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**The Influence of Work Discipline, Job Satisfaction and Work
Motivation on Employee Performance in Development Institutions
East Java Province Construction Services**

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Awali Prasetya Hanif has submitted the manuscript, "**The Influence of Work Discipline, Job Satisfaction and Work Motivation on Employee Performance in Development Institutions East Java Province Construction Services**" to Sinergi : Jurnal Ilmiah Ilmu Manajemen.

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The Influence of Work Discipline, Job Satisfaction and Work Motivation on Employee Performance in Development Institutions East Java Province Construction Services

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Abstract. The formulation of the problem in this study is how the influence of work discipline, job satisfaction and work motivation on the performance of East Java Province Construction Services employees (East Java LPJK). This research is to identify and analyze the effect of work discipline, job satisfaction and employee motivation on employee performance. Meanwhile, the theory used in this study is the theory of work discipline, job satisfaction theory, motivation theory and performance theory. The nature of the research is explanatory research. Testing the hypothesis using multiple linear regression analysis using a confidence level of 95 percent. The results showed that the independent variables (work discipline, job satisfaction and employee motivation) simultaneously had a significant and positive effect on employee performance at LPJK East Java. Meanwhile, partially each variable has a significant effect on employee performance. As for work discipline, it is the most dominant factor influencing employee performance at the East Java LPJK, meaning that employee work discipline plays the most dominant role in determining employee performance at East Java LPJK. The results of hypothesis testing show that the coefficient of determination is 0.618, so in this case it shows that 61.8% of the independent variables (work discipline, job satisfaction and work motivation) can be explained in the dependent variable (employee performance) at LPJK East Java,

Keywords: Work Discipline; Job Satisfaction; Work Motivation; Employee Performance

I. INTRODUCTION

Human resources are an important factor capable of controlling the progress or decline of an organization. Every organization wants and seeks to obtain human resources that can realize and achieve organizational goals (Kalesaran, Frans, Mandey & Mekel, 2014). According to Ardana, Mujiati, & Sriathi (2012, p. 3) states that human resources are valuable and useful assets for the organization, because the success or failure of the organization is determined by the human element. Meanwhile, Notoatmodjo (2009) states that humans as one component of several components in the organization are the determining resources for achieving organizational goals such as the vision and mission of the organization. As for the performance of employees at this time has been considered to be able to influence, because it measures how much they give positive work results to the organization. Positive employee performance can be achieved, if the work organization can know the factors that influence the performance of the employees themselves.

Meanwhile, employee performance is influenced by three main factors, namely work discipline, job satisfaction and motivation which are central factors in an organization based on the results of a number of studies which are the reference for these findings

(Baskoro & Susanty 2012; Sanjangbati, 2013; Nisyak 2016). Previous research has been conducted by Ivonne (2013), states that work motivation, work discipline and job satisfaction have a significant effect on employee performance.

Another factor that can affect employee performance is job satisfaction. Job satisfaction refers to an individual's attitude towards his work. According to Sunyoto (2012, p. 26), defines job satisfaction as a form of expression of feelings in a person towards his work. Job satisfaction is an emotional attitude in the form of feelings that originate in a person who likes and loves his work (Hasibuan, 2014). Job satisfaction will shape employee performance at work, so that by forming a good work culture through providing a sense of comfort in an environment that has a good quality of work life to be able to carry out their duties properly in accordance with the goals set by the organization. Someone who has high job satisfaction will respond with a positive attitude towards his work, while someone who has low job satisfaction with his job will respond with a negative attitude towards his job. Meanwhile, previous research has examined the effect of job satisfaction on employee performance by Kristianto, Suharmomo and Ratnawati (2010), indicating that job satisfaction has an effect on employee performance. Meanwhile, employee

performance can be influenced by work discipline. Ardana, Mujiati, and Utama (2011, p. 134) states that work discipline is an attitude of positive action by individuals such as respecting, appreciating, obeying and obeying the regulations that apply to the organization, both written and unwritten and able to run it and accept any consequences that are done. As for Turangan, Reynolds, Sifrid and Maria (2016) state that work discipline is a factor in attitudes in acting that affects employee performance. Good discipline shows how a person is responsible for the tasks assigned to him. Previous research on the effect of work discipline on employee performance was conducted by Azwar (2015) and Pramana and Sudharma (2013) which showed that work discipline has an effect on employee performance.

Meanwhile, the locus of this research is the East Java Provincial Construction Services Development Institute (LPJK Jatim), which is an institution for the role of the construction services community in carrying out the development of construction services. While the authority of the East Java LPJK is to form a business entity and labor certification unit at the provincial level. In addition, it can also provide sanctions to service providers for violations of institutional provisions in the East Java region. LPJK East Java in forming work motivation for employees by providing training, both training related to technical, management and administrative activities. Leaders who provide broader views and insights, thus making employees aware of opportunities and challenges on how to overcome existing problems. The average age of LPJK East Java employees is relatively young, their relatively young age makes them have difficulty working under pressure, so that in fostering employees, leaders always apply a comfortable atmosphere. The non-optimal work motivation of LPJK East Java employees causes negligence and a decrease in work discipline as shown by the high rate of absenteeism and lateness in entering the office.

Research Purposes

1. Test and analyze the influence of factors work discipline, job satisfaction and work motivation simultaneously on employee performance LPJK East Java Province.
2. Test and analyze influence of work discipline partially on employee performance LPJK East Java Province.
3. Test and analyze effect of job satisfaction partially on employee performance LPJK East Java Province.
4. Test and analyze partial influence motivation on performance LPJK East Java Province.
5. Test and analyze which factors have the most dominant effect between work discipline, job satisfaction and work motivation on employee performance LPJK East Java Province.

Relations between Concepts and Hypotheses Factors Affecting Performance

Singodimedjo in Sutrisno (2010) states that the factors that influence work discipline and affect the performance of work organizations are:

1. The size of the compensation,
2. Whether there is an exemplary leader in the company,
3. Are there definite rules that can be used as a guide,
4. The courage of leaders in taking action,
5. Is there leadership oversight?
6. Is there any attention to the employees.

The size of the compensation can affect the upholding of discipline. Employees will comply with all applicable regulations, if they feel that they are guaranteed compensation commensurate with their efforts that have been contributed to the company. If he receives adequate compensation, they will be able to work quietly and diligently, and always try to do their best.

Meanwhile, the job satisfaction factor is the impact of work implementation, indirectly job satisfaction will also affect employee discipline which can be seen from the level of absenteeism. Employees who do not get job satisfaction will be lazy to work and tend to be absent more often so that the absentee level becomes high, and vice versa, employees who get job satisfaction become enthusiastic and the probability of being absent is very small so that absenteeism tends to be low. The interests of leaders or managers in job satisfaction tend to focus on the effect of the employee's own performance. Researchers recognize this importance because many studies have been designed that show the impact of job

satisfaction on productivity, absenteeism and employee turnover (Robbins, 2001, p. 182). Work motivation itself is an encouragement to do a job. Work motivation is closely related to one's performance or performance. Basically, a person's work motivation is different, there is high work motivation and there is low work motivation. If work motivation is high, it will affect high performance and vice versa if motivation is low, it will cause someone's performance to be low. If employees have high work motivation, they will work hard, diligently, happily, and with high dedication so that the results are in accordance with the goals to be achieved. Based on the relationship of work discipline, job satisfaction and motivation with employee performance and previous research, the following hypothesis is obtained:

H1: Work discipline, job satisfaction and work motivation simultaneously positive and significant effect on the performance of LPJK employees in East Java Province.

Relationship between Work Discipline and Employee Performance

Work discipline established by leaders to be applied by their subordinates so as to create a sense of responsibility for their work because employees are aware of their obligations and will certainly prioritize good work results in accordance with predetermined standards. Based on Ariana's research results (2013, p. 224) it is stated that companies can pay more attention to employee abilities, remuneration for employees, sanctions for disciplinary violations, tighter supervision in an effort to increase or improve employee performance. Previous research on the effect of work discipline on employee performance was conducted by Azwar (2015) and Pramana and Sudharma (2013) which resulted in work discipline having an effect on employee performance. Based on research, the higher the work discipline of each employee, the higher the employee's performance. This research is in accordance with the results of research by Apriani and Hartoyo (2012) which states that work discipline has a significant effect on employee performance. Based on the relationship between work discipline and employee performance and preliminary research, the following hypotheses are obtained:

H2: Work discipline partially positive and significant effect on the performance of LPJK employees in East Java Province.

Relationship between Job Satisfaction and Employee Performance

Job satisfaction received and felt by an employee will affect the results obtained from his work. Previous research on the effect of job satisfaction on employee performance was conducted by Kristianto et al. (2010) which results in job satisfaction affecting employee

performance. In the research of Suwardi and Utomo (2011) stated that there is a positive and significant effect of job satisfaction on employee performance. Based on the relationship between job satisfaction and employee performance and preliminary research, the following hypotheses are obtained:

H3: Job satisfaction partially positive and significant effect on the performance of LPJK employees in East Java Province.

Relationship between Motivation and Employee Performance

Motivation is a force that arises from within or outside a person and generates enthusiasm and perseverance to achieve something desired (Daft, 2010, p. 373). Kasmir (2016, p. 190) states that if employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be motivated to do something well. In the research of Apriani and Hartoyo (2012) stated that the better the employee's work motivation in working in the company, the higher the employee's performance will be. Based on the relationship between work motivation and work performance and previous research, the following hypothesis is obtained:

H4: Work motivation partially has a significant effect on the performance of employees of the East Java Province Construction Services Development Institute.

Of the three independent factors mentioned above namely; work discipline, job satisfaction, motivation and its influence on employee performance, then the following hypotheses can be arranged:

H5: Suspected work discipline is a factor the most influential on the performance of LPJK employees in East Java Province.

Research Conceptual Framework

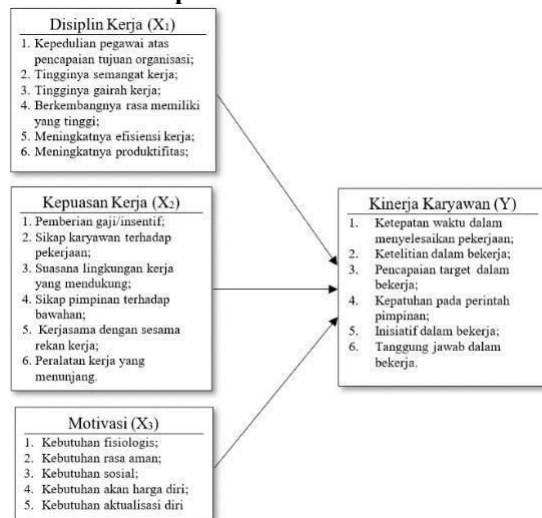


Figure 1. Research Framework

Source: George and Jones (2011, pp. 157-158), Robbins and Judge (2009, p. 119), Hasibuan (2010, p. 194), and Dessler (2009, p. 133)

II. RESEARCH METHODS

Type/Type of Research

This research is intended to find out how the influence of work discipline, job satisfaction, and motivation on the performance of LPJK East Java employees, so this research is categorized as explanatory research, namely research that aims to explain the causal relationship between variables through hypothesis testing.

The research method to be carried out is quantitative research. Sugiyono (2017, p. 8), states that quantitative research is a quantitative research method that can be interpreted as a research method used to examine certain populations or samples. The sampling technique is generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing the hypotheses that have been set.

Validity and Reliability Test

The questionnaire given to the respondents is a research instrument, which is used to measure the variables to be studied. Therefore, the questionnaire instrument must be used to obtain valid and reliable data, so before the questionnaire instrument is given to respondents, it is necessary to test its validity and reliability (Sugiyono, 2010, p. 202).

The validity test is used to measure whether a questionnaire is valid or not. The research results are valid if there are similarities between the data collected and the actual data that occurs in the object under study. A valid instrument means that the measuring instrument used to obtain (measure) data is valid. Valid means that the instrument can be used to measure what should be measured (Sugiyono, 2016, p. 168). Based on data processing, the results of testing the research variable instruments as a whole have a Corrected Item Total Correlation value that is greater than 0.30. Thus it can be concluded that all statement instruments of all

research variables used are valid, and these instruments can be used in research, besides that this is also reinforced by a significance value (2-tailed) which all have a value below 0.05.

The reliability test was carried out to find out how far the results of measuring two or more times for the same symptoms using the same measuring device. According to Sugiyono (2017 p. 121) reliability is as follows:

"Instruments that, when used several times to measure the same object, will produce the same data." Something is said to be reliable if the value of the Cronbach Alpha coefficient is > 0.6 , whereas if it is the other way around, the data is said to be unreliable. Reliability is to measure a questionnaire which is an indicator of the variable. A questionnaire is declared reliable or reliable if the answers from the respondents to the questions are consistent or stable from time to time. According to Ghozali (2005), reliability measurement can be done in 2 (two) ways, namely: 1) Repeated measurement by giving the same questionnaire at different times and then seeing whether the respondent remains consistent with the answer, and 2) Measuring only once (One Shot) by giving a questionnaire only once and the results are compared by measuring the correlation between the answers to the questions. Testing the reliability of the questionnaire in this study used one-time measurement (One Shot) and for testing the reliability used the Cronbach Alpha statistical test $>$

0.60. The result of the instrument reliability test was 0.691 which implies that the instrument used in this study is reliable.

Classic assumption test

The classical assumption test must be carried out to test the feasibility of the regression analysis model used in the study. This test includes:

Normality test

According to Ghozali (2013, p. 160) a good regression model is a normally distributed regression model. The normality test is carried out to see whether our research data is normally distributed or not. The normality test uses the SPSS tool, namely by observing the Normal Probability Plot graph and the Kolmogorov-Smirnov Non-Parametric statistical test. Regression is said to have a normal distribution if the Normal Probability Plot graph shows points that spread around the straight diagonal line and follow the normality line and are around and along line 45. In the Kolmogorov-Smirnov Test the data is said to be normally distributed residual if its significance is > 0.05 ($\alpha=5\%$).

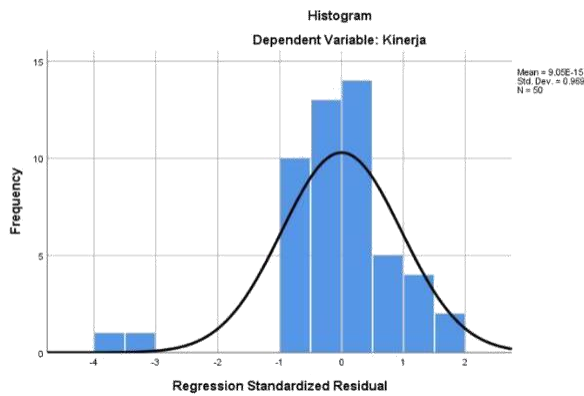


Figure 2. Normality Test Results

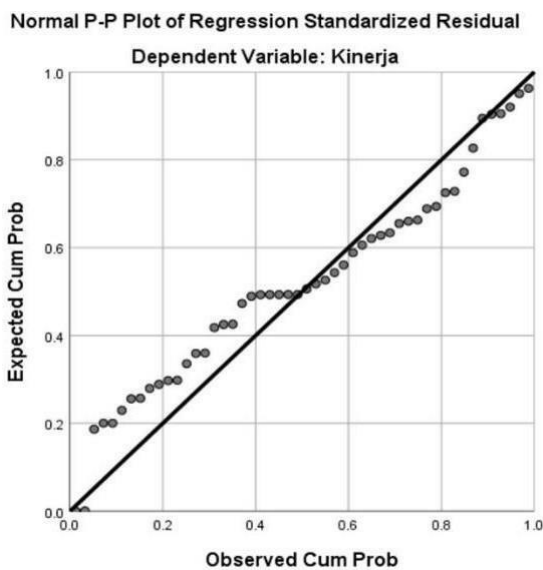


Figure 3. Normality Test Results (PP Plot)

Multicollinearity Test

According to Ghazali (2013, p. 105) a multicollinearity test was conducted to determine whether or not there was a linear relationship between the independent variables in the regression model. If there is a correlation between the independent variables, this means that there is multicollinearity and the multiple regression equation that will be formed cannot be used for forecasting. Therefore, a good regression model should not have correlations between the independent variables. Whether there is multicollinearity is determined by looking at the tolerance value and the Variance Inflation Factor (VIF). If the tolerance value is greater than 0.1 and VIF is less than 10, then there is no multicollinearity in the regression model.

Table 1.
Multicollinearity Test Results

Model	Coefficients ^a					Correlations			Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Zero-order	Partial	Tolerance	VIF	
1 (Constant)	.007	.602		.012	.001					
Disiplin Kerja	.619	.097	.603	6.366	.000	.725	.684	.562	.870	
Kepuasan Kerja	.086	.083	.104	2.028	.009	-.049	.150	.091	.756	
Motivasi	.295	.079	.396	3.729	.001	.528	.482	.329	.691	

a. Dependent Variable: Kinerja

Heteroscedasticity Test

According to Ghazali (2013, p. 139) the heteroscedasticity test is useful to find out whether in the regression model there is an unequal variance of the residuals of one observation with other observations. To test whether there is a heteroscedasticity problem, it can be done by looking at whether there is a certain pattern on the scatterplot graph between SRESID and ZPRED where the Y axis is the residual and the X axis is the predicted X. If there is a certain regular pattern on the scatter plot graph then there is an indication that there is heteroscedasticity. If there is no clear pattern, then there is no heteroscedasticity.

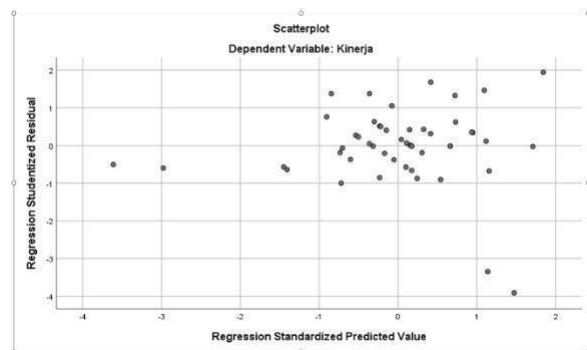


Figure 4. Heteroscedasticity Test Results

Research Variable Descriptive Analysis

Descriptive analysis is intended to describe the frequency distribution of respondents' answers regarding the research variables, namely work motivation, job satisfaction, work discipline, and employee performance. In this study, the description of the respondents' answers was carried out by looking at the average value (mean) and standard deviation. The mean is the average value of all respondents, while the standard deviation is a variation of the respondents' answers.

Multiple linear regression

Multiple linear regression analysis is used to predict changes in the value of certain variables when other variables change. Sugiyono (2010, p. 277), is said to be multiple regression because the number of independent variables is more than one. Multiple regression analysis can be performed if there are at least 2 independent variables.

Hypothesis testing

F test

The F statistical test is used to determine whether the regression model can be used to predict the dependent variable (Ghozali, 2011). If the value of $F_{count} > F_{table}$ and the probability of significance < 0.05 , then the regression model can be used to predict the dependent variable.

t test

According to Ghazali (2013, p. 98) the t statistical test basically shows how far the influence of one

independent variable individually in explaining the dependent variable.

Coefficient of Determination (R)

The coefficient of determination essentially measures how far the model's ability to explain the variation in the dependent variable. The value of the coefficient of determination is between zero and one. The small value of R2 means that the ability of the independent variables to explain the variation in the dependent variable is limited. The value of adjusted R2 which is getting bigger (closer to indicating the influence of the independent variable (X) on the dependent variable (Y). Conversely, if the adjusted R2 is getting smaller (closer to 0), it can be said that the influence of the independent variable (X) is small on the dependent variable (Y).

III. RESULTS AND DISCUSSION
Multiple Linear Regression Analysis

Table 2.
Regression Coefficient

Model		Coefficients ^a				
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.007	.602		.012	.001
	Disiplin Kerja	.619	.097	.603	6.366	.000
	Kepuasan Kerja	.086	.083	.104	2.028	.009
	Motivasi	.295	.079	.396	3.729	.001

a. Dependent Variable: Kinerja

In the table above it can be seen that the regression equation formed is:

$$Y = 0.007 + 0.602 X1 + 0.104 X2 + 0.396 X3$$

Based on the regression equation it can be explained that:

α = constant = 0.007, indicating the magnitude of employee performance (Y) which is not affected by work discipline (X1), job satisfaction (X2), and motivation (X3). This means that if work discipline (X1), job satisfaction (X2), and motivation (X3) = 0, then employee performance (Y) will be 0.007. This shows that there are other factors that can affect the performance of LPJK East Java employees, besides work discipline, job satisfaction, and motivation.

b1 = regression coefficient for X1 = 0.602 indicating the direction of influence of work discipline (X1) on employee performance (Y) LPJK East Java. This means that if there is work discipline, then the performance of the East Java LPJK employees will increase by 0.602 units, assuming the amount of work discipline is constant / does not change.

b2 = regression coefficient for X2 = 0.104 indicating a direction of influence of job satisfaction (X2) on employee performance (Y) LPJK East Java. This means that if there is job satisfaction, then the performance of LPJK East Java employees will increase by 0.104 units, assuming the level of job satisfaction is constant/unchanging.

b3 = regression coefficient for X3 = 0.396 indicating that there is a direction of influence of motivation (X3) on the performance (Y) of LPJK East Java employees. This means that if the motivation, the employee's performance (Y) will increase by 0.396 units, assuming the amount of work discipline is constant / does not change.

Based on table 2. The results of the t test analysis are obtained:

1. The significance value of work discipline (X1) is 0.000 less than $\alpha = 0.05$ ($0.000 < 0.05$), then H0 is rejected and Ha is accepted. So it is proven that the work discipline variable (X1) has an effect on employee performance (Y). Table 2 shows the regression coefficient of work discipline with a positive value of 0.603, indicating that work discipline has a significant and positive influence on the performance of LPJK East Java employees;
2. The significance value of job satisfaction (X2) is 0.009 which is less than $\alpha = 0.05$ ($0.009 < 0.05$), then H0 is rejected and Ha is accepted. So it is proven that job satisfaction variable (X2) has an effect on employee performance (Y). Table 2 shows the regression coefficient of job satisfaction with a positive value of 0.104 indicating that jobsatisfaction has a significant and positive effect on the performance of LPJK East Java employees;
3. The motivational significance value (X3) of 0.001 is less than $\alpha = 0.05$ ($0.001 < 0.05$), then H0 is rejected and Ha is accepted. So it is proven that the motivational variable (X3) has an effect on employee performance (Y). Table 2 shows the regression coefficient of motivation with a positive value of 0.396 indicating that motivation has a significant and positive influence on the performance of LPJK East Java employees.

Table 3.
Coefficient of Determination (R2)

Model Summary ^b						
Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
		F Change	df1	df2		
.12622	.641	27.389	3	46	.000	1.836

a. Predictors: (Constant), Motivasi, Disiplin Kerja, Kepuasan Kerja

b. Dependent Variable: Kinerja

Based on the results of the F test in the table above it is known that the F value is 27.389 with a significance level of 0.000. The significance value is less than 0.05, so the regression model used is fit.

Table 4.
Adjusted R Square value

Model Summary ^b								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics		
						F Change	df1	df2
1	.801 ^a	.641	.618	.12622	.641	27.389	3	46

a. Predictors: (Constant), Motivasi, Disiplin Kerja, Kepuasan Kerja

b. Dependent Variable: Kinerja

Based on the table above, the coefficient of determination (R^2) can be seen from the Adjusted R Square value of 0.641. This shows that the variable ability of work discipline (X1), job satisfaction (X2), and work motivation (X3) simultaneously has a significant and positive effect on employee performance variable (Y) of 61.8%, while the remaining 38.2% is the influence of other independent variables that are not examined.

Discussion

Work Discipline Affects Employee Performance

The results of the study show that there is an influence between work discipline on employee performance. The results of the t test analysis obtained a significance value of t work discipline of 0.000 which is less than $\alpha = 0.05$ ($0.000 < 0.05$). In accordance with the statements of Azwar (2015) and Pramana and Sudharma (2013) which results in work discipline having a positive and significant effect on employee performance. This research is in accordance with the results of research by Apriani and Hartoyo (2012) which states that work discipline has a significant effect on employee performance.

Job Satisfaction Influences Employee Performance

The results showed that there was an influence between job satisfaction on employee performance. The results of the t test analysis obtained a significance value of t job satisfaction 0.009 which is less than $\alpha = 0.05$ ($0.009 < 0.05$). In accordance with the statement of Kristianto et al. (2010) stated that job satisfaction has a positive and significant effect on employee performance. In the research of Suwardi and Utomo (2011) stated that there is a positive and significant effect of job satisfaction on employee performance.

The results of multiple linear regression analysis with the regression coefficient value of the job satisfaction variable indicate that the effect of job satisfaction on employee performance. If there is a change in the job satisfaction of LPJK East Java employees, it will affect employee performance. This means that even though the job satisfaction of LPJK East Java employees has increased or decreased, it will have a lot of influence on increasing or decreasing the performance of LPJK East Java employees. In the results of the study it can be seen that the highest indicator of job satisfaction is the level of supervision. This shows employee satisfaction with directions in improving performance. Besides that, The lowest rated indicator of job satisfaction is co-worker relations. This shows that the job satisfaction of LPJK East Java employees in building co-worker relationships is still low.

Motivation Affects Employee Performance

The results of the study show that there is an influence between work motivation on employee performance. The results of the t test analysis obtained a significance value of t work motivation 0.001 less than $\alpha = 0.05$ ($0.001 < 0.05$).

From the research results, it can be seen that the

highest work motivation indicator is the level of employee effort. This shows the seriousness of employees in carrying out tasks and high work. In addition, the lowest rated work motivation indicator is the level of persistence. This shows that the work motivation of LPJK East Java employees when faced with an unsupportive work environment is still low.

IV. CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Factors work discipline, job satisfaction and work motivation simultaneously have a significant and positive effect on employee performance LPJK East Java Province.
2. Work discipline partially has a significant and positive effect on employee performance LPJK East Java Province?
3. Job satisfaction partially has a significant and positive effect on employee performance LPJK East Java Province?
4. Motivation partially has a significant and positive effect on employee performance LPJK East Java Province?
5. Work discipline is the most dominant factor influencing employee performance LPJK East Java Province?

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25 Agustus 2022 pukul 20.13

Kepada: Awali Prasetya Hanif <mazmbulpunyagawe@gmail.com>

Dear Awali Prasetya Hanif,

We have reached a decision regarding your submission to Sinergi : Jurnal Ilmiah Ilmu Manajemen, " **The Influence of Work Discipline, Job Satisfaction and Work Motivation on Employee Performance in Development Institutions East Java Province Construction Services** ".

Our decision is: Revisions Required

Prof. Dr. Sukesi, MM

Reviewer Comment:

- The title of the study is clear and adequately reflects the research.
- Add the population and the sample in the abstract.
- Could you please support your arguments with facts and data from the local context in the introduction regarding your variable
- Explain the sample size and data collection procedure in the methodology section.
- Could you please support the result with justification by another research result with significant and/or insignificant
- Please provide Implications/suggestion, and directions for future research in separate sections.
- Fix the Bibliography

Recommendation: Revisions Required

The Influence of Work Discipline, Job Satisfaction and Work Motivation on Employee Performance in Development Institutions East Java Province Construction Services

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Abstract. The formulation of the problem in this study is how the influence of work discipline, job satisfaction and work motivation on the performance of East Java Province Construction Services employees (East Java LPJK). This research is to identify and analyze the effect of work discipline, job satisfaction and employee motivation on employee performance. Meanwhile, the theory used in this study is the theory of work discipline, job satisfaction theory, motivation theory and performance theory. Meanwhile, this research was conducted at the East Java LPJK. This type of descriptive-quantitative research uses the census method, where the entire population of 50 people is used as a sample in the study. The nature of the research is explanatory research. Testing the hypothesis using multiple linear regression analysis using a confidence level of 95 percent.

The results showed that the independent variables (work discipline, job satisfaction and employee motivation) simultaneously had a significant and positive effect on employee performance at LPJK East Java. Meanwhile, partially each variable has a significant effect on employee performance. As for work discipline, it is the most dominant factor influencing employee performance at the East Java LPJK, meaning that employee work discipline plays the most dominant role in determining employee performance at East Java LPJK. The results of hypothesis testing show that the coefficient of determination is 0.618, so in this case it shows that 61.8% of the independent variables (work discipline, job satisfaction and work motivation) can be explained in the dependent variable (employee performance) at LPJK East Java,

Keywords: Work Discipline; Job Satisfaction; Work Motivation; Employee Performance

I. INTRODUCTION

Human resources are an important factor capable of controlling the progress or decline of an organization. Every organization wants and seeks to obtain human resources that can realize and achieve organizational goals (Kalesaran, Frans, Mandey & Mekel, 2014). According to Ardana, Mujiati, & Sriathi (2012, p. 3) states that human resources are valuable and useful assets for the organization, because the success or failure of the organization is determined by the human element. Meanwhile, Notoatmodjo (2009) states that humans as one component of several components in the organization are the determining resources for achieving organizational goals such as the vision and mission of the organization. As for the performance of employees at this time has been considered to be able to influence, because it measures how much they give positive work results to the organization. Positive employee performance can be achieved, if the work organization can know the factors that influence the performance of the employees themselves.

Meanwhile, employee performance is influenced by three main factors, namely work discipline, job satisfaction and motivation which are central factors in an organization based on the results of a number of studies which are the reference for these findings

(Baskoro & Susanty 2012; Sanjangbati, 2013; Nisyak 2016). Previous research has been conducted by Ivonne (2013), states that work motivation, work discipline and job satisfaction have a significant effect on employee performance.

Another factor that can affect employee performance is job satisfaction. Job satisfaction refers to an individual's attitude towards his work. According to Sunyoto (2012, p. 26), defines job satisfaction as a form of expression of feelings in a person towards his work. Job satisfaction is an emotional attitude in the form of feelings that originate in a person who likes and loves his work (Hasibuan, 2014). Job satisfaction will shape employee performance at work, so that by forming a good work culture through providing a sense of comfort in an environment that has a good quality of work life to be able to carry out their duties properly in accordance with the goals set by the organization. Someone who has high job satisfaction will respond with a positive attitude towards his work, while someone who has low job satisfaction with his job will respond with a negative attitude towards his job. Meanwhile, previous research has examined the effect of job satisfaction on employee performance by Kristianto, Suharnomo and Ratnawati (2010), indicating that job satisfaction has an effect on employee performance. Meanwhile, employee

performance can be influenced by work discipline. Ardana, Mujiati, and Utama (2011, p. 134) states that work discipline is an attitude of positive action by individuals such as respecting, appreciating, obeying and obeying the regulations that apply to the organization, both written and unwritten and able to run it and accept any consequences that are done. As for Turangan, Reynolds, Sifrid and Maria (2016) state that work discipline is a factor in attitudes in acting that affects employee performance. Good discipline shows how a person is responsible for the tasks assigned to him. Previous research on the effect of work discipline on employee performance was conducted by Azwar (2015) and Pramana and Sudharma (2013) which showed that work discipline has an effect on employee performance.

Meanwhile, the locus of this research is the East Java Provincial Construction Services Development Institute (LPJK Jatim), which is an institution for the role of the construction services community in carrying out the development of construction services. While the authority of the East Java LPJK is to form a business entity and labor certification unit at the provincial level. In addition, it can also provide sanctions to service providers for violations of institutional provisions in the East Java region. LPJK East Java in forming work motivation for employees by providing training, both training related to technical, management and administrative activities. Leaders who provide broader views and insights, thus making employees aware of opportunities and challenges on how to overcome existing problems. The average age of LPJK East Java employees is relatively young, their relatively young age makes them have difficulty working under pressure, so that in fostering employees, leaders always apply a comfortable atmosphere. The non-optimal work motivation of LPJK East Java employees causes negligence and a decrease in work discipline as shown by the high rate of absenteeism and lateness in entering the office. LPJK East Java prioritizes job satisfaction to its employees. Employees who achieve targets in completing activities/projects, the organization will provide material and non-material rewards to employees. The organization provides intensive programs and other benefits for employee welfare. Timely payment of salaries to employees in accordance with applicable laws and regulations. LPJK East Java implements a humanist organizational system at work, so that relations with colleagues and superiors are quite good. Based on the East Java LPJK attendance data for January 2019- October 2019 there was a fairly high increase. In addition, the high rate of lateness to work also proves that employee job satisfaction is not in accordance with what employees expect so that in carrying out organizational activities it becomes very unstable, and work programs can be disrupted in achieving the completion target.

LPJK East Java has relatively poor work discipline. The regulations for the East Java LPJK are classified as using standard regulations, so employees at the East

Java LPJK do not prioritize high work discipline both in the regulations within the company. The system that must be carried out by employees before work is required to attend briefing activities which are held twice a week or as needed. While the training that was implemented was carried out to form work discipline for employees related to their respective work activities, they had not shown satisfactory results.

Research Purposes

1. Test and analyze the influence of factors work discipline, job satisfaction and work motivation simultaneously on employee performance LPJK East Java Province.
2. Test and analyze influence of work discipline partially on employee performance LPJK East Java Province.
3. Test and analyze effect of job satisfaction partially on employee performance LPJK East Java Province.
4. Test and analyze partial influence motivation on performance LPJK East Java Province.
5. Test and analyze which factors have the most dominant effect between work discipline, job satisfaction and work motivation on employee performance LPJK East Java Province.

Relations between Concepts and Hypotheses Factors Affecting Performance

Singodimedjo in Sutrisno (2010) states that the factors that influence work discipline and affect the performance of work organizations are:

1. The size of the compensation,
2. Whether there is an exemplary leader in the company,
3. Are there definite rules that can be used as a guide,
4. The courage of leaders in taking action,
5. Is there leadership oversight?
6. Is there any attention to the employees.

The size of the compensation can affect the upholding of discipline. Employees will comply with all applicable regulations, if they feel that they are guaranteed compensation commensurate with their efforts that have been contributed to the company. If he receives adequate compensation, they will be able to work quietly and diligently, and always try to do their best.

Meanwhile, the job satisfaction factor is the impact of work implementation, indirectly job satisfaction will also affect employee discipline which can be seen from the level of absenteeism. Employees who do not get job satisfaction will be lazy to work and tend to be absent more often so that the absentee level becomes high, and vice versa, employees who get job satisfaction become enthusiastic and the probability of being absent is very small so that absenteeism tends to be low. The interests of leaders or managers in job satisfaction tend to focus on the effect of the employee's own performance. Researchers recognize this importance because many studies have been designed that show the impact of job

satisfaction on productivity, absenteeism and employee turnover (Robbins, 2001, p. 182). Work motivation itself is an encouragement to do a job. Work motivation is closely related to one's performance or performance. Basically, a person's work motivation is different, there is high work motivation and there is low work motivation. If work motivation is high, it will affect high performance and vice versa if motivation is low, it will cause someone's performance to be low. If employees have high work motivation, they will work hard, diligently, happily, and with high dedication so that the results are in accordance with the goals to be achieved. Based on the relationship of work discipline, job satisfaction and motivation with employee performance and previous research, the following hypothesis is obtained:

H1: Work discipline, job satisfaction and work motivation simultaneously positive and significant effect on the performance of LPJK employees in East Java Province.

Relationship between Work Discipline and Employee Performance

Work discipline established by leaders to be applied by their subordinates so as to create a sense of responsibility for their work because employees are aware of their obligations and will certainly prioritize good work results in accordance with predetermined standards. Based on Ariana's research results (2013, p. 224) it is stated that companies can pay more attention to employee abilities, remuneration for employees, sanctions for disciplinary violations, tighter supervision in an effort to increase or improve employee performance. Previous research on the effect of work discipline on employee performance was conducted by Azwar (2015) and Pramana and Sudharma (2013) which resulted in work discipline having an effect on employee performance. Based on research, the higher the work discipline of each employee, the higher the employee's performance. This research is in accordance with the results of research by Apriani and Hartoyo (2012) which states that work discipline has a significant effect on employee performance. Based on the relationship between work discipline and employee performance and preliminary research, the following hypotheses are obtained:

H2: Work discipline partially positive and significant effect on the performance of LPJK employees in East Java Province.

Relationship between Job Satisfaction and Employee Performance

Job satisfaction received and felt by an employee will affect the results obtained from his work. Previous research on the effect of job satisfaction on employee performance was conducted by Kristianto et al. (2010) which results in job satisfaction affecting employee

performance. In the research of Suwardi and Utomo (2011) stated that there is a positive and significant effect of job satisfaction on employee performance. Based on the relationship between job satisfaction and employee performance and preliminary research, the following hypotheses are obtained:

H3: Job satisfaction partially positive and significant effect on the performance of LPJK employees in East Java Province.

Relationship between Motivation and Employee Performance

Motivation is a force that arises from within or outside a person and generates enthusiasm and perseverance to achieve something desired (Daft, 2010, p. 373). Kasmir (2016, p. 190) states that if employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be motivated to do something well. In the research of Apriani and Hartoyo (2012) stated that the better the employee's work motivation in working in the company, the higher the employee's performance will be. Based on the relationship between work motivation and work performance and previous research, the following hypothesis is obtained:

H4: Work motivation partially has a significant effect on the performance of employees of the East Java Province Construction Services Development Institute.

Of the three independent factors mentioned above namely; work discipline, job satisfaction, motivation and its influence on employee performance, then the following hypotheses can be arranged:

H5: Suspected work discipline is a factor the most influential on the performance of LPJK employees in East Java Province.

Research Conceptual Framework

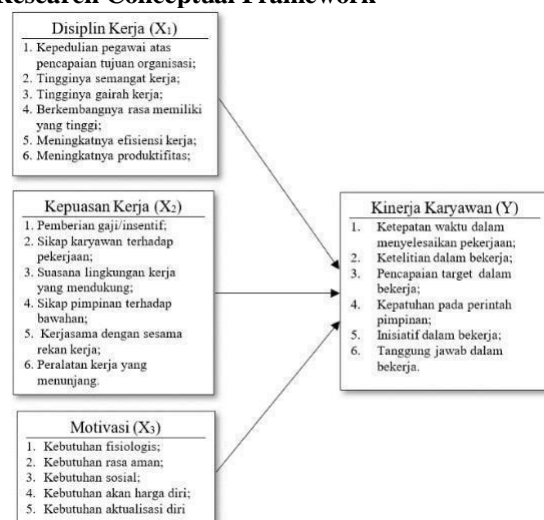


Figure 1. Research Framework

Source: George and Jones (2011, pp. 157-158), Robbins and Judge (2009, p. 119), Hasibuan (2010, p. 194), and Dessler (2009, p. 133)

II. RESEARCH METHODS

Type/Type of Research

This research is intended to find out how the influence of work discipline, job satisfaction, and motivation on the performance of LPJK East Java employees, so this research is categorized as explanatory research, namely research that aims to explain the causal relationship between variables through hypothesis testing.

The research method to be carried out is quantitative research. Sugiyono (2017, p. 8), states that quantitative research is a quantitative research method that can be interpreted as a research method used to examine certain populations or samples. The sampling technique is generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing the hypotheses that have been set.

Population and Sample

The population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017, p. 80). The population in this study amounted to 50 employees with permanent employee status at LPJK East Java Province. The sample in the study is the entire population taken as a sample, thus, the total sample is equal to the total population (census or saturated sample). According to Arikunto (2002), if the total population is less than 100, it is better to take all of them. As for data analysis techniques in quantitative research using statistics (Sugiyono, 2016, p. 147) and in calculating data analysis using SPSS (Statistical Package for the Social Sciences) Version 26.0.

Validity and Reliability Test

The questionnaire given to the respondents is a research instrument, which is used to measure the variables to be studied. Therefore, the questionnaire instrument must be used to obtain valid and reliable data, so before the questionnaire instrument is given to respondents, it is necessary to test its validity and reliability (Sugiyono, 2010, p. 202).

The validity test is used to measure whether a questionnaire is valid or not. The research results are valid if there are similarities between the data collected and the actual data that occurs in the object under study. A valid instrument means that the measuring instrument used to obtain (measure) data is valid. Valid means that the instrument can be used to measure what should be measured (Sugiyono, 2016, p. 168). Based on data processing, the results of testing the research variable instruments as a whole have a Corrected Item Total Correlation value that is greater than 0.30. Thus it can be concluded that all statement instruments of all

research variables used are valid, and these instruments can be used in research, besides that this is also reinforced by a significance value (2-tailed) which all have a value below 0.05.

The reliability test was carried out to find out how far the results of measuring two or more times for the same symptoms using the same measuring device. According to Sugiyono (2017 p. 121) reliability is as follows:

"Instruments that, when used several times to measure the same object, will produce the same data." Something is said to be reliable if the value of the Cronbach Alpha coefficient is > 0.6 , whereas if it is the other way around, the data is said to be unreliable. Reliability is to measure a questionnaire which is an indicator of the variable. A questionnaire is declared reliable or reliable if the answers from the respondents to the questions are consistent or stable from time to time. According to Ghazali (2005), reliability measurement can be done in 2 (two) ways, namely: 1) Repeated measurement by giving the same questionnaire at different times and then seeing whether the respondent remains consistent with the answer, and 2) Measuring only once (One Shot) by giving a questionnaire only once and the results are compared by measuring the correlation between the answers to the questions. Testing the reliability of the questionnaire in this study used one-time measurement (One Shot) and for testing the reliability used the Cronbach Alpha statistical test $>$

0.60. The result of the instrument reliability test was 0.691 which implies that the instrument used in this study is reliable.

Classic assumption test

The classical assumption test must be carried out to test the feasibility of the regression analysis model used in the study. This test includes:

Normality test

According to Ghazali (2013, p. 160) a good regression model is a normally distributed regression model. The normality test is carried out to see whether our research data is normally distributed or not. The normality test uses the SPSS tool, namely by observing the Normal Probability Plot graph and the Kolmogorov-Smirnov Non-Parametric statistical test. Regression is said to have a normal distribution if the Normal Probability Plot graph shows points that spread around the straight diagonal line and follow the normality line and are around and along line 45. In the Kolmogorov-Smirnov Test the data is said to be normally distributed residual if its significance is > 0.05 ($\alpha=5\%$).

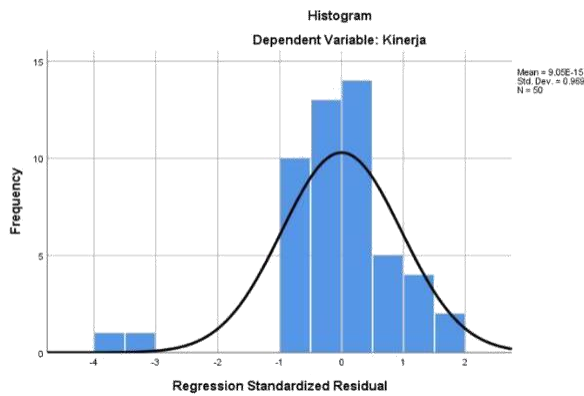


Figure 2. Normality Test Results

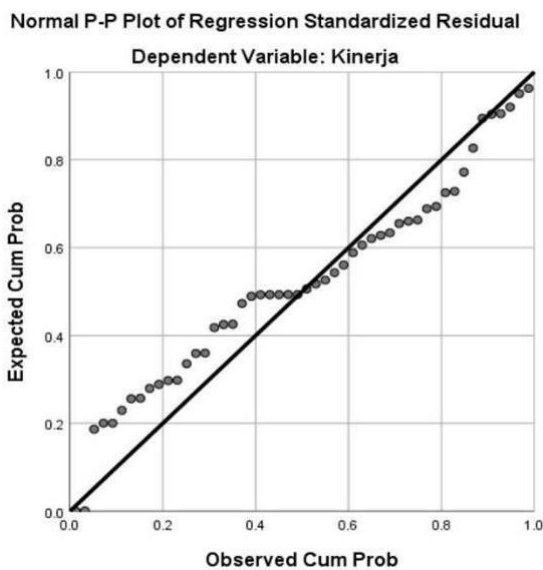


Figure 3. Normality Test Results (PP Plot)

Multicollinearity Test

According to Ghazali (2013, p. 105) a multicollinearity test was conducted to determine whether or not there was a linear relationship between the independent variables in the regression model. If there is a correlation between the independent variables, this means that there is multicollinearity and the multiple regression equation that will be formed cannot be used for forecasting. Therefore, a good regression model should not have correlations between the independent variables. Whether there is multicollinearity is determined by looking at the tolerance value and the Variance Inflation Factor (VIF). If the tolerance value is greater than 0.1 and VIF is less than 10, then there is no multicollinearity in the regression model.

Table 1.
Multicollinearity Test Results

Model	Coefficients ^a					Correlations			Collinearity Statistics	
	B	Std. Error	Standardized Coefficients Beta	t	Sig.	Zero-order	Partial	Tolerance	VIF	
1 (Constant)	.007	.602		.012	.001					
Disiplin Kerja	.619	.097	.603	6.366	.000	.725	.684	.562	.870	
Kepuasan Kerja	.086	.083	.104	2.028	.009	-.049	.150	.091	.756	
Motivasi	.295	.079	.396	3.729	.001	.528	.482	.329	.691	

a. Dependent Variable: Kinerja

Heteroscedasticity Test

According to Ghazali (2013, p. 139) the heteroscedasticity test is useful to find out whether in the regression model there is an unequal variance of the residuals of one observation with other observations. To test whether there is a heteroscedasticity problem, it can be done by looking at whether there is a certain pattern on the scatterplot graph between SRESID and ZPRED where the Y axis is the residual and the X axis is the predicted X. If there is a certain regular pattern on the scatter plot graph then there is an indication that there is heteroscedasticity. If there is no clear pattern, then there is no heteroscedasticity.

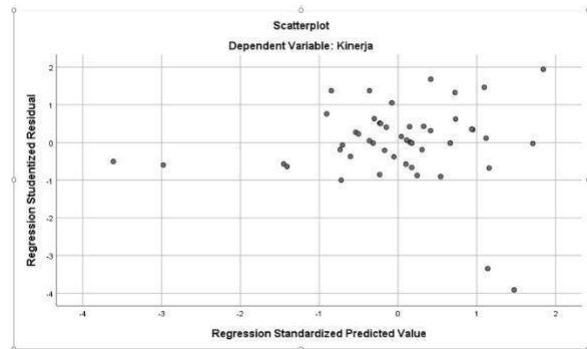


Figure 4. Heteroscedasticity Test Results

Research Variable Descriptive Analysis

Descriptive analysis is intended to describe the frequency distribution of respondents' answers regarding the research variables, namely work motivation, job satisfaction, work discipline, and employee performance. In this study, the description of the respondents' answers was carried out by looking at the average value (mean) and standard deviation. The mean is the average value of all respondents, while the standard deviation is a variation of the respondents' answers.

Multiple linear regression

Multiple linear regression analysis is used to predict changes in the value of certain variables when other variables change. Sugiyono (2010, p. 277), is said to be multiple regression because the number of independent variables is more than one. Multiple regression analysis can be performed if there are at least 2 independent variables.

Hypothesis testing

F test

The F statistical test is used to determine whether the regression model can be used to predict the dependent variable (Ghozali, 2011). If the value of $F_{count} > F_{table}$ and the probability of significance < 0.05 , then the regression model can be used to predict the dependent variable.

t test

According to Ghazali (2013, p. 98) the t statistical test basically shows how far the influence of one

independent variable individually in explaining the dependent variable.

Coefficient of Determination (R)

The coefficient of determination essentially measures how far the model's ability to explain the variation in the dependent variable. The value of the coefficient of determination is between zero and one. The small value of R2 means that the ability of the independent variables to explain the variation in the dependent variable is limited. The value of adjusted R2 which is getting bigger (closer to indicating the influence of the independent variable (X) on the dependent variable (Y). Conversely, if the adjusted R2 is getting smaller (closer to 0), it can be said that the influence of the independent variable (X) is small on the dependent variable (Y).

III. RESULTS AND DISCUSSION
Multiple Linear Regression Analysis

Table 2.
Regression Coefficient

Model		Coefficients ^a				
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.007	.602		.012	.001
	Disiplin Kerja	.619	.097	.603	6.366	.000
	Kepuasan Kerja	.086	.083	.104	2.028	.009
	Motivasi	.295	.079	.396	3.729	.001

a. Dependent Variable: Kinerja

In the table above it can be seen that the regression equation formed is:

$$Y = 0.007 + 0.602 X1 + 0.104 X2 + 0.396 X3$$

Based on the regression equation it can be explained that:

α = constant = 0.007, indicating the magnitude of employee performance (Y) which is not affected by work discipline (X1), job satisfaction (X2), and motivation (X3). This means that if work discipline (X1), job satisfaction (X2), and motivation (X3) = 0, then employee performance (Y) will be 0.007. This shows that there are other factors that can affect the performance of LPJK East Java employees, besides work discipline, job satisfaction, and motivation.

b1 = regression coefficient for X1 = 0.602 indicating the direction of influence of work discipline (X1) on employee performance (Y) LPJK East Java. This means that if there is work discipline, then the performance of the East Java LPJK employees will increase by 0.602 units, assuming the amount of work discipline is constant / does not change.

b2 = regression coefficient for X2 = 0.104 indicating a direction of influence of job satisfaction (X2) on employee performance (Y) LPJK East Java. This means that if there is job satisfaction, then the performance of LPJK East Java employees will increase by 0.104 units, assuming the level of job satisfaction is constant/unchanging.

b3 = regression coefficient for X3 = 0.396 indicating that there is a direction of influence of motivation (X3) on the performance (Y) of LPJK East Java employees. This means that if the motivation, the employee's performance (Y) will increase by 0.396 units, assuming the amount of work discipline is constant / does not change.

Based on table 2. The results of the t test analysis are obtained:

1. The significance value of work discipline (X1) is 0.000 less than $\alpha = 0.05$ ($0.000 < 0.05$), then H0 is rejected and Ha is accepted. So it is proven that the work discipline variable (X1) has an effect on employee performance (Y). Table 2 shows the regression coefficient of work discipline with a positive value of 0.603, indicating that work discipline has a significant and positive influence on the performance of LPJK East Java employees;
2. The significance value of job satisfaction (X2) is 0.009 which is less than $\alpha = 0.05$ ($0.009 < 0.05$), then H0 is rejected and Ha is accepted. So it is proven that job satisfaction variable (X2) has an effect on employee performance (Y). Table 2 shows the regression coefficient of job satisfaction with a positive value of 0.104 indicating that jobsatisfaction has a significant and positive effect on the performance of LPJK East Java employees;
3. The motivational significance value (X3) of 0.001 is less than $\alpha = 0.05$ ($0.001 < 0.05$), then H0 is rejected and Ha is accepted. So it is proven that the motivational variable (X3) has an effect on employee performance (Y). Table 2 shows the regression coefficient of motivation with a positive value of 0.396 indicating that motivation has a significant and positive influence on the performance of LPJK East Java employees.

Table 3.
Coefficient of Determination (R2)

Model Summary ^b						
Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
		F Change	df1	df2		
.12622	.641	27.389	3	46	.000	1.836

a. Predictors: (Constant), Motivasi, Disiplin Kerja, Kepuasan Kerja

b. Dependent Variable: Kinerja

Based on the results of the F test in the table above it is known that the F value is 27.389 with a significance level of 0.000. The significance value is less than 0.05, so the regression model used is fit.

Table 4.
Adjusted R Square value

Model Summary ^b								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics		
						F Change	df1	df2
1	.801 ^a	.641	.618	.12622	.641	27.389	3	46

a. Predictors: (Constant), Motivasi, Disiplin Kerja, Kepuasan Kerja

b. Dependent Variable: Kinerja

Based on the table above, the coefficient of determination (R^2) can be seen from the Adjusted R Square value of 0.641. This shows that the variable ability of work discipline (X1), job satisfaction (X2), and work motivation (X3) simultaneously has a significant and positive effect on employee performance variable (Y) of 61.8%, while the remaining 38.2% is the influence of other independent variables that are not examined.

Discussion

Work Discipline Affects Employee Performance

The results of the study show that there is an influence between work discipline on employee performance. The results of the t test analysis obtained a significance value of t work discipline of 0.000 which is less than $\alpha = 0.05$ ($0.000 < 0.05$). In accordance with the statements of Azwar (2015) and Pramana and Sudharma (2013) which results in work discipline having a positive and significant effect on employee performance. This research is in accordance with the results of research by Apriani and Hartoyo (2012) which states that work discipline has a significant effect on employee performance.

This study supports previous research conducted by Sitorus and Ahmed (2014) who stated that work discipline has a positive effect on employee performance. Wiratama and Desak (2013) state that work discipline has a significant effect on performance. Turangan et al. (2016) stated that work discipline is one of the factors that influence employee performance. Zesbendri and Anik (2009) state that discipline is the main capital that influences the level of performance. In the research results, it can be seen that the highest indicator of work discipline is time effectiveness. This shows discipline in the form of employee compliance with directions in improving performance. In addition, the lowest rated work discipline indicator is compliance with regulations.

Job Satisfaction Influences Employee Performance

The results showed that there was an influence between job satisfaction on employee performance. The results of the t test analysis obtained a significance value of t job satisfaction 0.009 which is less than $\alpha = 0.05$ ($0.009 < 0.05$). In accordance with the statement of Kristianto et al. (2010) stated that job satisfaction has a positive and significant effect on employee performance. In the research of Suwardi and Utomo (2011) stated that there is a positive and significant effect of job satisfaction on employee performance.

The results of this study are consistent with research conducted by Perera, Khatibi, and Navartana (2014) in Sri Lanka which showed a positive effect on the independent variable job satisfaction on the dependent variable on employee performance. research Funmilola, Sola, and Olusola (2013) which states that the components in job satisfaction have a significant effect on employee performance.

The results of multiple linear regression analysis with the regression coefficient value of the job satisfaction

variable indicate that the effect of job satisfaction on employee performance. If there is a change in the job satisfaction of LPJK East Java employees, it will affect employee performance. This means that even though the job satisfaction of LPJK East Java employees has increased or decreased, it will have a lot of influence on increasing or decreasing the performance of LPJK East Java employees. In the results of the study it can be seen that the highest indicator of job satisfaction is the level of supervision. This shows employee satisfaction with directions in improving performance. Besides that, The lowest rated indicator of job satisfaction is co-worker relations. This shows that the job satisfaction of LPJK East Java employees in building co-worker relationships is still low.

Motivation Affects Employee Performance

The results of the study show that there is an influence between work motivation on employee performance. The results of the t test analysis obtained a significance value of t work motivation 0.001 less than $\alpha = 0.05$ ($0.001 < 0.05$).

In accordance with Murty's statement (2012) states that work motivation has a positive and significant effect on employee performance. In the research of Apriani and Hartoyo (2012) stated that the better the employee's work motivation in working in a work organization, the higher the employee's performance will be. Kasmir (2016, p. 190) states that if employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the organization/company), then employees will be motivated to do something well. In the end this encouragement or stimulation from within and from outside a person will result in good performance, and vice versa. Work motivation has 2 sources, namely intrinsic motivation and extrinsic motivation (George and Jones, 2011, p.159).

From the research results, it can be seen that the highest work motivation indicator is the level of employee effort. This shows the seriousness of employees in carrying out tasks and high work. In addition, the lowest rated work motivation indicator is the level of persistence. This shows that the work motivation of LPJK East Java employees when faced with an unsupportive work environment is still low.

IV. CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Factors work discipline, job satisfaction and work motivation simultaneously have a significant and positive effect on employee performance LPJK East Java Province.
2. Work discipline partially has a significant and positive effect on employee performance LPJK East Java Province?

3. Job satisfaction partially has a significant and positive effect on employee performance LPJK East Java Province?
4. Motivation partially has a significant and positive effect on employee performance LPJK East Java Province?
5. Work discipline is the most dominant factor influencing employee performance LPJK East Java Province?

Suggestion

1. It is expected that the East Java LPJK in terms of increasing compliance with regulations will be more emphasized to be implemented so that employees are more obedient and obedient at work.
2. It is hoped that the East Java LPJK pays attention to work motivation in employees, especially in persistence in dealing with an unsupportive environment by means of supervisors having to be more frequent to support enthusiasm in employees;
3. It is hoped that the East Java LPJK can pay attention to co-worker relations to build good cooperation, so the company should provide group training to build relationships between co-workers.
4. It is hoped that further research can add leadership style and job training variables that affect employee performance in order to expand the research results obtained.

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Executive editor of International Journal Sinergi Ilmiah Ilmu Manajemen explain that the name below has **accepted** on our journal and will be publish processed for publication Vol. 12 No. 2 September 2022.

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Thus, this letter is given to be used properly. We thank you for your time and participation

Surabaya, 25th November 2022

Editor in Chief

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