THE INFLUENCE OF JOB SATISFACTION AND WORK DISCIPLINE ON WORK MOTIVATION IN BAPPEDA EMPLOYEES OF JAMBI CITY

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Article Info	ABSTRACT
	This study examines how job satisfaction and work discipline affect employees of Jambi City Bappeda's motivation to work hard. Using saturated sampling or a census as the sampling method, this study used a quantitative approach with a sample size of 70 participants. Using SPSS software version 25, several linear regression analysis approaches were used to the research data. The findings indicated that the variables of job satisfaction and work discipline both partially and simultaneously had a positive and significant effect on work motivation, with job satisfaction as the most dominant independent variable in influencing the work motivation of Bappeda employees.

INTRODUCTION

Humans are the main resource in driving the organization because of their role as implementers, actors, and managers (Bukit et al., 2017). Therefore, human resource management is considered the most important managerial aspect in organizational life (Zeebaree et al., 2019). In an agency, employees are human resources who encourage, direct, and produce quality work in meeting goals (Noviyanti & Noerchoidah, 2023). Employees are an important component of any organization and must be managed appropriately to maximize their contribution (Siwij, 2022). To realize this, it is essential to give regard to personnel job satisfaction and provide work discipline to its employees (Rosento et al., 2019).

Job satisfaction is an emotional feeling and behavioral expression of a job. Job satisfaction considers the extent to which a worker enjoys his job (Ayalew et al., 2021). If a person can feel job satisfaction, it will increase self-confidence, feel valued, and ultimately form the motivation to do a better job in the future (Amin et al., 2021). The most decisive emotional factor for experienced employees is satisfaction. Employees with a lot of work experience will usually demand a certain level of satisfaction from their jobs, benefits, environment, and even themselves (Sutoro et al., 2020). Where in the results of previous research, by Diputra (2014), Adely (2017), and Mafriningsianti (2020) stated that job satisfaction has a significant effect on work motivation.

Likewise with worker discipline, work discipline is needed to be responsible for his work. Therefore, work discipline will ensure smoothness in carrying out tasks to obtain appropriate work results (Mulyani, 2020). Discipline also helps train workers to comply with and respect current rules, guidelines, and policies. By complying with these rules, discipline becomes a process that can help people feel motivated to uphold and advance organizational goals (Tsauri, 2013). Because discipline is one of the important aspects of human resource management and the key to realizing organizational goals (Bukit et al., 2017). Where in the results of previous research, by Syarif et al. (2021), Rosento et al. (2019), and Mafriningsianti (2020) stated that work discipline has a significant effect on work motivation.

If an organization is accommodated by quality human resources, including workers who have high motivation at work, they will be enthusiastic and responsible in completing the tasks assigned to them (Noviyanti & Noerchoidah, 2023), on the other hand those who have low work motivation will have difficulties and are not responsible for their duties (Tsauri, 2013). According to Mafriningsianti (2020) high worker motivation in the

workplace is not something that just happens; it is influenced by various factors, including job satisfaction and work discipline.

The Jambi City Regional Development Planning Agency (Bappeda) is one of the technical agencies within the Jambi City Government in the field of regional planning and development. Supervised by a Head of Agency who answers to the Mayor via the Regional Secretary, with the main task of supporting the Mayor in development planning and implementing regional government. To carry out these tasks, it is necessary for employees to have high motivation, of course, it is also supported by the job satisfaction of employees and the work discipline provided so that they are enthusiastic and responsible in carrying out their respective duties, so as to immediately achieve organizational goals.

However, in fact there is a gap that is far from ideal expectations, where there is still low motivation, satisfaction, and discipline of Bappeda employees, both civil servants and non-permanent employees. Where, there are still some employees who procrastinate to complete their work; those who are not satisfied with their current salary, so that it can cause them to feel less satisfied with their work and ultimately their motivation is also low. There are still many employees who are not disciplined. Those who are still often late for work, go home before the time that can be seen in Figure 1. Because of this, employee performance is disrupted, one of which is the delay in data collection and/or tasks affecting the smooth running of the projects being worked on and causing delays in achieving project targets and objectives.
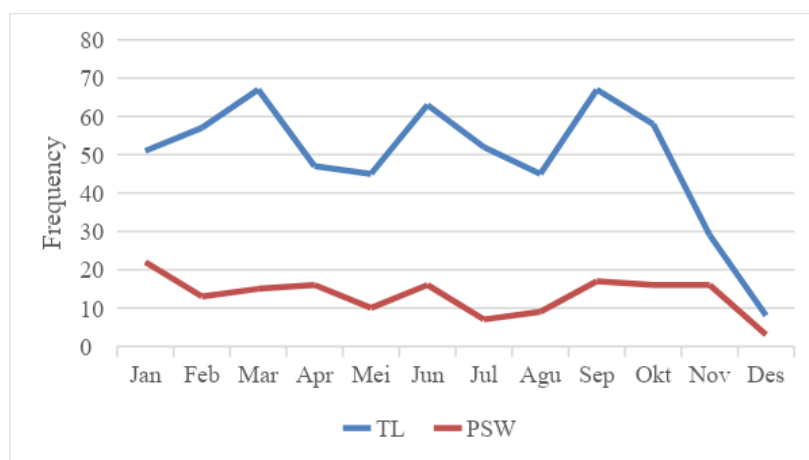

Figure 1. Attendance Recapitulation 2022
Source: OPD Bappeda Jambi City

Based on data on the recapitulation of the attendance of ASN Bappeda Jambi City for the period January to December 2022 consisting of 36 employees, the total number of late arrivals to the office during that period was 589 times, and there were 160 times for those who left early before time. It can be seen that the tardiness rate of employees entering the office (TL), every month is always there, where the highest tardiness rate is in March and September with 67 times. And those who left before time (PSW) were highest in September with 17 times. Thus, attention is needed from managerial parties, especially agency leaders, to prevent and improve the discipline and quality of human resource management in the agency. The effort must be made as soon as possible to overcome the problem. Because, it can have an impact on the motivation of its employees which will greatly interfere with the completion of the work that has been given to them.

Based on the background of the problems that have been described, the researchers think it is necessary to analyze whether job satisfaction and work discipline affect the work motivation of Jambi City Bappeda employees. Where in previous research, the results of research by Mafriningsianti (2020) are job satisfaction and work discipline of PDAM Bhagasasi Bekasi employees have a positive and significant influence on employee work motivation; in research by Rosento et al. (2019) said there was an influence of work discipline on employee motivation; in the results of research by Abdurrahim et al. (2020) states that there is a significant effect on the job satisfaction of MI teachers in Tanah Laut District on their teachers' work motivation; and in research by Jamali & Refi (2022), it is said that there is no effect of job satisfaction on the work motivation of post-covid-19 SMK teachers in East Aceh District. This makes researchers interested in conducting research with the title "The Influence of Job Satisfaction and Work Discipline on Work Motivation in Bappeda Employees of Jambi City".

LITERATURE REVIEW
Theoretical and Conceptual Background
Job Satisfaction

A well-known idea in human resource management is job satisfaction (Syarief et al., 2022). Behavior,

pleasure, and the discrepancy between expectations and actuality are all elements that affect work happiness (Sunarta, 2019). Job satisfaction has a significant impact on labor market results and is a key component of achieving well-being. Because of this, if a person is happy with their employment and gets what they want, they will feel at home and be very loyal to their employer (Adamy, 2016).

A major component of work motivation, which is a fundamental factor in determining a person's behavior, is job satisfaction (Culibrk et al., 2018). Employees who work hard and exhibit a positive attitude typically have a high degree of job satisfaction, while those who work drearily or negatively typically have a low level of job satisfaction (Sunarta, 2019).

According to Adamy (2016), indicators that are usually used to measure job satisfaction are:

a. Nature of work, It reflects how the employee feels about the circumstances of their current employment. Job satisfaction will grow or decrease depending on how challenging the job is and whether the employee feels their talents are required.

b. Coworkers, It reflects how the employee feels about the circumstances of their current employment. Job satisfaction will grow or decrease depending on how challenging the job is and whether the employee feels their talents are required.

c. Supervisor, A excellent manager is willing to acknowledge his staff members' efforts. The supervisor can be viewed by the subordinates as a friend, parent, or father figure in addition to their boss. The degree to which the supervisor assists the workforce in upholding work ideals that are significant to the employee is reflected in the functional relationship. Interpersonal attraction that represents shared fundamental attitudes and values is the foundation of the relationship as a whole.

d. Wage / salary, It is a significant aspect in assessing job satisfaction since it helps workers meet their diverse demands. Workers' salaries might be viewed as a reflection of management's perception of workers' contributions to the workplace. Workers' job happiness can be increased by paying them a fair and reasonable wage. A reasonable pay guarantees that fundamental necessities such as food, clothes, and shelter, as well as family dependencies, are addressed, resulting in worker satisfaction.

Work Discipline

Work discipline, according to Santoni & Suana (2018), is defined as behavior, behaviors, and attitudes that are consistent with the organization's written and unwritten norms. Discipline is required by both the organization and the person. Work discipline is crucial because unruly employees can jeopardize employee performance and organizational stability. Several factors influence work discipline, including working hours, employee permits, and employee attendance. An employee's strong sense of responsibility for the work assigned to him demonstrates good work discipline.

According to Farisi (2021), organizational management implements discipline to foster the desire and awareness of human resources to obey existing regulations, social norms, policies, and positive values so that work programs that have an impact on achieving organizational goals can be easily realized. In a business, a lack of discipline in management can lead to losses and potentially the company's demise.

According to Mangkunegara (2017) the indicators used to measure employee work discipline are as follows.

a. Attendance, The attendance indicator assesses how frequently and on time employees arrive at work in accordance with the established work schedule. Good attendance demonstrates an employee's dedication and responsibility to their job and the firm. When employees are fully engaged in their work, productivity and efficiency improve.

b. Alertness level, The level of alertness describes how focused and awake employees are while carrying out their tasks. Employees that are vigilant are more likely to steer clear of errors and mishaps. To lower the danger of accidents and assure high-quality work, one must be highly aware.

c. Adherence to work rules, Respect for workplace regulations encompasses a variety of topics, including dress code and workplace protocol. The workplace is more likely to be well-organized and stable when employees follow the rules.

d. Adherence to work standards, Workplace standards cover suitable dress, appropriate work completion, and quality of work. Employees that consistently meet work standards demonstrate their commitment to the duties and obligations they have been given.

Work Motivation

The claim made by Saiba (2021) is that "people are motivated by a variety of attitudes and values that help them achieve their goals." "Work motivation is the result of a number of internal and external processes that result in enthusiasm and perseverance in carrying out certain activities," claims the author.

According to Sedarmayanti (2017) the indicators used to measure employee work motivation are as follows.

a. Salary, The salary or wage received by employees is one of the important factors that affect work motivation. Employees who feel that their salary is commensurate with their responsibilities and efforts tend to be more motivated to work better.

b. Working condition, This indicator relates to the physical and social aspects of the working environment for employees. Safe and comfortable working environments, adequate amenities, and assistance from coworkers and superiors are all examples of good working circumstances.

c. Recognition and rewards, The company shows appreciation for the accomplishments and contributions of its employees through recognition and prizes. Praise, gratitude, or other official kinds of incentives, including certificates or bonuses, can all be used as types of recognition.

d. Responsibility, The degree of autonomy and trust accorded to employees in carrying out their duties is referred to as responsibility. Employees' sense of belonging to the workplace and drive to produce better results can both rise when they feel responsible for their work and have the freedom to make decisions.

Empirical Review and Hypothesis

Effect of Job Satisfaction on Work Motivation

Based on the results of previous research by Siwij (2022), the calculation of the significance test and regression linearity test concluded that there is a significant and linear effect of Job Satisfaction (X) on the Work Motivation variable (Y). This is evidenced because F_{count} 5.358 with a significance value of $0.023 < \alpha$ (0.05). The results of other similar studies, in Diputra (2014) research said that job satisfaction has a significant positive effect on the work motivation of employees of the Hard Rock Hotel Bali with 200 respondents. Adely (2017), Abdurrahim et al. (2020), and Mafriningsianti (2020) research also states that job satisfaction on work motivation has a significant positive effect. Therefore the research hypothesis is :

H_1 : Job satisfaction affects work motivation

Effect of Work Discipline on Work Motivation

Based on the results of previous research by Rosento et al. (2019), wit observation methods, questionnaires, interviews, literature studies and the number of respondents 30 people. The results showed that there was a positive effect between work discipline and work motivation. And in similar studies, Syarif et al. (2021) and Mafriningsianti (2020) state the effect of work discipline on work motivation. Therefore the research hypothesis is :

H_2 : Work discipline affects work motivation

Effect of Job Satisfaction and Work Dsicipline on Work Motivation

Based on the results of previous research by Mafriningsianti (2020). The study used descriptive research methods, with a sample of 90 respondents using the slovin formula, sampling techniques using simple random sampling, and data analysis using multiple regression analysis techniques and multiple correlation analysis. Mafriningsianti (2020) stated that job satisfaction and work discipline simultaneously affect work motivation and work motivation is more influenced by job satisfaction than work discipline. Therefore the research hypothesis is :

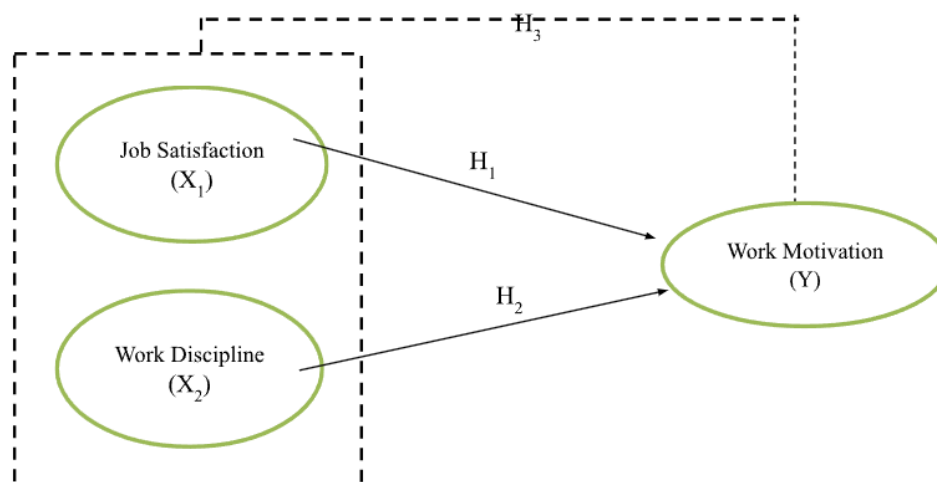H_3 : Job satisfaction and work discipline simultaneously affect work motivation

Figure 2. Research Model
Source: Data processed by author (2023)

RESEARCH AND METHODOLOGY

Type of Research

The study's research design was a quantitative survey method. The impact of work discipline and job satisfaction on work motivation variables will be examined in this study. The nature of this research is causal associative, which means that it seeks out cause or effect depending on how well the variable is explicated (Saripudin & Faihaputri, 2021).

Population

Population, according to Tjiptono (2017), is the primary concern in a certain research endeavor and is the same trait in one or more things held, including a group of people. The population of this study is made up of 36 and 34 Bappeda Jambi City civil servants and non-permanent employees, respectively. Means that the population of this study consisted of a total of 70 individuals.

Sample and sampling technique

If the population is less than 100, the sample is taken as a whole, but if the population is higher than 100, then 10-15% or 20-25% of the population can be taken, according to Arikunto (2019). Therefore, this study has 70 samples.

As a result of the study's tiny (restricted) population, researchers used the saturation sampling method or a census to collect a large number of samples. When every member of the population is used as a sample, it is known as the saturation sampling method or census (Sugiyono, 2018).

Data and Data collection methods

The data used in this research is primary data. Data collection by distributing questionnaires directly through *print-outs* and with a Likert scale as a measurement approach, using 5 alternative answers.

Table 1. Research variables and indicators

No	Variables	Indicators
1.	Job Satisfaction (X1)	According Adamy (2016) 1. Nature of work 2. Cowokers 3. Supervisor 4. Wage/salary
2.	Work Discipline (X2)	According Mangkunegara (2017) 1. Attendace 2. Alertness level 3. Adherence to work rules 4. Adherence to work standards
3.	Work Motivation (Y)	According Sedarmayanti (2017) 1. Salary 2. Working conditions 3. Recognition or reward 4. Responsibility

Source: Data processed (2023)

RESULT AND DISCUSSION

Result

a. Characteristics Respondent

Table 2. Respondent

No	Classification		Frequency	Percentage
1.	Gender	Male	37	53%
		Female	33	47%
	Total		**70**	**100%**
2.	Last Education	High School	17	24%
		Undergraduate	2	3%
		Bachelor Degree	32	46%
		Graduate	19	27%
	Total		**70**	**100%**
3.	Employement Status	Civil Servants	36	51%
		Non-permanent Employees	34	49%
	Total		**70**	**100%**

Source: Data processed (2023)

Based on the table above, it shows that the most dominating respondents in this study were male respondents with a percentage of 53%. Furthermore, the most dominating respondent's education level in this study based on the latest education is respondents with the latest education of bachelor degree with a percentage of 46% or equivalent to 32 people. And for the most superior employment status is Civil with a percentage of 51%.

b. **Characteristics of respondents' answers**

Table 3. Respondents' answers to Job Satisfaction

Statements	Strongly Disagree	Don't Agree	Agree Enough	Agree	Strongly Agree	Mean
X1.1			22	35	13	3,87
X1.2	2	4	38	22	4	3,31
X1.3			19	41	10	3,87
X1.4			12	47	11	3,99
X1.5			14	44	12	3,97
X1.6			16	49	5	3,84
X1.7			24	41	5	3,73
X1.8			18	40	12	3,91
X1.9			14	44	12	3,97
X1.10			29	31	10	3,73
X1.11			23	38	9	3,8
X1.12		3	29	32	6	3,59
Job Satisfaction						3,80

Source: Data processed (2023)

Based on table 2, it can be seen that the average value of the job satisfaction variable is $3.80 \approx 4$. That is, it explains that the average answer to the variable is to agree or adjust the answers to the statement items.

Table 4. Respondents' answers to Work Discipline

Statements	Strongly Disagree	Don't Agree	Agree Enough	Agree	Strongly Agree	Mean
X2.1			10	50	10	4
X2.2			9	49	12	4,04
X2.3		8	26	34	2	3,43
X2.4			13	43	14	4,01
X2.5			9	45	16	4,1
X2.6			7	27	36	4,41
X2.7			8	44	18	4,14
X2.8			6	48	16	4,14
X2.9			6	50	14	4,11
X2.10			4	55	11	4,1
X2.11			6	50	14	4,11
X2.12			3	51	16	4,19
Work Discipline						4,07

Source: Data processed (2023)

Based on table 3, it can be seen that the average value of the work discipline variable is 4.07. That is, explaining that the average answer to the variable is to agree or adjust the statement item answers.

Table 5. Respondents' answers to Work Motivation

Statements	Strongly Disagree	Don't Agree	Agree Enough	Agree	Strongly Agree	Mean
Y1	2	6	46	15	1	3,1
Y2			14	48	8	3,91
Y3			14	45	11	3,96

Y4			38	25	7	3,56
Y5			20	39	11	3,87
Y6			13	49	8	3,93
Y7			12	40	18	4,09
Y8			12	48	10	3,97
Y9	2	16	36	13	3	2,99
Y10		3	26	38	3	3,59
Y11			5	38	27	4,31
Y12	2	6	41	19	2	3,19
Work Motivation						3,71

Source: Data processed (2023)

Based on table 4, it can be seen that the average value of the work motivation variable is 3.71 ≈ 4. That is, explaining that the average answer to the variable is to agree or adjust the statement item answers.

c. **Validity Test**

A questionnaire's validity is evaluated using the validity test. According to (Ghozali, 2018), it is deemed to be valid if $r_{count} > r_{table}$ for df = n-2. In this research, there were 70 samples (n), therefore df = 70-2 = 68 with an alpha of 0.05 (two-way test) produced a r_{table} of 0.2352. In table 5, it can be seen that the value of r_{count} is greater than r_{table}. This means, all questionnaire statement items in this study are said to be valid.

Table 6. Validity test result

No	Variables	Statements	r count	r table	Description
1.	Job Satisfaction (X1)	X1.1	0.621	0.2352	VALID
		X1.2	0.582		VALID
		X1.3	0.675		VALID
		X1.4	0.569		VALID
		X1.5	0.533		VALID
		X1.6	0.488		VALID
		X1.7	0.658		VALID
		X1.8	0.638		VALID
		X1.9	0.673		VALID
		X1.10	0.485		VALID
		X1.11	0.571		VALID
		X1.12	0.574		VALID
2.	Work Discipline (X2)	X2.1	0.401	0.2352	VALID
		X2.2	0.512		VALID
		X2.3	0.277		VALID
		X2.4	0.577		VALID
		X2.5	0.552		VALID
		X2.6	0.409		VALID
		X2.7	0.589		VALID
		X2.8	0.589		VALID
		X2.9	0.560		VALID
		X2.10	0.552		VALID
		X2.11	0.504		VALID
		X2.12	0.566		VALID
3.	Work Motivation (Y)	Y1	0.605	0.2352	VALID
		Y2	0.441		VALID
		Y3	0.505		VALID
		Y4	0.627		VALID
		Y5	0.527		VALID
		Y6	0.415		VALID
		Y7	0.489		VALID
		Y8	0.516		VALID
		Y9	0.677		VALID
		Y10	0.710		VALID
		Y11	0.358		VALID
		Y12	0.550		VALID

Source: Data processed with SPSS 25 (2023)

d. Reliability Test

The reliability test evaluates the degree to which the measurement results hold true even after being put through numerous tests. The statement item is considered reliable if the *Cronbach's Alpha* value is greater than 0.60 (Ghozali, 2018).

Table 7. Reliability test result

No	Variables	*Cronbach's Alpha*	Description
1.	Job Satisfaction (X1)	0.826	RELIABLE
2.	Work Discipline (X2)	0.721	RELIABLE
3.	Work Motivation (Y)	0.778	RELIABLE

Source: Data processed with SPSS 25 (2023)

According to the table above, all variables evaluated had Cronbach's Alpha values greater than 0.60 (> 0.60), which indicates that the instruments employed are deemed reliable.

e. Normality Test

The normality test checks whether residual or confounding variables in a regression model have a normal distribution. In order to determine if the data are regularly distributed, the Kolmogorov-Smirnov (K-S) non-parametric statistical test is utilized in this study (Ghozali, 2018). If the test's significance value is more than 0.05 (> 0.05), the data are said to be normally distributed.

Table 8. Normality test result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,51706633
Most Extreme Differences	Absolute	,069
	Positive	,069
	Negative	-,053
Test Statistic		,069
Asymp. Sig. (2-tailed)		,200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed with SPSS 25 (2023)

The table above shows that the value is more than 0.05, the Asymp. Sig. (2-tailed) value is 0.200. This indicates that the regression model for this study has satisfied the assumption of normality and the residual values are normally distributed.

f. Multicollinearity test

Finding out whether the independent variables in the regression model are correlated is the aim of the multicollinearity test. by looking at the VIF (Variance Inflation Factor) and tolerance thresholds.

Table 9. Multicollinearity test result

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	X1	,724	1,382
	X2	,724	1,382

a. Dependent Variable: Y

Source: Data processed with SPSS 25 (2023)

The variance inflation factor (VIF) value for the work discipline (X_2) and job satisfaction (X_1) variables is 1.382, and the tolerance value is 0.724. Since all of the independent variables in this

regression model have VIF values of 10 or less and tolerance values of 0.10, it can be said that there is no multicollinearity between them.

g. **Heteroscedasticity test**

The heteroscedasticity test checks the regression model's residuals to see if there is any variance inequality between the residuals from different observations. The output results demonstrate that the significant values for the work discipline variable (X_2) and the job satisfaction variable (X_1) are, respectively, 0.137 and 0.352, both greater than 0.05. Therefore, it may be said that heteroscedasticity does not arise in this regression model.

Table 10. Heteroscedasticity test result

Coefficientsª					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,354	2,650		,888	,378
X1	-,070	,047	-,213	-1,507	,137
X2	,058	,062	,132	,937	,352
a. Dependent Variable: Abs_RES					

Source: Data processed with SPSS 25 (2023)

h. **Multiple Liniar Regression Analysis**

Finding the impact of two or more independent variables expressed as an equation is the goal of regression analysis.

Table 11. Multiple Linear Regression result

Coefficientsª					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	-,342	4,483		-,076	,939
X1	,519	,079	,562	6,568	,000
X2	,433	,106	,351	4,102	,000
a. Dependent Variable: Y					

Source: Data processed with SPSS 25 (2023)

From the table above, a regression equation can be formulated to determine the effect of job satisfaction (X_1), and work discipline (X_2) on work motivation (Y) as follows.

$$Y = -0,342 + 0,519X1 + 0,433X2 + e$$

Employee work motivation has a value of -0.342 or declines when job satisfaction and work discipline are equal to zero (0), as can be seen from the regression equation above where the constant value (a) is -0.342, which is negative. The job satisfaction variable's (X_1) regression coefficient value is 0.519, which indicates that for every 1% improvement in job satisfaction, employee work motivation will rise by 0.519 or 51.9%. Furthermore, the regression coefficient of work discipline (X_2), which is 0.433, indicates that for every 1% improvement in work discipline, employee motivation will rise by 0.433, or 43.3%.

Additionally, it can be seen in the partial test (t-test) that the sig. values of work discipline (X2) and job satisfaction (X_1) are both less than 0.05 (0.000 < 0.05). The tcount for the work discipline variable (X_2) is 4.102, and for the job satisfaction variable (X_1) is 6.568, according to a comparison of the t_{count} and t_{table} values. The t_{table} is obtained at 1.99601 using two-sided testing, sig level 5%, and df = n-k-1 (70-2-1 = 67).

i. **F-test (simultaneous)**

The F test is used to determine if each independent variable in the model has an impact on the dependent variable individually or collectively. From the output results, it can be seen that the F_{count} value is 61.015 and that the significant value is 0.000. A value of 3.13 is produced for F_{table} from the F table using the formulas df = k; n-k (2; 70-2) and k. Due to the fact that F_{count} is bigger than F_{table} (61.015 > 3.13) and the sig. value is smaller than 0.05 (0.000 < 0.05).

Table 12. F-test result

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	796,213	2	398,107	61,015	,000ᵇ
	Residual	437,158	67	6,525		
	Total	1233,371	69			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Data processed with SPSS 25 (2023)

j. Coefficient of Determination

The coefficient of determination test is used to gauge how well the independent variable can account for the dependent variable's capacity.

Table 13. Coefficient of determination result

Model Summaryᵇ				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,803ᵃ	,646	,635	2,554
a. Predictors: (Constant), X2, X1 b. Dependet Variabel: Y				

Source: Data processed with SPSS 25 (2023)

According to the output findings, the adjusted R square value is 0.635, or 63.5%. This indicates that both the independent factors, namely job happiness and work discipline, can concurrently account for 63.5% of the dependent variable (work motivation).

Discussion

Based on the aforementioned test findings, it is determined that this regression model passes all traditional assumption tests for normality, multicollinearity, and heteroscedasticity.

The Effect of Job Satisfaction on Work Motivation of Jambi City Bappeda Employees

According to this study, pay variables, coworkers, supervisors, and the nature of the work itself all have an impact on job satisfaction. This demonstrates that employees will be able to raise their satisfaction if they have high pay, encouraging coworkers, good supervisors, and employment that match their interests and talents (Adamy, 2016). Salary, job environment, praise or recognition, responsibility, and motivation are all factors. Their motivation to work might rise when they receive a pay that is in line with their expectations, have comfortable working conditions, are recognized for the work they do, and are not overburdened by their assigned obligations (Sedarmayanti, 2017).

According to the findings of research conducted using a survey approach with 70 respondents, job satisfaction significantly boosts employees of Jambi City Bappeda's drive to work. Bappeda employees who are happy with their occupations are more likely to be driven to do well. This is because people who are happy and proud of their work will be more motivated to give their all at work if they are satisfied with their jobs. This is in accordance with the findings of Robbins & Judge (2017), who found that satisfied workers are more likely to be driven to perform well at work. And then, the findings of this study are also consistent with earlier studies by a number of researchers. According to research by Adely (2017), job satisfaction has a positive impact on employees of the Bank BJB Ciamis Branch. Research by Diputra (2014), demonstrates that job satisfaction has a significant positive effect on the work motivation of Hard Rock Hotel Bali employees. Mafriningsianti (2020) also demonstrates that job satisfaction has a significant positive impact on employees of PDAM Tirta Bhagasasi Bekasi, and and in research by Siwij (2022)**,** and Abdurrahim et al. (2020) also stated that job satisfaction affects work motivation.

The Effect of Work Discipline on Work Motivation of Jambi City Bappeda Employees

Work discipline is affected by aspects like attendance rate, attention level, adherence to work standards, and obedience to work norms in this study (Mangkunegara, 2017). Their work discipline is good if they have a high rate of attendance, follow the norms and expectations already in place, and are cautious while at work.

Based on the findings of experiments employing a survey method with 70 participants, it can be concluded

that work discipline significantly increases employee motivation at Jambi City Bappeda.. Bappeda employees that exhibit strong discipline are more motivated to work hard, which is a good thing. They are eager to work and complete their tasks because they feel they have a responsibility to uphold the established standards. Employees who practice work discipline are better able to concentrate on the task at hand and complete it more quickly and effectively.

The findings of this study are consistent with prior studies by a number of other researchers. Research by Rosento et al. (2019) claims that there is a positive or unidirectional influence on work discipline on the work motivation of employees of PT. Trisentosa Adhirajasa Jakarta, and research by Syarif et al. (2021) claims that work discipline affects work motivation in employees of Hj. Bunda Halimah Hospital Batam. Research by Mafriningsianti (2020) also claims that work discipline has a significant positive effect.

The Effect of Job Satisfaction and Work Discipline on Work Motivation of Jambi City Bappeda Employees

Based on the test results, it is found that job satisfaction and work discipline have a significant positive effect on the work motivation of Jambi City Bappeda employees. This result shows that the higher the level of job satisfaction and the level of employee discipline, the stronger the drive and enthusiasm to carry out tasks with dedication. In other words, job satisfaction and a high level of discipline can be considered as key factors that spur and strengthen work motivation within Bappeda. The implementation of strategies to improve job satisfaction and discipline can be considered an important step in creating a work environment that is motivating, responsive and focused on achieving common goals.

Job satisfaction and work discipline can both affect work motivation, which means that when people are happy with their jobs, they are more likely to be disciplined at work. Employees that have great work discipline are also more likely to be satisfied with their employment. Such settings foster a favorable and conducive work atmosphere, which can boost employee motivation.

This study backs up the findings of earlier academics' research. According to Mafriningsianti (2020), job satisfaction and work discipline have a considerable favorable effect on the work motivation of PDAM Tirta Bhagasasi Bekasi personnel.

Independent Variable that Most Dominantly Affects the Dependent Variable

The results of the tests may be seen in the coefficients table. To determine which independent variable has the most influence on the dependent variable, researchers in this study looked at the standardized value (Ghozali, 2018). The dominant variable, according to (Ghozali, 2018) has the highest beta value.

It is 0.562 or 56.2% in the job satisfaction variable (X_1) and 0.351 or 3.51% in the work discipline variable (X_2). Therefore, it can be said that in this study, employee job satisfaction is the independent variable that most strongly affects the dependent variable, or employee work motivation at Bappeda Jambi City. This is consistent with research Mafriningsianti (2020) which found that job satisfaction has a bigger impact on PDAM Tirta employees' motivation for their work than does work discipline.

Employment discipline is related to adherence to the rules and regulations that are in effect at the workplace, whereas job satisfaction is tied to the positive feelings that employees have about their employment. Therefore, the most important factor influencing work motivation factors is job satisfaction. It is because the level of compatibility between tasks and skills, providing a sense of achievement, can have an influence on job satisfaction. Likewise, good relationships with coworkers and supervisors, which create a harmonious and supportive work environment, can provide a positive experience for employees, thus allowing for a significant increase in motivation. In addition, the wage/salary factor also has a impact. While not the only motivator, a fair level of wages/salary commensurate with responsibilities can provide economic satisfaction that creates financial stability and motivation to deliver top performance.

On the other hand, work discipline which includes attendance, vigilance, adherence to work rules, and work standards is less motivating. This is because employees see it as a responsibility that must be obeyed to maintain employment, so it is not so great in providing work motivation to employees.

CONCLUSION

1. Job satisfaction partially has a significant positive effect on work motivation. This means that the job satisfaction obtained by employees can increase their work motivation.
2. Work discipline partially has a significant positive effect on work motivation. This means that the work discipline of employees can increase their work motivation..
3. Simultaneously, job satisfaction and work discipline also have a positive and significant effect on work motivation. This means that when the satisfaction obtained by employees is fulfilled they are also

disciplined at work so that it increases their work motivation. And these two independent variables are able to influence the dependent variable (work motivation) by 63.5%, and the remaining 36.5% is influenced by other variables outside this research model.

4. This study proves that the independent variable that most dominantly affects the dependent variable (work motivation) is the job satisfaction variable, namely with a standardized β value of 56.2%.

SUGGESTION

1. For agencies, Bappeda Jambi City is expected to pay attention to the job satisfaction of its employees so that their work motivation can increase. Agencies can increase employee job satisfaction by giving recognition or appreciation to employees for their work achievements, giving responsibilities according to the realm of their work, and for superiors it is hoped that they can pay attention to their subordinates. And it is also necessary to strictly enforce work discipline by communicating the rules to employees properly, making clear and firm rules, so that employees are more compliant with the rules and regulations that apply. Because with this, the work environment is more orderly and organized so that it makes the employees increase their work motivation.

2. For future researchers, it is expected to use other independent variables such as compensation, organizational culture, workload, work environment, and others. or by adding other variables to determine the factors that influence work motivation other than job satisfaction and discipline.

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