

**PENGARUH DISILIN KERJA, MOTIVASI KERJA DAN KEPUASAN
KERJA TERHADAP KINERJA PEGAWAI DI BADAN KEPEGAWAIAN
DAN PENGEMBANGAN SUMBER DAYA MANUSIA (BKPSDM) KOTA
MALANG**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja, motivasi kerja, dan kepuasan kerja terhadap kinerja pegawai baik secara parsial maupun simultan. Penelitian ini dilaksanakan di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kota Malang yang memiliki peran strategis dalam pengelolaan sumber daya aparatur. Permasalahan yang dihadapi antara lain masih terdapat pegawai yang belum sepenuhnya disiplin terhadap jam kerja, perbedaan tingkat motivasi kerja antarpegawai, serta kepuasan kerja yang belum merata sehingga berpotensi memengaruhi kinerja pegawai.

Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada 43 pegawai BKPSDM Kota Malang dengan teknik sampel jenuh. Teknik analisis data yang digunakan meliputi analisis regresi linier berganda, uji t untuk mengetahui pengaruh parsial, uji F untuk mengetahui pengaruh simultan, serta koefisien determinasi (R^2) untuk mengukur besarnya kontribusi variabel independen terhadap variabel dependen.

Hasil penelitian menunjukkan bahwa: (1) disiplin kerja berpengaruh positif dan signifikan terhadap kinerja pegawai; (2) motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai; (3) kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai; dan (4) disiplin kerja, motivasi kerja, dan kepuasan kerja secara simultan berpengaruh signifikan terhadap kinerja pegawai BKPSDM Kota Malang. Dengan demikian, peningkatan kinerja pegawai dapat dicapai melalui pengelolaan disiplin kerja, motivasi kerja, dan kepuasan kerja secara berkelanjutan.

Kata kunci: Disiplin Kerja, Motivasi Kerja, Kepuasan Kerja, Kinerja Pegawai.

**THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, AND
JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE
HUMAN RESOURCES AND CIVIL SERVICE DEVELOPMENT
AGENCY (BKPSDM) OF MALANG CITY**

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ABSTRACT

This study aims to analyze the effect of work discipline, work motivation, and job satisfaction on employee performance both partially and simultaneously. The research was conducted at the Human Resources and Civil Service Development Agency (BKPSDM) of Malang City, which has a strategic role in managing government human resources. The problems identified include employees who have not fully complied with working hours, differences in work motivation levels among employees, and uneven job satisfaction that potentially affects employee performance.

This research uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 43 employees of BKPSDM Malang City using a saturated sampling technique. The data analysis techniques include multiple linear regression analysis, t-test to determine partial effects, F-test to determine simultaneous effects, and the coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable.

The results show that: (1) work discipline has a positive and significant effect on employee performance; (2) work motivation has a positive and significant effect on employee performance; (3) job satisfaction has a positive and significant effect on employee performance; and (4) work discipline, work motivation, and job satisfaction simultaneously have a significant effect on employee performance at BKPSDM Malang City. Therefore, improving employee performance can be achieved through sustainable management of work discipline, work motivation, and job satisfaction.

Keywords: Work Discipline, Work Motivation, Job Satisfaction, Employee Performance.