

# Determinants of Job Satisfaction with Loyalty as a Variable Moderating at the Main Branch Office of the Post Office Medan 20000

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## Abstract

*This study aims to find the effect of work motivation and work discipline on employee satisfaction Main Branch Office of the Post Office Medan 20000*

*with loyalty as a moderating variable. The population in this study amounted to 91 employees. The number of samples also took as many as 51 UPL employees as respondents. This research approach uses an associative approach. This type of research data is quantitative data with primary data sources. Data collection techniques by distributing questionnaires. The data analysis technique used multiple linear regression analysis and moderating regression. The results showed that work motivation (X1) had a positive and significant effect on employee satisfaction with a tcount of 11,586 > ttable 2,009 with a positive sign and a significance level of 0.000 < 0.05. Work discipline (X2) has no significant effect on employee satisfaction, the value of tcount 1.836 < ttable 2.009 with a negative sign and a significance level of 0.073 > 0.05. Work motivation (X1) and work discipline (X2) have a positive and significant effect on employee satisfaction. Fcount 68.192 > Ftable 3.19 and positive value, with a significance level of 0.000 < 0.05. Work motivation x loyalty (X1Z) has a positive and significant effect on employee satisfaction with a value of tcount 10,098 > ttable 2,009 with a positive sign and a significance level of 0.000 < 0.05. This means that loyalty is able to moderate work motivation in providing a positive and significant influence on employee satisfaction. Work discipline x loyalty (X2Z) has a negative and significant effect on employee satisfaction with a tcount of 5.625 > ttable 2,009 with a negative sign and a significance level of 0.000 < 0.05. This means that loyalty is able to moderate work discipline in giving a negative and significant influence on employee satisfaction.*

**Keywords:** Work Motivation, Work Discipline, Job Satisfaction, Loyalty

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## I. Introduction

The importance of human resources (HR) which is considered important in a company, every company should provide every aspect of supervision in work related to human resources, namely the employees of the company. This is because employees who have work motivation and strong work discipline become a competitive advantage for a company.

According to Edison (2017:12), Employee Satisfaction can be interpreted as satisfaction that exists in employees showing a match between expectations and reality about their work. According to Suwanto and Priansa (2011), employee satisfaction is also defined by the way each employee feels the results of his work on the employee's attitude to aspects in the job. The existence of good motivation and work discipline in a company's resources will create a sense of satisfaction or satisfaction for employees.

Motivation becomes an effort that has positive value in mobilizing, directing power, and mobilizing the potential for each workforce in order to successfully achieve and realize the company's goals productively that has been predetermined and as an incentive to mobilize, move, direct the potential and work power of the HR in the desired direction. . According to Hasibuan (2017: 193), work discipline can be interpreted as the awareness and willingness of a person or individual to obey all company regulations and applicable social norms. According to Sinambela (2012: 238), discipline can be defined as management in order to implement and strengthen guidelines in a company. Discipline is the most important operative function of human resource management because the better the level of discipline of employees in a company, the greater the sense of satisfaction of the employee, along with the work performance he can achieve. According to Marpaung (2012), loyalty can be said as an attitude in the form of compliance and willingness of the employees themselves as part of the employees in a company.

## Literature studies

### 1. Employee Satisfaction

According to Edison (2017:12), Employee Satisfaction can be interpreted as satisfaction that exists in employees showing a match between expectations and reality about their work. According to Griffin (2012: 76), employee satisfaction is said to be the amount of pleasure that each employee gets in carrying out the individual work. According to Robbins (2012:87), employee satisfaction is said to be a feeling that has positive values where the feeling is related to work for each individual, namely in the form of an evaluation of a number of characteristics.

#### Employee Satisfaction Indicator

Edison, et al (2017:212) employee satisfaction shows that there is a match between expectations and the reality of the job. Employee satisfaction also applies to each group and individual. Employee satisfaction has indicators, namely:

a. Wages

Wages can be said as a number of wages received and considered wages of fair value.

b. Profession

Work can be said as a situation where the tasks of the job are considered interesting and provide opportunities for users to learn and be responsible.

c. Promotion opportunity

Promotion opportunities can be said as the availability of opportunities to advance

d. Supervisor

Supervisor can be regarded as a supervisor's ability to show interest and concern for employees.

e. Coworker

Co-workers can be said to be a situation where co-workers show an encouraging and friendly attitude

### 2. Work Motivation

According to Mangkunegara (2013), work motivation can be interpreted as a condition (energy) that moves within an individual directed towards achieving the goals desired by the company or organization.

According to Bangun (2012:11), one of the functions of HRM is integration which includes work motivation and employee satisfaction. Work motivation is defined as a trigger for employees to do their work in order to foster morale in achieving the goals of a company. According to Torang (2012: 57), work motivation can be said as a process of providing support for employees so that employees can do their work in accordance with the limits given in order to achieve company goals to the fullest. According to Hasibuan (2017: 219), motivation is the provision of power that becomes the driving force in order to create enthusiasm for each individual's work, work effectively, so that every employee is willing if invited to work together and is integrated with all his efforts to achieve satisfaction

#### Work Motivation Indicator

According to Mangkunegara in Fadillah et al (2013:5), indicators of work motivation consist of:

a. Responsibility, having high personal responsibility at work for each employee

b. Work performance, doing a good job

c. Opportunities for work, the desire to have wages that are in accordance with the work and fair to others

d. Recognition of performance, willingness to be able to have wages that are higher than the general standard

e. Challenging work, willingness to learn to master the field of work.

### 3. Work Discipline

According to Hasibuan (2017: 193), work discipline can be interpreted as the awareness and willingness of a person or individual to obey all company regulations and applicable social norms. According to Darmawan (2013: 41), work discipline can be interpreted as behavior, actions, and attitudes that follow company rules that apply in writing or not. So from this, it is a practice if a company has tried to make the existing regulations to be obeyed by the majority of the employees in the company, so that discipline in the company can be enforced. According to Holil and Sriyanto (2011:12), Discipline is basically defined as obedience and compliance with various regulations that exist in each company, if there are employees who do not comply with existing regulations or existing provisions, meaning that employee attitudes can be said to be an attitude of disobeying existing discipline.

**Work Discipline Indicator**

According to Hasibuan (2017: 115), the indicators of work discipline used in measuring work discipline are:

- a. Attitude is employee behavior and employee mentality that starts from his own willingness or awareness of the individual himself in carrying out tasks and complying with existing regulations in the company, namely in the form of attendance related to the presence of employees at work to work, the ability to use and utilize equipment properly.
- b. Norms are regulations regarding what employees can and cannot do according to regulations and as a basis for acting, namely obeying the rules. Employees obey the rules of the organization and follow the work patterns set by the organization consciously.
- c. Responsibility is the ability to carry out tasks and rules within the organization. Completing work within a specified period where employees need to be responsible for their work, one of which is by completing work on time according to the predetermined length of work time.

**4. Loyalty**

According to Marpaung (2012), loyalty can be said as an attitude in the form of compliance and willingness of the employees themselves as part of the employees in a company. According to Robbins (2012: 231), loyalty can be interpreted as a process that arises as a result of the desire to be devoted and loyal to the group, work, superiors and the company. This causes each individual to be willing to sacrifice in order to provide satisfaction to other parties or society. This loyalty is reflected by the willingness of employees to defend and protect the company inside and outside of work from irresponsible people.

According to Poerwopoespito (2014), for loyalty to work to occur, it can be seen in the attitude of an employee who conveys his expertise and abilities, carries out responsibilities, duties, is honest in work and is disciplined. Loyalty is an attitude of employees as part of the most important organization. This attitude is reflected in the emergence of supportive and pleasant conditions in the place where he works, is willing to work for a longer period of time, and maintains the company's image.

**Loyalty Indicator**

According to Marpaung (2012: 86), indicators of work loyalty, are:

- a. Obey the rules
- b. Responsibility to the company
- c. Willingness to cooperate
- d. Interpersonal relationship
- e. Passion for work

**Conceptual framework**

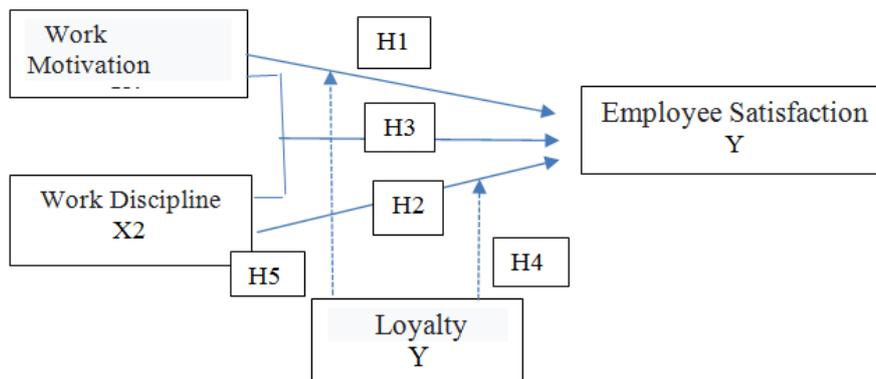


Figure1: Conceptual framework

**Hypothesis**

The hypotheses in this study are:

- H1: It is suspected that work motivation partially has a positive effect on employee satisfaction at Main Branch Office of the Post Office Medan 20000
- H2: It is suspected that work discipline partially has a positive effect on employee satisfaction at Main Branch Office of the Post Office Medan 20000
- H3: It is suspected that work motivation and work discipline simultaneously have a positive effect on employee satisfaction at Main Branch Office of the Post Office Medan 20000
- H4: It is suspected that loyalty moderates the effect of work motivation positively on

employee satisfaction at Main Branch Office of the Post Office Medan 20000  
H5: It is suspected that loyalty moderates the effect of work discipline positively on  
on employee satisfaction at Main Branch Office of the Post Office Medan 20000

## II. Method

This research approach is associative research. According to Sugiyono (2017: 91), associative research is research with the aim of finding out the causal relationship that occurs between the Leway variables in a test with statistical calculations that give results in the form of evidence that shows the hypothesis is accepted or rejected. Quantitative research according to Sugiyono (2017), is a research method based on the philosophy of positivism used in conducting research on a population or sample, data analysis with statistical quantitative properties, data collection with research instruments, which aims to test hypotheses that have been previously determined. . The total population of this research is 91 (Ninety One) Employees of KCU Medan Post Office 20000.

Table 1  
Research Population

HR (Human Resources)		
1	IT	2 persons
	Perlengkapan	1 person
	Human Resources	4 persons
<b>AUDIT</b>		
2	Audit	2 persons
Financial Services		
4	Retired	2 persons
	Current Account	2 persons
	Accountancy	2 persons
	Finance	5 persons
<b>Marketing</b>		
5	AE	8 persons
	BMS	12 persons
<b>Services</b>		
6	Counter	13 persons
	Warehouse	4 persons
	KCP	30 persons
	Customer ServiceS	2 persons
	Agent	2 persons
Jumlah		91 persons

Source: Data processed by researchers (2022)

According to Sugiyono (2017), the sampling technique used is in the form of judgment sampling. The definition of judgment sampling is a technique of taking samples with criteria that are in accordance with what the respondent has in him. The criteria for selecting the sample are:

1. Employees are employees who are actively working at Main Branch Office of the Post Office Medan 20000
2. Employees are employees who work in the UPL (Outer Service Unit) and Services. Based on the population table, from 91 employees, a sample of 91 employees can be taken according to the criteria as many as 51 employees in the service department as sample data.

The data analysis technique was carried out by multiple linear regression analysis using the SPSS version 26.0 application

## III. Results And Discussion

### a. Validity test

According to Ghozali (2016: 52), the validity test can be interpreted as a tool in measuring the validity of a questionnaire or not. A questionnaire can be declared valid if a statement in the distributed questionnaire is able to provide disclosure of what is proxied on the questionnaire. The following table of validity:

**Table 2**  
Validity test

Variabel	Item Pertanyaan	Koefisien Korelasi	$r_{\text{tabel}}$	Keterangan
			(n=51)	
work motivation (X1)	P1	0.594	0.3	Valid
	P2	0.631	0.3	Valid
	P3	0.694	0.3	Valid
	P4	0.72	0.3	Valid
	P5	0.78	0.3	Valid
	P6	0.795	0.3	Valid
	P7	0.814	0.3	Valid
	P8	0.769	0.3	Valid
	P9	0.756	0.3	Valid
	P10	0.629	0.3	Valid
work discipline (X2)	P1	0.725	0.3	Valid
	P2	0.731	0.3	Valid
	P3	0.313	0.3	Valid
	P4	0.875	0.3	Valid
	P5	0.601	0.3	Valid
	P6	0.755	0.3	Valid
	P7	0.373	0.3	Valid
	P8	0.391	0.3	Valid
	P9	0.78	0.3	Valid
	P10	0.804	0.3	Valid
employee satisfaction (Y)	P1	0.8	0.3	Valid
	P2	0.752	0.3	Valid
	P3	0.821	0.3	Valid
	P4	0.707	0.3	Valid
	P5	0.776	0.3	Valid
	P6	0.795	0.3	Valid
	P7	0.775	0.3	Valid
	P8	0.827	0.3	Valid
	P9	0.87	0.3	Valid
	P10	0.316	0.3	Valid
	P11	0.827	0.3	Valid
	P12	0.87	0.3	Valid
Loyalty (Z)	P1	0.414	0.3	Valid
	P2	0.517	0.3	Valid
	P3	0.662	0.3	Valid
	P4	0.653	0.3	Valid
	P5	0.685	0.3	Valid
	P6	0.663	0.3	Valid
	P7	0.364	0.3	Valid
	P8	0.338	0.3	Valid
	P9	0.513	0.3	Valid
	P10	0.519	0.3	Valid

The benchmark value for the validity test is the correlation coefficient (Corrected Item-Total Correlation) which gets a value greater than  $r_{\text{tabel}} = 0.3$ . Based on the results of the validity test in the table, it is known that all questions are valid.

**b. Reliability Test**

According to Ghozali (2016:47), reliability testing can be said as a tool in measuring questionnaires in the form of constructs or variable indicators. A questionnaire is basically called reliable if the individual's response to a question or statement is the same or constant from one period to another. The measured reliability can be carried out using the SPSS version 26 application in the Cronbach Alpha ( $\alpha$ ) value test section. A variable is declared reliable if it gives Cronbach Alpha whose value is  $> 0.60$ .

**Table 3**  
Reliability Test

Variabel	Nilai Alpha Cronbach
Work motivation (X1)	0.896
Work discipline (X2)	0.813
Employee satisfaction (Y)	0.935

Loyalty (Z)	0.724
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**Table 4**  
**Normality Test – Multiple Regression and Moderation Regression**

**One-Sample Kolmogorov-Smirnov Test**

		Regresi Berganda	Regresi Moderasi
		Unstandardized Residual	Unstandardized Residual
N		51	51
Normal Parameters <sup>a,b</sup>	Mean	.0000000	.0000000
	Std. Deviation	4.64868418	5.06984378
Most Extreme Differences	Absolute	.063	.091
	Positive	.063	.072
	Negative	-.056	-.091
Test Statistic		.063	.091
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on table 4, it is known the value of Asymp.Sig. (2-tailed) on the Kolmogorov-Smirnov test for both regressions (multiple regression and moderating regression) of 0.200. It states that the data significance value is greater than 0.05. Then the assumption of normality is met.

**Tabel 5.**  
**Multicollinearity Test**  
**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work motivation	.999	1.001
	Work discipline	.999	1.001
	Work motivation x Loyalty	.879	1.138
	Work discipline x Loyalty	.879	1.138

a. Dependent Variable: Employee satisfaction

According to Ghozali (2016), it is said to be free of multicollinearity if the tolerance value > 0.10 and the VIP value < 10. Based on each table the VIF value is less than 10 and the tolerance value is above 0.1, there is no symptom of multicollinearity between variables in the regression model of this study. .

The rule for detecting heteroscedasticity is by interpreting the plot graph of the predicted value on the dependent variable with the regression model residual and reading whether or not there is a pattern on the scatterplot graph. If there are certain patterns, which form dots that give the shape of regular patterns (widening, narrowing, then wavy,) so that it states that heteroscedasticity has occurred in the regression model, if there is no clear pattern, then the dots are spread out. points below and above on the Y axis and number 0, so that the regression model is free from heteroscedasticity (Ghozali, 2016).

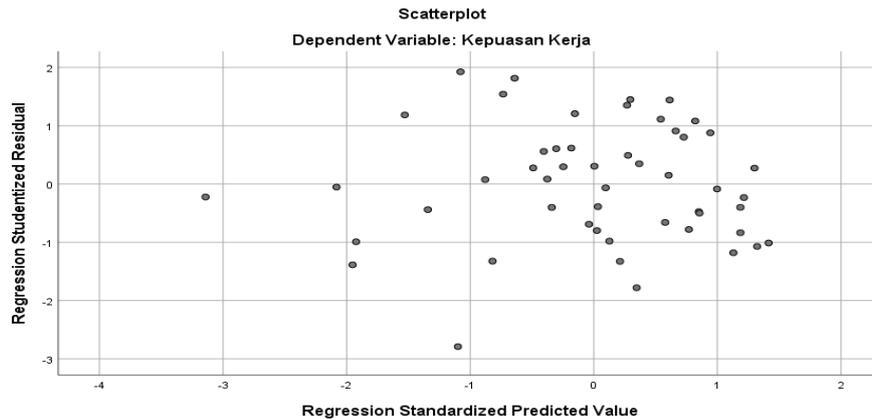


Figure 2 : Scatterplot

The scatterplot image shows that the points are randomly distributed, spread both above and below zero on the Y axis and do not form a clear particular pattern. Therefore, the regression model is said to have no heteroscedasticity.

**Moderate Regretion Analysis**

**Table 6**  
**Multiple Regression Analysis**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	19.402	6.080		3.191	.002
Work motivation	.954	.082	.854	11.586	.000
Work discipline	-.223	.122	-.135	-1.836	.073

a. Dependent Variable: Employee Satisfaction

Based on the table, the following linear regression equation is obtained:

$$Y_1 = 19.402 + 0.954 \text{ Work motivation} - 0.223 \text{ Work discipline} + e$$

Based on the table, the regression coefficient values are presented for each independent variable.

1.  $a = 19,402$ . The constant value of 19.402 indicates that if there is no movement in work motivation and work discipline, then the value of employee satisfaction is 19.402.
2.  $b_1 = 0.954$ . If work motivation ( $X_1$ ) increases by 1 unit, then employee satisfaction ( $Y$ ) will also increase by 0.954, and vice versa with the assumption that the other independent variable, namely work discipline, has a constant value.
3.  $b_2 = - 0.223$ . If work discipline ( $X_2$ ) increases by 1 unit, then employee satisfaction ( $Y$ ) will decrease by 0.223 (because of the negative sign), and vice versa with the assumption that the other independent variable, namely work motivation, is constant.

**Table 7**  
**Moderation Regression Analysis**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	34.747	4.441		7.825	.000
Work motivation x Loyalty	.022	.002	.865	10.098	.000
Work discipline x Loyalty	-.013	.002	-.482	-5.625	.000

a. Dependent Variable: Employee Satisfaction

$$Y_2 = 34.747 + 0.022X_1Z - 0.013X_2 Z + e$$

Based on the table, the moderating regression produced by this study is as follows:

1.  $a = 34,747$ . The constant value of 34,747 indicates if there is no movement in work motivation x loyalty ( $X_1Z$ ) and work discipline x loyalty ( $X_2Z$ ), then the value of employee satisfaction is 34,747.

2.  $b_1 = 0.022$ . If work motivation x loyalty ( $X_1Z$ ) increases by 1 unit then employee satisfaction ( $Y$ ) will also increase by 0.022, and vice versa with the assumption that the other independent variable, namely work discipline x loyalty ( $X_2Z$ ) is constant.
3.  $b_2 = -0.013$ . If work discipline x loyalty ( $X_2Z$ ) increases by 1 unit then employee satisfaction ( $Y$ ) will decrease by 0.013 (because of the negative sign), and vice versa with the assumption that the other independent variable, namely work motivation x loyalty ( $X_1Z$ ) is constant.

**Partial Test (t Test)**

**Table 8**  
**Partial Test (t Test) – Multiple Regression**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	19.402	6.080		3.191	.002
Work motivation	.954	.082	.854	11.586	.000
Work discipline	-.223	.122	-.135	-1.836	.073

a. Dependent Variable: Employee Satisfaction

Based on the table, the interpretation of the partial test in the study is as follows:

To find out the value of the t table, the calculation is based on the degrees of freedom df (degree of freedom) = n-2, namely 51 – 2 = 49. From the results of these calculations, it is known that the t-count value is 2.0958.

a. The tcount value is 11,586 > ttable 2009 with a positive sign and a significance level of 0.000 < 0.05. A positive sign on the value of tcount means that the effect is positive or unidirectional. This means that work motivation has a positive and significant effect on employee satisfaction.

b. The tcount value is 1.836 < ttable 2009 with a negative sign and a significance level of 0.073 > 0.05. This means that work discipline has no significant effect on employee satisfaction.

**Table 9**  
**Partial Test (t Test) – Moderation Regression**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	34.747	4.441		7.825	.000
Work motivation x Loyalty	.022	.002	.865	10.098	.000
Work discipline x Loyalty	-.013	.002	-.482	-5.625	.000

a. Dependent Variable: : Employee Satisfaction

Based on the table, the interpretation of the partial test on the regression of research moderation is as follows:

a. The tcount value is 10,098 > ttable 2009 with a positive sign and a significance level of 0.000 < 0.05. A positive sign on the value of tcount means that the effect is positive or unidirectional. This means that work motivation x loyalty ( $X_1Z$ ) has a positive and significant effect on employee satisfaction.

b. The tcount value is 5.625 > ttable 2009 with a negative sign and a significance level of 0.000 < 0.05. This means that work discipline x loyalty ( $X_2Z$ ) has a negative and significant effect on employee satisfaction.

**Simultaneous Test (F Test)**

**Table 10**  
**Simultaneous Test (F Test)**  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3070.114	2	1535.057	68.192	.000 <sup>b</sup>
Residual	1080.513	48	22.511		
Total	4150.627	50			

a. Dependent Variable: Employee Satisfaction.

b. Predictors: (Constant), Work discipline , Work motivation

The value of F table can be determined by table F. Determine the value of  $df_1$  and  $df_2$ , namely:

$df_1 = k - 3$ , where k is the dependent variable + independent variable

$df_1 = 3 - 1 = 2$

$df_2 = n - k$ , where n is the number of research sample data

$df_2 = 51 - 3 = 48$

So the F table value is 3.19. Based on the results of the F test in the table above, the Fcount 68.192 > Ftable 3.19 and a positive value, with a significance level of 0.000 < 0.05, simultaneously the variables of work motivation and work discipline have a positive and significant effect on the variable employee satisfaction.

**Coefficient of Determination**

The coefficient of determination or commonly referred to as R-Squared is carried out to tell the best level of accuracy in the regression model of a study. This condition is shown on the basis of the size of the coefficient of determination (R-Squared) which is at 0 (zero) to 1 (one) or 1% to 100%. The coefficient of determination (R-Squared) which has a value of zero, meaning that the independent variable has no effect at all on the dependent variable. If the Adjusted R-Squared is almost worth one or one hundred percent, then the independent variable has an effect on the dependent variable of that magnitude. The coefficient of determination (R-Squared) is also used to find out the percentage of transfiguration of the dependent variable (Y) related to the independent variable (X).

**Table 11**  
**Coefficient of determination test – Multiple Regression**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.860 <sup>a</sup>	.740	.729	4.74454	1.752

a. Predictors: (Constant), Work discipline , Work motivation  
b. Dependent Variable: Employee satisfaction

Based on the table above, the coefficient of determination (Adjusted R-squared) is 0.729, which means 72.90%, changes in employee satisfaction are influenced by changes in work motivation and work discipline variables, while the rest is 27.10 % is explained by other variable factors that were not carried out in this study. The following table of the coefficient of determination of the moderated regression:

**Table 12**  
**Coefficient of determination test – Moderation Regression**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.831 <sup>a</sup>	.690	.677	5.17439	1.832

a. Predictors: (Constant), Work discipline x Loyalty, Work motivation x Loyalty  
b. Dependent Variable: Employee satisfaction

Based on the table above, the value of the coefficient of determination (Adjusted R-squared) is 0.677, which means 67.70%, changes in employee satisfaction are influenced by changes in the variables of work motivation x loyalty (X1Z) and work discipline x loyalty. (X2Z), while the remaining 32.30% is explained by other variables that were not carried out in this study.

**IV. Discussion**

**1. Partial influence of work motivation on employee satisfaction**

The test results state that work motivation has a positive and significant effect on employee satisfaction. This can be explained that if the higher work motivation gives an indication in the direction where there is an increase in employee satisfaction. Vice versa, if work motivation is getting lower, it will reduce employee satisfaction.

This study supports the research of Primandaru, Tobing and Prihartini (2018), the results of the study show that work motivation has a significant effect on employee satisfaction, so the hypothesis that work motivation affects employee satisfaction is proven significantly. These results are supported by respondents' perceptions which indicate that most respondents strongly agree about the employee satisfaction variable on the supervisory indicator, meaning that supervision has an important role in management such as dealing with employees directly and influencing employees in doing their work so that employees can carry out their duties and responsibilities properly in accordance with the procedures provided by the company, and the company issues policies, one of which is in the form of rewards for employees who excel.

This research is also in line with the research of Fengky, Tewel, and Lumanauw (2017), where it was found that work motivation has a positive and significant influence on employee satisfaction. For this reason, in order to increase employee work motivation, various efforts can be made, such as creating a sense of security at work, conditions can be created by establishing harmonious working relationships between superiors and subordinates and between fellow employees. In addition, the provision of fair and competitive salaries is the

salary given in accordance with the position and period of service of each employee. Creating pleasant working conditions, this can be realized by providing a comfortable work environment such as a clean and comfortable workspace, complete and ready-to-use work facilities and infrastructure.

Likewise with Husni, Musnadi and Faisal (2018), where work motivation has a positive and significant effect on employee satisfaction. The results of this study are in line with the research of Saputra and Turnip (2018), where motivation has a positive and significant effect on employee satisfaction. And in line with Sekartini's research (2016), work motivation has a positive and significant effect on employee satisfaction. This means that the better work motivation will increase employee satisfaction.

The results of this study are also in line with the research of Astuti and Iskandar (2015), motivation consisting of achievement motivation, affiliation motivation, and power motivation significantly influence employee satisfaction.

And this research is in line with research by Lumentut and Dotulong (2015), motivation has a positive and significant effect on employee satisfaction.

## **2. Partial effect of work discipline on employee satisfaction**

The test results state that work discipline has no significant effect on employee satisfaction. It can be explained that if work discipline is higher or lower, it will not have an effect on employee satisfaction.

This study is in line with the research of Lumentut and Dotulong (2015), where work discipline has no significant effect on employee satisfaction. These results indicate that the higher the level of employee discipline does not affect to increase employee satisfaction.

The results of the study are different from the research of Saputra and Turnip (2018), where work discipline has no significant effect on employee satisfaction. Likewise with the research of Fengky, Tewal, and Lumanauw (2017), it was found that discipline had a positive and significant effect on employee satisfaction. And not in line with Sekartini's research (2016), work discipline has no significant effect on employee satisfaction.

## **3. Partial effect of work discipline on employee satisfaction**

The test results state that work discipline has no significant effect on employee satisfaction. It can be explained that if work discipline is higher or lower, it will not have an effect on employee satisfaction.

This study is in line with the research of Lumentut and Dotulong (2015), where work discipline has no significant effect on employee satisfaction. These results indicate that the higher the level of employee discipline does not affect to increase employee satisfaction.

The results of the study are different from the research of Saputra and Turnip (2018), where work discipline has no significant effect on employee satisfaction. Likewise with the research of Fengky, Tewal, and Lumanauw (2017), it was found that discipline had a positive and significant effect on employee satisfaction. And not in line with Sekartini's research (2016), work discipline has no significant effect on employee satisfaction.

## **4. Partial effect of work discipline on employee satisfaction**

The test results state that work discipline has no significant effect on employee satisfaction. It can be explained that if work discipline is higher or lower, it will not have an effect on employee satisfaction.

This study is in line with the research of Lumentut and Dotulong (2015), where work discipline has no significant effect on employee satisfaction. These results indicate that the higher the level of employee discipline does not affect to increase employee satisfaction.

The results of the study are different from the research of Saputra and Turnip (2018), where work discipline has no significant effect on employee satisfaction. Likewise with the research of Fengky, Tewal, and Lumanauw (2017), it was found that discipline had a positive and significant effect on employee satisfaction. And not in line with Sekartini's research (2016), work discipline has no significant effect on employee satisfaction.

## **5. The effect of work motivation and work discipline simultaneously on employee satisfaction**

The test results state that simultaneously work motivation and work discipline have a positive and significant effect on employee satisfaction. It can be explained that if work motivation and work discipline are higher, it will increase employee satisfaction.

The value of the coefficient of determination (Adjusted R-squared) is 0.729, which means 72.90%, changes in employee satisfaction are influenced by changes in work motivation and work discipline variables, while the remaining 27.10% is explained by the following factors: other variable factors that were not carried out in this study.

### **6. The influence of loyalty in moderating work motivation partially on employee satisfaction**

The variable of work motivation x loyalty ( $X_1Z$ ) has a positive and significant effect on employee satisfaction. This means that loyalty is able to moderate work motivation in providing a positive and significant influence on employee satisfaction.

### **7. The influence of loyalty in moderating work discipline partially on employee satisfaction**

The variable of work discipline x loyalty ( $X_2Z$ ) has a negative and significant effect on employee satisfaction. This means that loyalty is able to moderate work discipline in giving a negative and significant influence on employee satisfaction.

The value of the coefficient of determination (Adjusted R-squared) is 0.677 which means 67.70%, changes in employee satisfaction are influenced by changes in the variables of work motivation x loyalty ( $X_1Z$ ) and work discipline x loyalty ( $X_2Z$ ), while the remaining 32.30% is explained by other variable factors that were not carried out in this study.

## **V. Conclusion**

1. Work motivation ( $X_1$ ) has a positive and significant effect on employee satisfaction with a tcount value of 11,586 > ttable 2009 with a positive sign and a significance level of 0.000 < 0.05. on employee satisfaction. On the other hand, the lower the work motivation, the lower the employee satisfaction.

2. Work discipline ( $X_2$ ) has no significant effect on employee satisfaction with a tcount of 1.836 < ttable 2,009 with a negative sign and a significance level of 0.073 > 0.05. It can be explained that if work discipline is higher or lower, it will not have an effect on employee satisfaction.

3. Work motivation ( $X_1$ ) and work discipline ( $X_2$ ) have a positive and significant effect on employee satisfaction ( $Y$ ) with a value of Fcount 68.192 > Ftable 3.19 and a positive value, with a significance level of 0.000 < 0.05. It can be explained that if work motivation and work discipline are higher, it will increase employee satisfaction.

4. Work motivation x loyalty ( $X_1Z$ ) has a positive and significant effect on employee satisfaction ( $Y$ ) with a tcount of 10,098 > ttable 2,009 with a positive sign and a significance level of 0.000 < 0.05. This means that loyalty ( $Z$ ) is able to moderate work motivation in providing a positive and significant influence on employee satisfaction ( $Y$ )

5. Work discipline x loyalty ( $X_2Z$ ) has a negative and significant effect on employee satisfaction ( $Y$ ) with a tcount of 5.625 > ttable 2,009 with a negative sign and a significance level of 0.000 < 0.05. This means that loyalty ( $Z$ ) is able to moderate work discipline in giving a negative and significant influence on employee satisfaction ( $Y$ )

## **VI. Suggestion**

1. For companies, it is better to continue to monitor work discipline, work motivation, and employee satisfaction so that the performance of employees in the production department can increase and develop as expected by the company. Company leaders only need to monitor and improve work motivation and loyalty, so that employee satisfaction generated by employees can be even better, as well as motivation for getting the lowest score. Companies are recommended to provide better motivation than before and need to be considered so that it affects the level of performance of employees in the production department.

2. For further researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect employee satisfaction and can broaden observations and it is recommended to expand the scope of research on the influence of motivation work and work discipline on employee satisfaction by using variables other than the ratio used in this study, namely communication, work environment, compensation, and work ability.

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