### Data Collection Method

Data collected first-hand for subsequent analysis to find solutions to the problem research (Sekaran & Bougie, 2009:262). The researcher gets primary data from the result of questionnaires. And to collect the secondary data, this researcher browsed the information through internet, marketing books and marketing journal. To collect primary data, this researcher does survey by spreading questionnaires to gather information. A questionnaire is a formal framework consisting of a set of questions and scales designed to generate primary raw data.

## Data Analysis Method

### Validity and Reliability

To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Validity for each variable is good where the values are above minimum level of 0.30. Reliability test is established by testing for both consistency and stability of the answer of questions. Alpha Cronbach is reliable coefficient that can indicate how good the items in asset have positive correlation one another (Sekaran & Bougie, 2009:262).

### Classic Assumption

#### Multicollinearity

To assess multicollinearity, researchers can use tolerance or VIF, which build in the regressing of each independent on all the others. Even when multicollinearity is present, note that estimates of the importance of other variables in the equation (variable which are not collinear with others) are not affected.

#### Heteroscedasticity

To test the residual of a regration that doesn't have variant constant from an observation to another observation. If the variant of a residual of an observation to another observations are different, then it's mentioned as heteroscedasticity. Good regression model is without heteroscedasticity. To detect it, can be done by seen if there's a certain pattern or not to the graphic plot(*scatterplot*). If the dots spread above and under the zero (0) at Y axis, so it's no heteroscedasticity.

#### Normality

In multiple linear regression models, the residual is assumed to be normally distributed. A residual is the difference between the observed and model-predicted values of the dependent variable. The residual for a given product is the observed value of the error term for that product.

### Multiple Regressions Analysis Method

The method of analysis used in this study is multiple regression models to approach the return. According to Sekaran (2005:177), multiple linear regression is used to find out the influence of independent variables on dependent variable. The formula of multiple linear regression is as follows :

$$Y = \alpha + \beta X_1 + \beta X_2 + \varepsilon$$

Where:

$\beta$	: Beta
$\alpha$	: Alfa or constant
$\varepsilon$	: Error
Y	: Job Satisfaction
$X_1$	: Employee Discipline
$X_2$	: Employee Attitude

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability

To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Validity for each variable is good where the values are above minimum level of 0.30. Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items in a set are positively correlated to one another (Sekaran & Bougie, 2009:162).

#### Classic Assumption Test

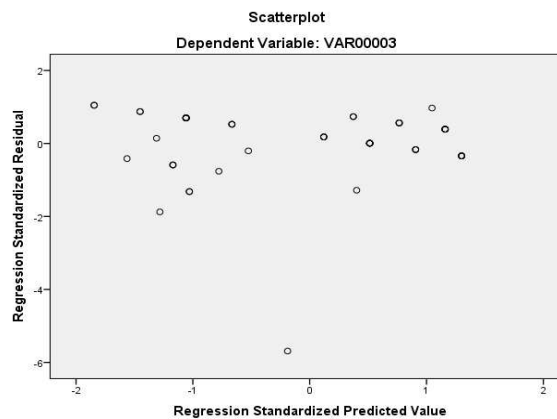
**Table 1. Multicollinearity**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	,215	4,661
	X2	,215	4,661

Source: SPSS data Processed 2014.

The VIF and tolerance, whereby if the value of VIF and tolerance to be around the number <10 then the regression model id free from multicollinearity. Based on the results in the table above can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of role variable as employee discipline (X<sub>1</sub>) and as an employee attitude (X<sub>2</sub>) is < 10 (Below 10), this means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity).

**Heteroscedasticity**

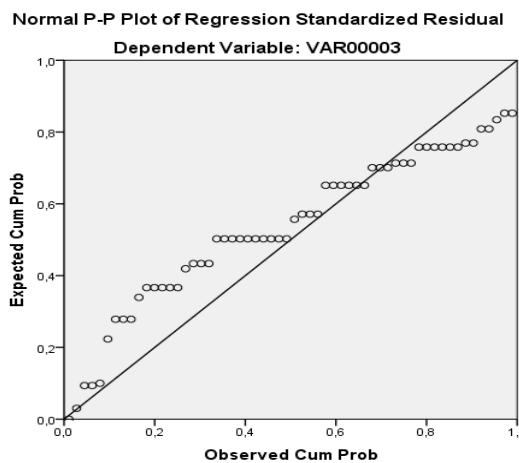


**Figure2. Heteroscedasticity Result Table**

Source: SPSS 19 Output

The pattern of the dots is spreading and does not create a clear pattern, and the dots are spreading above and below 0 (zero) in the Y axis, thus this proves that the model is free from heteroscedasticity.

**Normality**



**Figure3. Normality Test Result**

Source: SPSS 19 Output

The data collected in this research that is represented by dots are spreading near the diagonal line and spreading follows the direction of the diagonal line. This proves that the model has passed the Normality Test.

**Multiple Regression Analysis****Table 3. Multiple Regression Result**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	-2,045	,648	
Discipline	,702	,055	,689
Attitude	,391	,066	,319

Source: SPSS data processed 2014.

Multiple Linear Regression model is used to determine the effect of several independent variables on a dependent variable. The computation was done by using the IBM SPSS 22.0 software. The computerized calculation ensures the accuracy of the analysis. From the result in the table 3, the model is defines as:

$$Y = -2.04 + 0.702 X_1 + 0.391 X_2$$

1. Constancy ( $\alpha$ ) amount of -2.04 stated a definition that if the discipline variable is ( $X_1$ ) and attitude is ( $X_2$ ) is equal to zero (0), so the amount of work satisfaction (Y) is -2.04 of the unit. Regression Coefficient for discipline ( $x_1$ ) amount of 0.702 means that in every raising of Discipline Variable ( $x_1$ ) of amount one unit will increase the job satisfaction in amount of 0.702 or 70.2% with the assumption that another variable is constant.
2. Regression Coefficient for attitude ( $x_2$ ) in amount of 0.391 means every raising of attitude variable of one unit will increase the job satisfaction of 0.391 or 39.1 % with the assumption that another variable is constant.

**Multiple Coefficient of Determination****(R<sup>2</sup>) Table 4. Table R and R<sup>2</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,983 <sup>a</sup>	,966	,964	,53484

Source: SPSS data processed, 2014.

The coefficient of determination indicates what percentage of the variation (rise and fall) dependent variable can be explained or explained by variation in the independent variable. From the table above, the coefficient of determination ( $R^2$ ) of 0.966. Information can be obtained that the performance can be affected by employee discipline and employee attitude 96.6 %, while the remaining 3.4% is explained by other variables outside research.

## Hypothesis Test

### F Test

F test is used to determine the whole effect of all independent variables to dependent variable. This test is done by comparing the  $f_{\text{count}}$  with  $f_{\text{table}}$ . If  $f_{\text{count}}$  is higher than  $f_{\text{table}}$ ,  $H_0$  is rejected and  $H_1$  is accepted.

**Table 4. F-test Result**

Model		F	Sig.
1	Regression	769,942	,000 <sup>b</sup>
	Residual		
	Total		

Source: SPSS dataprocessed, 2014.

Value of 769,942 of  $F_{\text{Count}}$  significant 0.000. Because the  $\text{sig} < 0.05$  means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore  $H_0$  is rejected and accepting  $H_a$ . Thus, the formulation of the hypothesis that the influence of variable discipline ( $X_1$ ) and attitude ( $X_2$ ) job satisfaction (Y) Simultaneously, accepted.

### T-Test

T-test is used to determine the partial effect of each independent variable to dependent variable. T-test value is obtained by comparing value of  $t_{\text{count}}$  with  $t_{\text{table}}$ . If  $t_{\text{count}}$  is higher that  $t_{\text{table}}$ , then  $H_0$  is rejected and  $H_1$  is accepted. The values of each variable are shown on the table below:

**Table 5. T-Test Result**

Model		T	Sig.
1	(Constant)	-3,158	.072
	X1	12,744	.000
	X2	5,897	.000

Source: SPSS data processed, 2014.

The partial influence for each independent variable will be explained as follows.

1. Employee Discipline ( $X_1$ ) to Job Satisfaction (Y)  
 $t_{\text{count}}$  for  $X_1$  12.74 greater than the value of 1.645 $t_{\text{table}}$  means role variable as a employee discipline has positive significant influence on job satisfaction (Y).
2. Employee Attitude ( $X_2$ ) to Job Satisfaction (Y)  
 $t_{\text{count}}$  for  $X_2$  5.89 greater than the value of 1.645 $t_{\text{table}}$  means role variable employee attitude has positive significant influence on job satisfaction (Y).

## Discussion

The analysis result is found that independent variable (discipline and attitude) have significance influence towards the dependent variable (job satisfaction) in Sekretariat Daerah of Minahasa Regency. Regression analysis partially shows that from the two of the independent variable, giving same influence, where the variable  $X_1$  (discipline) positively influence it, and so that the variable of  $X_2$  (attitude) giving positive influence to dependent variable (Y).

The result of coefficient correlation's research positively proof that job satisfaction is very much determined by the factor of discipline and attitude. When an employee in her/his work surroundings is able to do all the regulations drawn up and also has positive response, so it can be psychologically increasing such a positive satisfaction. It is said so because job satisfaction is such a positive feeling about one's job that a result of his/her characteristic evaluation. Someone with a high level of satisfaction has positive feelings about the job itself, meanwhile someone who doesn't satisfy, has negative feelings about the job. The relation between attitudes and job satisfaction is in the organization itself. Attitudes or the way that employees feel about job tasks and working condition, both play in to the job satisfaction that in filtrates a company. Typically, the more positive attitudes surrounding the employees are, the greater job satisfaction among employees will be, and this may lead to higher work productivity. For example, culture can impact employees' attitudes to job satisfaction. If an individual belongs to a culture where certain religious days are recognized, the way that an employer treats those days will influence that employee's job satisfaction.

The primary objective of disciplinary action is to motivate an employee to comply with the company's performance standards and reach the job satisfaction. Disciplinary problems do happen at work and organization. It requires some disciplinary action. Disciplinary procedures are a critical tool for management to succeed, such as the stability of the workforce, labor turnover and promote productivity with effective interpersonal communication, written communication and management skills that must be utilized to assist the employee. For example, if the employee can work with the rules of the company and apply the job task with discipline, the way that an employer treats those days will influence that employee's job satisfaction. The result of regression equation describes that free variable (discipline and attitude) in the regression model can be stated, if independent variable change of one unit and other is constant, so the changing of dependent variable is as same as the value of coefficient (*b*) of the value of its independent variable. It means that as the discipline and value of positive attitude goes higher, so the value of job satisfaction will also increase.

Ebuara (2012) in their research about Influence of Staff Discipline and Attitude to Work On Job Satisfaction Lecturers in Tertiary Institutions in Cross River State is revealed that lecturers who have high, moderate, or low perception of how a staff is disciplined do not differ in their level of job satisfaction. Also, lecturers' attitude towards classroom teaching, lecturers' attitude towards the tasks of disciplining students, lecturers' attitudes towards supervision of instructions and lecturers' attitude towards classroom management do not significantly relate to their job satisfaction. The result of the study showed a significant relationship between lectures recognition and their job satisfaction.

## CONCLUSION AND RECOMMENDATION

### Conclusion

This research concludes findings as follows:

1. Discipline and attitude employee simultaneously has significant influence on job satisfaction.
2. Employee discipline partially has significant influence on job satisfaction.
3. Employee attitude partially has significant influence on job satisfaction.

### Recommendation

1. The discipline sanction should be applied objectively so it can be accepted by all the employee and they will be satisfied in applying it.
2. The employee should feel free in carrying on their aspiration while finishing their job's responsibility, therefore it can bring positive attitude towards them when doing the job itself.

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