IMPROVING EMPLOYEE SATISFACTION THROUGH DISCIPLINE AND TRAINING
(EMPIRICAL STUDY ON THE EDUCATIONAL STAFF OF UIN ANTASARI BANJARMASIN)

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ABSTRACT

This study aims**:** (1) to know, test, and analyze the influence of work discipline on the employee satisfaction of UIN Antasari Banjarmasin; (2) to find out, test and analyze the effect of training on the employee satisfaction of educational staff in UIN Antasari Banjarmasin.The study applied descriptive quantitative method. The population of the study was Educational Staff with Civil Servants status in UIN Antasari Banjarmasin, with a total of 111 people. The sample was 63 people. The independent variable was work discipline and training while the dependent variable is employee satisfaction. Data collection was done by distributing questionnaires. Data analysis was using partial (Partial Least Square / PLS) regression analysis.The result of this study indicatedthat (1) work discipline had a positive and significant effect on employee satisfaction and (2) training had a positive but insignificant effect on employee satisfaction. Work discipline had a positive and significant effect on employee satisfaction of educational staff in UIN Antasari Banjarmasin. Training had a negative and insignificant effect on employee satisfaction of educational staff in UIN Antasari Banjarmasin.The higher ups must be more assertive and pay attention to the work discipline of the educational staff in UIN Antasari Banjarmasin to improve employee satisfaction so that they can work better, effectively, and efficiently

Keywords: Work Discipline, Training, Employee satisfaction.

INTRODUCTION

Robbins, (2006: 103-104), states that employee satisfaction has a negative correlation with employee turnover and absenteeism, this shows that with an increase in employee satisfaction, it can result of a decrease in employee turnover and higher absenteeism levels. The higher the level of absenteeism and the lower the level of employee satisfaction and vice versa.

One of the factors that can affect employee satisfaction isdiscipline, according to Hasibuan (2003: 193) what is meant by discipline is the condition and willingness of a person to follow all of the applicable social rules and norms The discipline formed in an employee is a reflection of

one's responsibilities in carrying out their duties and work so as to encourage work motivation, employee satisfaction in achieving the organizational goals. This is also supported by research conducted by Izaz Dany Afianto and Hamidah Nayati Utami (2017). The result of their study states that there is a significant influence of work discipline on employee satisfaction.

In addition to disciplinary factor, employee satisfaction can also be influenced by training factor, because with a training, employees will have insight knowledge, abilities and skills in accordance with the demands of their work. Referring to the theory suggested by Sutrisno (2009) one of the factors that influencesemployee satisfaction is the opportunity to advance. Training is the right way to fulfill employees' opportunities to develop themselves. It is also supported by the results of research conducted by Ratag Pingkan Elisabeth Vonny (2016) which states that: training, work facilities, and compensation have a positive and significant effect on employee satisfaction. But, partially, the training did not have a positive and significant effect on satisfaction.

This research is necessary because employee satisfaction is very important, because it will encourage employees to work with high motivation and in the end, this will help the organization effectively and efficiently in achieving desired goals. As stated by Hasibuan (2011) that employee satisfaction is an emotional attitude that is fun and loves work.

Employee satisfaction has a negative correlation with employee turnover and absenteeism, this shows that the increased employee satisfaction can result in decreased employee turnover and employee absence (Robbins, 2006: 103-104), the higher the level of employee satisfaction, the lower the level of employee absence would be and the lower the level of employee satisfaction, higher the level of employee absence would be.

The purpose of this study is to find out, test, and analyze the effect of work discipline on employee satisfaction of educational staff in UIN Antasari Banjarmasin and to analyze the effect of training on employee satisfaction of educational staff in UIN Antasari Banjarmasin.

LITERATURE REVIEW

To achieve organizational goals that have been set, it is inseparable with one of the factors, namely human resources, the factor of human resources will decide the success or failure of the organization's operations, thus it is increasingly encouraging various disciplines in order to know more about how to utilize human resources optimally while still upholding humanitarian values without making humans merely machines for satisfying needs.

A. Employee satisfaction

Every human being has needs in his life. It is the desire to fulfill those needs that drives people to do various activities. Human needs are very diverse. Someone's satisfaction from one another will vary. So, satisfaction is individual.

According to Edy Sutrisno, in the book Human Resource Management (2017), there are various meanings or limitations regarding employee satisfaction. First, the definition which views employee satisfaction as a complex emotional reaction. This emotional reaction

is a result of encouragement, desires, demands and expectations of employees to the work associated with realities felt by employees, then creating a form of emotional reaction in the form of feelings of pleasure, satisfied, or dissatisfied.

Second, the definition which states that employee satisfaction is an employee's attitude towards work related to working situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors. Attitudes toward work are the result of a number of specific attitudes of individuals towards factors at work, adjustment of individuals outside of work so as to cause the general attitude of the individual towards the tasksthey are working on.

B. Discipline
a) Definition

Singodimedjo in Sutrisno (2009), said that discipline is an attitude of willingness tofollow the norms of regulations that apply around it. Good employee discipline will speed up company goals, while declining discipline will become a barrier and slow down the achievement of company goals.

According to Terry (in Tohardi, (2009), discipline is a motivating tool for employees so that each job can run effectively, it must be endeavored so that there is good discipline. Terry disagrees if discipline is only associated with unpleasant things (punishment) because actually punishment is the last tool to uphold discipline

b) Relationship Between Work Discipline and Employee satisfaction

Work discipline is an important factor in increasing employee satisfaction because discipline is important for organizations in creating effectiveness for work. Someone who has high work discipline will work well without supervision. Discipline that is formed in employees without coercion raises good outcome for both parties, by following all regulations that apply in the organization, they will reach psychological maturity so that it creates a sense of satisfaction. Through discipline, it will reflect the strength and success in their work (Rivai 2005: 443). Discipline that is formed in workers is a reflection of one's responsibilities in carrying out their duties and work so as to encourage work spirit and employee satisfaction in achieving organizational goals. Thus, the hypothesis is that work discipline has a significant effect on employee satisfaction of educational staffin UIN Antasari Banjarmasin.

C. Training
a) Definition

Rivai (2011: 212) training is the process of systematically changing employee behavior to achieve organizational goals. Training deals with the expertise and ability of employees to carry out current work. Training has current trajectories and helps employees to achieve certain skills and abilities in order to succeed in carrying out their work.

b) The Relationship between Training and Employee Satisfaction

Michael R. Carrel et al (1995) in Mangkuprawira (2004: 135) explains that there are seven main objectives of training and development programs, such as; improving performance, improving employee skills, avoiding managerial authority, solving problems, orienting new employees, preparing for promotion and managerial success, provide satisfaction for personal development needs, improve conceptual ability in decision making abilities, and expand human relations. Saprudin (2018) stated that training has a significant effect on employee satisfaction. Thus the hypothesis is that training has a significant effect on employee satisfaction at UIN Antasari Banjarmasin.

RESEARCH METHODS

A. Research Design

In accordance with the research objectives that have been formulated, the type of this research is explanatory research, which is to clarify the relationship between research variables and test the hypotheses that have been formulated using a quantitative approach.

B. The Definition of Operational Variable

a. Discipline Variable (X_1)

What is meant by discipline in this study is the attitude of following the rules / procedures based on the organizational policies of educational staff in UIN Antasari Banjarmasin which have been established both written and unwritten for achieving the results of the objectives. The indicators used in this study are based on the opinions of Sudjadi (2005), such as:

1) punctuality,
2) regulations compliance, and
3) devotion of work results

b. Training Variable (X_2)

What is meant by training in this research is training for employees, a process of teaching certain knowledge and expertise and attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with standards. In this study, the training indicators were made by Mangkunegara (2011: 57) that are based on the measured training concept or represented by the following dimensions:

1) Material
2) Instructor
3) Training Method
4) Participants

c. Employee Satisfaction (Y)

What is meant by employee satisfaction in this study is the mood felt by employees when they are working because they get the fulfillment of needs in the form of rewards (salaries and incentives), opportunities for career advancement, colleagues who support in the process of completing work. The dependent variable of employee satisfaction is measured by indicators presented by As'ad in (Supriyanto & Machfudz, 2010), namely:

1) Financial Satisfaction,
2) Physical Satisfaction,
3) Social Satisfaction, and
4) Psychology Satisfaction

C. Population and Sample

Sugiyono, (2013: 119) states that the population is a generalization area consisting of: objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then their conclusions are rewritten. The population in this study were all Educational Staff with Civil Servants status in UIN Antasari in Banjarmasin, with 111 employees in total. Since the number of members of the population is not limited, sampling can be done. Sugiyono (2013: 120) stated that the sample is part of the number and characteristics possessed by the population. The sample size in the study was determined by the Slovin formula and thespecified margin of error is 5% or 0.05, as follows:

$$n = N / (1 + (N \times e^2))$$
$$n = 111 / (1 + (111 \times 0,05^2)$$
$$n = 111 / 1,2775$$
$$n = 86,88$$

So the size of the sample is as much as 86.88 people then the researchers rounded up to 87 employees.

This study used the Probability Sampling technique by means of stratified random sampling so that the samples studied for strata of work types are as follows:

Table 1. Stratified Random Sampling

No	Occupation	Quantity of the Employees	Sample size
1	Administration Officer	92	92/111 x 87 = 72
2	Librarian	9	9/111x87 =7
3	Public Relation Officer	1	1/111x87 =1
4	Archivist	3	3/111x87=2
5	Computer Technician	4	4/111x87=3
6	Procurement	2	2/111x87-2
		111	87

Source: Data was recalculated in 2019

D. DataCollection Technique

Data collection was carried out by distributing questionnaires to the Educational Staff with Civil Servants status in UIN Antasari in Banjarmasin and the questionnaires could be collected immediately after being answered by respondents through several data collectors. Besides that, secondary data is also needed to support the background or general description of UIN Antasari such as establishment documents, staffing documents and other documents.

E. Data Analysis

This study used a partial regression analysis (Partial Least Square / PLS) to test the two hypotheses proposed in this study. Each hypothesis was analyzed using Smart PLS Version 3 software with the help of the SPSS program to test the relationship between variables.

PLS is one of the variant-based SEM statistical methods that is designed to solve multiple regressions when specific problems occur in the data, such as small sample sizes, missing data and multicollinearity.

F. Measurement of Partial Least Square (PLS) Method

Estimating parameters in PLS includes 3 things, such as (Ghozali, 2011: 19):
a. Weight estimate used to create a latent variable score.
b. Path estimation that connects between latent variables and loading estimates between latent variables and their indicators.
c. Means and location parameters (regression constant values, intercepts) for indicators and latent variables.

To obtain these three estimates, PLS uses a three-stage iteration process and each iteration stage produces an estimate. The first stage produces a weight estimator, the second stage produces estimates for the inner model and outer model, and the third phase produces an estimate of means and location (constants).

RESULTS AND DISCUSSION

A. The Evaluation of Measurement (Outer) Model

The measurement or outer model evaluation defines how each block of indicators relates to its latent variable. The measurement model (outer model) is used to test the validity and reliability, the coefficient of determination of the model and the path coefficient for the equation model.
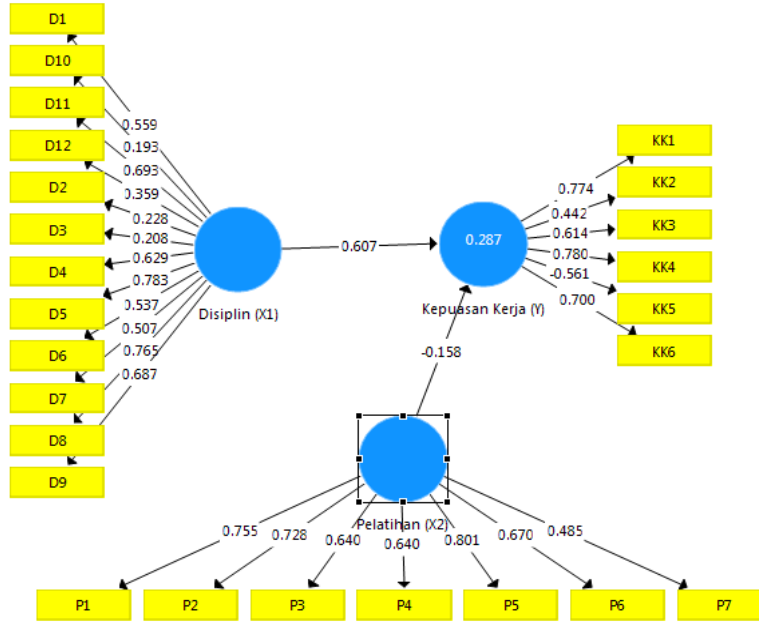
Figure 1. Feasibility Estimator Model

a. *Convergent Validity*

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the loading factor value> 0.7. Following is the outer loading value of each indicator in the research variable.

Based on the data presentation in Figure 1 above, it is known that each indicator in the latent construct of Discipline (X1) contains four invalid indicators so that it is not suitable for use in this research.

While for the latent construct of Training (X2) there is one indicator that is not suitable for use in research, and for the latent construct of employee satisfaction (Y) there are two indicators that are not suitable for use in research. For more details, you can see in the following table:

b. *Discriminant Validity*

This section will describe the results of the discriminant validity test. Discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading indicator value on the variable is the largest compared to other variables. The following is the cross loading of each indicator.

Table2. Cross Loading

Indicator	Variable		
	Discipline (X1)	Training (X2)	Employee Satisfaction (Y)
D1	0.599	0.331	0.216
D2	0.228	0.171	0.202

D3	0.208	0.118	0.175
D4	0.629	0.253	0.363
D5	0.783	0.427	0.492
D6	0.537	0.443	0.149
D7	0.507	0.323	0.195
D8	0.765	0.268	0.405
D9	0.687	0.485	0.279
D10	0.193	0.216	-0.035
D11	0.693	0.488	0.321
D12	0.359	0.215	0.083
P1	0.417	0.755	0.177
P2	0.343	0.728	0.063
P3	0.295	0.640	-0.025
P4	0.318	0.640	0.035
P5	0.465	0.801	0.148
P6	0.360	0.670	0.028
P7	0.298	0.485	0.053
KK1	0.399	0.175	0.774
KK2	0.130	0.054	0.442
KK3	0.244	0.061	0.614
KK4	0.390	0.087	0.780
KK5	0.012	0.164	-0.561
KK6	0.470	0.195	0.700

Based on the table above, it can be seen that each indicator on the research variable does not all have the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study do not have good discriminant validity in preparing their respective variables.

According to Chin as quoted by Imam Ghozali, an outer loading or loading factor value between 0.5 - 0.6 is considered sufficient to fulfill the convergent validity requirement. Therefore, in the study, researchers took a minimum limit of loading factors of 0.5.

c. *Composite Reliability*
Composite Reliability is used to test the reliability value of indicators on a variable. A variable can be stated as fulfilling composite reliability if it has a composite reliability value> 0.6. The following is the value of composite reliability of each variable used in this study:

Table3. Composite Reliability

Latent Variable	Composite Reliability
Discipline	0.819
Training	0.689

Employee Satisfaction	0.856

Based on the table presented above, it can be seen that the composite reliability value of all variables has a value> 0.6. These results indicate that each variable meets the composite reliability so that it can be concluded that the entire variable has a good level of reliability.

B. Hypothesis Test

To assess the significance of the predicted model in testing structural models, it can be seen from the t-statistics or P-values between the independent variables to the dependent variable in the path coefficient table on the smart PLS output below.
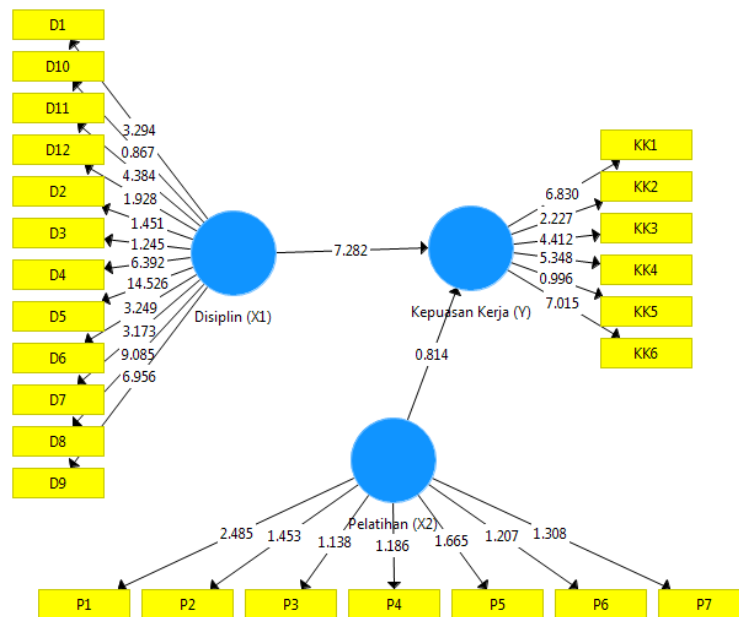

Figure 2. Structural Model

Based on the Inner Schema model shown in Figure 1 and Figure 2 above, it can be explained that the largest path coefficient value is shown by influence.

Table4. Path Coefficient (Mean, STDEV, t- value)

Path Coefficients

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Disiplin (X1) -> Kepuasan Kerja (Y)	0.607	0.635	0.083	7.282	0.000
Pelatihan (X2) -> Kepuasan Kerja (Y)	-0.158	-0.037	0.194	0.814	0.416

Based on the data processing that has been done in Table 1, the results above can be used to answer the hypothesis in this study. Hypothesis testing in this study was conducted by looking at the t-Statistic and P values. The research hypothesis can be accepted if the P-value <0.05. The following are the results of hypothesis testing obtained in this study through the inner model:

Table5.The Result of Hypothesis Test

Hypothesis	Effect	T-Statistic	P-value	Result
H1	There is insignificant Effect of Discipline on Employee Satisfaction	7.282	0.000	Accepted
H2	There is Insignificant Effect of Training on Employee satisfaction	0.814	0.416	Rejected

Source: Data was recalculated in 2019

Based on the table above, it shows the results of measurement and testing for the first hypothesis between disciplinary variables on employee satisfaction obtained t-value of 7.282. With a P-value of 0,000, thus the P-value is smaller than alpha used in this case 5% (0.05. This result means that indicates a positive and significant influence between disciplines with employee satisfaction, the first hypothesis proposed in this study the truth is proven or "accepted".

Furthermore, the measurement results for the second hypothesis, namely between the training variables on employee satisfaction obtained t-value of 0.814. With a P-Value of 0.416, thus the P-value is greater than the alpha used in this case 5% (0.05). This result means that there is no significant effect between training on employee satisfaction. So the second hypothesis proposed in this study is not proven true or "rejected".

Discussion

A. The Effect of Discipline on Employee Satisfaction

The effect of work discipline on Employee satisfaction ofEducational Staff at UIN Antasari Banjarmasin. The results showed that work discipline has an effect on employee satisfaction. Regression test results, it is known that work discipline has a positive and significant effect on employee satisfaction, evidenced by a beta coefficient (β) of 0.687 and p = 0.000. Then it can be concluded that this research is proven true of the first hypothesis.

Based on observations of researchers at UIN Antasari Banjarmasin, there are still some employees who are not on time when they come to the office, leave the desk before the

specified time, and employees are still delaying postponing work. Utilization of facilities that have not been well targeted such as hotspots / wifi, internet networks, these facilities are provided to facilitate work both to access applications and to fill network-based data, but in reality there are still many employees who misuse internet network facilities for personal use such as playing online games and personal social media. In this case, the organization's role is to manage employees to comply with all rules, norms set by the organization / institution so that employees work in a disciplined and effective manner.

The results of this study support the research conducted by Mamik (2008) which states that discipline has a significant effect on employeesatisfaction. Likewise, the results of research conducted by Izaz Dany Afianto and Hamidah Nayati Utami (2017) stated that there is a significant influence of work discipline on Employee satisfaction. However, the results of this study contradict the research conducted by Lumentut (2015). The results showed that work discipline did not significantly influence employee satisfaction at branch of PT Bank Sulut Airmadidi.

B. The Effect of Training on Employee Satisfaction

The results of the study of Employee satisfaction in UIN Antasari Banjarmasin showed that training had insignificant effect on employee satisfaction. From the results of statistical tests, it is known, that training has a negative and insignificant effect on employee satisfaction, this is proven by the beta coefficient (β) of -0.158 and p-value = 0.416. So it can be concluded, that this research is rejected the second hypothesis in which it believes that what affects employee satisfaction is training.

Some of the training has been carried out by some of the educational staff of UIN Antasari in order to gain knowledge and skills in their respective fields of work that are given in accordance with their educational background. Yet, in the implementation after completing the training, they are transferred to other unit that are not in line with their expertise and educational background. That causes the training that has been done to be ineffective for them.

The results of this study support research conducted by Asri (2017) which states that the training dimension (training method) has insignificant effect on employee satisfaction based on the calculation using multiple regression analysis method. Likewise with research conducted by Ratag Pingkan Elisabeth Vonny (2016) which states that training has no positive and significant effect on employee satisfaction. But the results of this study contradict the research conducted by Saprudin (2018) where the results showed that training significantly affected employee satisfaction.

CONCLUSION

Work discipline has a positive and significant effect on employeesatisfaction. This is proven by the beta coefficient (β) of 7.282 and p = 0.000. Thus, the first hypothesis is proven true or accepted.Training has a negative yetinsignificant effect on employee satisfaction. This is

supported by the beta coefficient (β) of -0.158 and p = 0.416. Thus, the second hypothesis is rejected.

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