THE EFFECT OF COMMUNICATION, WORK DISCIPLINE, AND MOTIVATION ON EMPLOYEE JOB SATISFACTION AT PT. JAYA ANUGRAH SUKSES ABADI MEDAN (CASE STUDY AT BRASTAGI SUPERMARKET, CAMBRIDGE BRANCH)

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ABSTRACT

PT. Jaya Anugrah Sukses Abadi Medan is a retail company, which sells community staples and other equipment. This company has been around for 14 years. Problems in PT. Jaya Anugrah Sukses Abadi Medan lies in employee job satisfaction, where some employees feel less satisfied carrying out tasks in the company related to Communication, Work Discipline, and Motivation. Theories used to support this study were related to Human Resource Management closely related to Communication, Work Discipline, Motivation, and Job Satisfaction. Quantitative descriptive research type was employed as the research method of this study. The nature of this study was descriptive explanatory. The data collection technique carried out by using questionnaires, interviews, and documentation studies. The obtained data were then analyzed using multiple linear regressions. From the research population of 103 company employees with 30 people were chosen for the validity test. The analysis found t_{count} values on the communication of 2.831, work discipline of 2.962, motivation of 2.059, and F_{count} of 6.816. The results indicate that the coefficient of determination was 14.6%. It can be concluded that simultaneously and partially communication, work discipline, and motivation had a significant and positive influence on job satisfaction at PT. Jaya Anugrah Sukses Abadi Medan.

Keywords: Communication, Work Discipline, Motivation, Job Satisfaction

INTRODUCTION

Job satisfaction is something that has personal characteristics [1]. Each individual has its level of job satisfaction. Someone who has a high level of job satisfaction might show a positive attitude at work. Therefore, the higher one's expectations, the higher the level of job satisfaction, and vice [2]. Employees who have low job satisfaction might not get psychological satisfaction and will eventually lead to negative behavior [3]. High job satisfaction makes employees work with high enthusiasm, be active, and

will produce more achievement as well as produce optimal performance [4]. Because job satisfaction is the way employees feel happy or not in carrying out their work [5]. Job satisfaction is an important aspect for the company, for the company might not run well without a good level of job satisfaction (Winarsih, 2019). The high and low level of employee job satisfaction can be affected by several factors, namely factors from the individual employee itself or other factors such as communication, work discipline, and motivation within the company. PT. Jaya Anugrah Sukses Abadi Medan or better known as Brastagi Supermarket is a company that operates in the retail sector that sells various needs of the community such as food, beverages, vegetables, fruit, and other necessities. In general, every company certainly has constraints and problems related to human resource management, which is one of the main factors in the company's establishment. PT. Jaya Anugrah Sukses Abadi Medan faced several problems regarding poor job satisfaction. Job satisfaction problems that occur were influenced by several aspects such as

communication, motivation, promotion, and compensation resulting in the employees who feel uncomfortable at work.

Table 1. Conceptual Framework
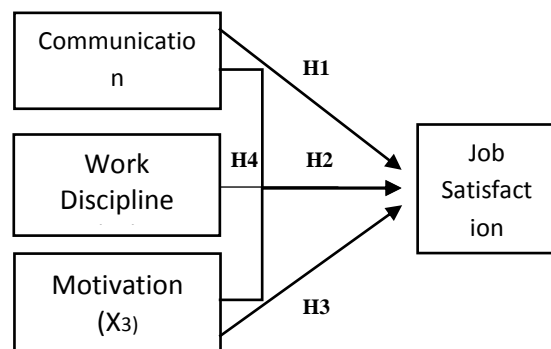
The researchers refer to previous studies, which mentioned that communication is the transfer of information and understanding or ideas from one individual to another to be interpreted according to objectives [6]. The willingness of superiors to acknowledge and understand employee ideas is very influential in the emergence of a sense of satisfaction [7]. The communication indicators are clarity, accuracy, context, flow, and culture [8]. Work discipline is an employee's respect for company regulations [9]. Work discipline adhered to by every employee might create a sense of job satisfaction for the existence of

justice without distinction [10]. The indicators of work discipline are justice, exemplary leadership, goals and capabilities, and remuneration [11]. Meanwhile, motivation is defined as encouraging someone to do something they want to do. Employees make good and positive choices in work for they achieve job satisfaction when they are motivated [12]. The indicators of motivation are effort, persistence, and direction [13]. Job satisfaction is an individual employee's perspective for the job that arise based on their working conditions [14]. Employees might feel satisfied in doing their job if aspects of themselves support and vice versa [15]. The indicators of job satisfaction are turnover, job attendance level, position, and organization size [16].

RESEARCH METHOD

The approached used by the researchers was a quantitative approach. The quantitative method is also called the positivistic method that meets scientific principles, such as concrete/ empirical, measurable, rational, objective, and systematic [17]. This study was a descriptive quantitative stud, a formulation that dealt with the question of the existence of variables without comparing variables to other samples, ad looking for relationships between variables [18].

The nature of this study was explanatory research used to clarify the relationship between variables in the study and to test the hypotheses that have been formulated [19]. The following is the identification and operational definition of the research variables:

Table 2. Identification and Operational Definition of Research Variable

Variable	Variable Definitions	Variable Indicators	Measurement
Communication (X_1)	Communication is an individual process of sharing ideas through transmission Amin (2018:157)	1.Clarity 2.Accuracy 3.Context 4.Flow 5.Culture Suhendi (2012:229)	Likert Scale

Work Discipline (X₂)	Work discipline is the implementaton of management to increase employee awareness and behavior to comply with company norms. Rivai (2013:825)	1.Justice 2.Exemplary leadership 3.Goals and Capabilities 4.Remuneration Supomo (2018:135)	Likert Scale
Motivation (X3)	Motivation is the basis that refers to a reason for doing something. Guay (2010:218)	1.Effort 2.Persistence 3.Direction Sule (2018:235)	Likert Scale
Job Satisfaction (Y)	Job satisfaction is an attitude of pleasure or displeasure of employees in doing their job. Handoko (2010:75)	1.Turn Over 2.Attendance rate 3.Position 4.Organizational Size Anwar (2013:118)	Likert Scale

Source: Research Findings 2019 (Processed Data)

The population of this study was all individual employees totaling 103 people. Meanwhile, the sampling technique employed by researchers was a saturated sampling technique in which the entire population was used as respondents. For the validity test, 30 employees were chosen from the head office of PT. Jaya Anugrah Sukses Abadi is located at Jl. Gatot Subroto No. 288, Medan. The validity test was done to measure the validity of a questionnaire. The questionnaire was declared valid if the questions in the questionnaire can reveal the measurement of the questionnaire, in which if there is a question that is not following the incident the object is declared invalid [5]. In this study, there were 10 questions related to the communication variable, 8 questions related to work discipline, 6 questions related to motivation, and 8 questions related to job satisfaction, in which all of them were all valid. With the provision of rcount ≥ rtable, rtable was obtained at 0.361, in the 0.05 significance column and the 28th row with the formula of df= (N-2), 30-2. In other words, the significant value (α) obtained was smaller than 0.05.

The reliability test was the consistency of the stability of the data found or the

means of measuring variables. The questionnaire is declared to be realistic if the answers are consistent from time to time with the measuring method conducted once or more (Sugiyono, 2010, p. 268). In this study, the reliability test results presented that the Cronbach's Alpha values of the communication variable were 0.735, the work discipline variable was 0.743, the motivation variable was 0.761, and the job satisfaction variable was 0.745. This indicates that the questions for all variables are concluded to be reliable since the Cronbach's Alpha values were greater than 0.6.

The normality test served to test whether the regression model is normally distributed, where the t and F tests assume that the residual values are normally distributed. If the assumptions are violated, the statistical test will be valid (Ghozali, 2016, p. 154). The multicollinearity test served to test the regression model to see if there is a correlation among the independent variables (Ghozali, 2016, p. 103). If the independent variables correlate, then the correlation variable is equal to zero or not orthogonal.

The heteroscedasticity test aims to test the residual variance inequality between observers in the regression model (Ghozali, 2016, p. 134). Regression is called homoscedasticity if the residual variance from one observer to another is constant, and if it is different it is called heteroscedasticity.

The research analysis model used in this study was the multiple regression analysis models that aimed to determine the effect of the dependent variable simultaneously or partially. The multiple regression formula used is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:
Y = Job Satisfaction
x_1 = Communication
α = Constant
x_2 = Work Discipline
b_1 = Communication Coefficient Variable
x_3 = Motivation
b_2 = Work Discipline Coefficient Variable
e = Residual Model
b_3 = Motivation Coefficient Variable

The coefficient of determination (R^2) aimed to measure the extent to which the

model's ability to explain variations in the dependent variable (Ghozali, 2016, p. 95). A small R^2 value indicates the limited ability of the independent variable to explain the dependent variable and vice versa when the R^2 value approaches the value of one, indicating that the independent variable provides almost all the information needed (Meissy, 2019).

The F statistical test measured whether all independent variables included in the regression model have a joint influence on the dependent variable (Haslinda, 2016). To find out whether the proposed hypothesis is accepted or rejected, the values of F_{count} and F_{table} with a 95% confidence level ($\alpha = 0.05$) on the following criteria:

a. If $F_{count} \leq F_{table}$, then Ho is accepted.

b. If $F_{count} > F_{table}$, then Ha is accepted.

The t-test aimed to measure the extent of the influence of one independent variable in explaining the variation of the dependent variable individually (Hendri & Setiawan, 2017). The hypothesis is accepted or rejected according to the comparison between the value of t_{count} and t_{table} at the 95% confidence level ($\alpha = 0.05$) with the following criteria:

a. H_o is accepted if $-t_{table} \leq t_{count} \leq t_{table}$

b. H_a is acceped if: $t_{count} > t_{table}$ or $-t_{count} < -t_{table}$

FINDINGS AND DISCUSSION

PT. Jaya Anugrah Sukses Abadi Medan or Brastagi Supermarket is a private company engaged in supermarkets (retail). This company markets various basic needs, tools, and other equipment needed by the community. This company has been established for 14 years, with its motto, "Brastagi Talks Quality." This company is also a five-star supermarket based on Jl. Gatot Subroto No 288 Medan. It has 4 branches in North Sumatera, namely Brastagi Tiara, Brastagi Cambridge, Brastagi Manhattan, and Brastagi Rantau Prapat.

Table 3. Descriptive Analysis Test Results

Descriptive Statistics

|	N	Minimum	Maximum	Mean	Std. Deviation
Communication	103	30	46	37.41	3.111
Work_Discipline	103	23	37	29.47	2.630
Motivation	103	16	30	22.14	2.924
Job_Satisfaction	103	24	38	30.36	2.726
Valid N (listwise)	103				

Source: Research Findings 2019 (Processed Data)

The descriptive statistical analysis aims to find the descriptive value of variable data such as minimum, maximum, mean, mode, variant, standard deviation, and others that simplify the data collection (Burhan, 2013). According to the findings presented in Table 3, it is known that the communication variable had an average of 37.41 with a minimum value of 30, namely 89 respondents, and the maximum value of 46, namely 21 respondents, as well as a standard deviation of 3.111 units. The work discipline variable with an average of 29.47 units had a minimum value of 23, namely 19 respondents, and the maximum value of 37, namely 58 respondents, as well as a standard deviation of 2.630 units. The motivation variable with an average of 22.14 had a minimum value of 16, namely no respondents at 72, 85, and 101, and a maximum value of 31, in which no respondent at 103, as well as a standard deviation of 2.924 units. The job satisfaction variable with an average of 30.36 had a minimum value of 24, namely

t97 respondents, and a maximum value of 38, namely 47 respondents, as well as a standard deviation of 2.726 units.
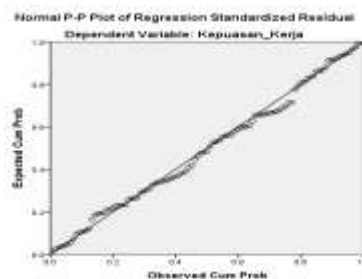
Figure 1. Histogram Normality Test Results
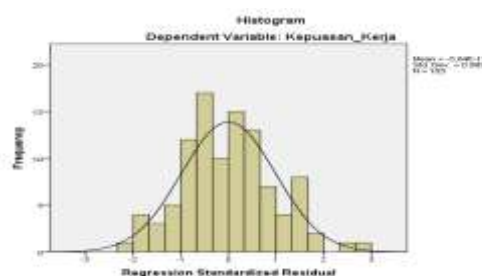
Source: Research Findings 2019 (Data Processed)

Figure 1 visualizes that the line forms a bell. It does not point to the left or right. Thus, the data were normally distributed and met the normality assumption requirements.

Figure 2. Probability Plot Normality Test Results

Source: Research Findings 2019 (Data Processed)

Based on Figure 2, it shows points or data that spread along a diagonal line. Thus, the residuals were normally distributed.

Table 4. Results of Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		103
Normal Parameters [a,b]	Mean	0E-7
	Std. Deviation	2.48129850
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.044
Kolmogorov-Smirnov Z		.596
Asymp. Sig. (2-tailed)		.870

a. Test distribution is Normal.
b. Calculated from data.

Source: Research Findings 2019 (Data Processed)

From the results of the test output in Table 4, the Asymp. Sig 2-tailed was 0.870 and had significance greater than 5%. Thus, the residuals were normally distributed.

Table 5. Multicollinearity Test Results

Coefficients [a]

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Communication	.997	1.003
Work Discipline	.998	1.002
Motivation	.999	1.001

a. Dependent Variable: Job_Satisfaction

Source: Research Findings 2019 (Data Processed)

From the findings presented in Table 5, it can be concluded that the tolerance was > 0.10 and VIF <10 for the three independent variables. Thus, the regression was free of the multicollinearity assumption.

Figure 3. Heterocedasticity Test Results
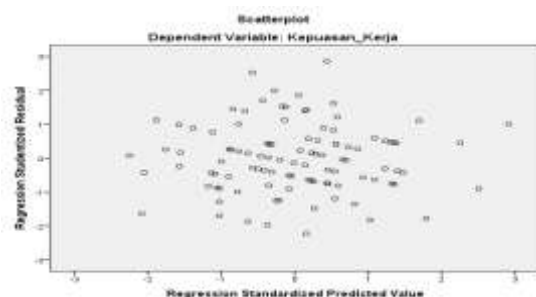
Source: Research Findings 2019 (Data Processed)

Figure 3 shows that the points are randomly scattered above or below the value of 0 on the Y-axis. Thus, the regression did not have heterocedasticity problems.

Table 6. Results of Heteroscedasticity Testing Using the Glejser Method

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414[a]	.171	.146	2.519

a. Predictors: (Constant), Motivation, Work_Discipline, Communication
b. Dependent Variable: Job_Satisfaction

Source: Research Findings 2019 (Data Processed)

Table 6 presents the significance values of the communication variable of 0.370, the work discipline variable of 0.217, and the motivation variable of 0.653. It means that the significance of the variable was above 5% confidence (0.05) and the regression did not contain heteroscedasticity.

Table 7. Multiple Linear Analysis Test Results

Coefficients [a]

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	9.685	4.590
Communication	.227	.080
Work Discipline	.281	.095
Motivation	.176	.085

a.   Dependent Variable: Job_Satisfaction

Source: Research Findings 2019 (Data Processed)

Table 7 shows the results of the multiple regression equation as follows:

Y (Job Satisfaction) = 9.685 + 0.227X_1 (Communication) + 0.281X_2 (Work Discipline) + 0.176X_3 (Motivation)

1. Constant (α) = 9.685 indicates that even though the independent variable was zero, employee job satisfaction at PT. Jaya Anugrah Sukses Abadi is still 9.685 units.

2. Communication coefficient of (b_1) = 0.227 was positive. This means that every increase in the communication variable by 1 unit,

job satisfaction might increase by 0.227 units.

3. The coefficient of work discipline of (b_2) = 0.281 was positive. This means that every increase in the work discipline variable by 1 unit, then job satisfaction increased by 0.281 units.

4. Motivation coefficient of (b_3) = 0.176 was positive. This means that every increase in the motivation by 1 unit, job satisfaction might increase by 0.176 units.

Table 8. Coefficient of Determination

Coefficients [a]

Model	t	Sig.
(Constant)	.734	.465
Communication	-.901	.370
Work_Discipline	1.244	.217
Motivation	-.451	.653

a. Dependent Variable: AbsUt

Source: Research Findings 2019 (Data Processed)

Based on the results presented in Table 8, the adjusted R Square results were 0.146, indicating that 14.6% of the variation in job satisfaction can be explained by communication, work discipline, and motivation variables. Meanwhile, the remaining 85.4% was explained by other variables outside this study such as training, compensation, and career development.

Table 9. F Test Results

ANOVA [a]

Model	F	Sig.
Regression	6.816	.000[b]
Residual		
Total		

a. Dependent Variable: Job_Satisfaction
b. Predictors : (Constant), Motivation, Work_Discipline, Communication

Source: Research Findings 2019 (Data Processed)

Table 9 shows that the value of Fcount was 6.816 while Ftable at α = 0.05 was 2.70. Thus, Fcount > Ftable with significant value of 0.000 < α = 0.05. Therefore, the test point was in the area of rejection Ho, or in other words, Ha was accepted. It means that the variables of communication, work discipline, and motivation were significant and had a positive effect on the job satisfaction of employees of PT. Jaya Anugrah Sukses Abadi.

Table 10. T-Test Results

Coefficients [a]

Model	t	Sig.
(Constant)	2.110	.037
Communication	2.831	.006
Work_Discipline	2.962	.004
Motivation	2.059	.042

a. Dependent Variable: Job_Satisfaction

Source: Research Findings 2019 (Data Processed)

Table 10 showed the tcount values of the communication of 2.831, work discipline of 2.962, and motivation of 2.059. Those three variables were greater than the t table with a value of 1. 659 and $\alpha = 0{,}05$. At the significant value, the communication variable had a sig value of 0.037, work discipline had a value of 0.006, and motivation had a value of 0.042. This indicates that the three variables had a significance level smaller than 0.05. Therefore, the results of this study accept Ha and reject H_0. In other words, the variables of communication, work discipline, and motivation were partially significant and had a positive effect on the job satisfaction of employees of PT. Jaya Anugrah Sukses Abadi Medan.

CONCLUSION

In this study, the communication variable is known to have a partially significant effect with a value of 2.831 units. The work discipline variable is known to have a partially significant effect with a value of 2.962 units. The motivation variable is known to have a significant partial effect with a value of 2.059 units. Those findings conclude that communication, work discipline, and motivation are partially significant and have a positive effect on employee job satisfaction at PT. Jaya Anugrah Sukses Abadi Medan.

The results of the F-Test show that the variables of communication, work discipline, and motivation simultaneously affected the employee job satisfaction variable at PT. Jaya Anugrah Sukses Abadi Medan. Their influence was positive with a significant level (α) of 5%. The results show that $F_{count} > F_{table}$ and the probability value (sig) smaller than the significant level. It can be concluded that the equation model is significant and accepted. Furthermore, the coefficient of

determination was 14.6% which concludes that communication, work discipline, and motivation have a positive and significant effect on job satisfaction.

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