

## The Determinants of Employee Performance at the DPRD Secretariat in Medan City: The Role of Work Discipline, Motivation, and Job Satisfaction

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### ABSTRACT

This study aimed to investigate the extent to which internal organizational factors influence employee performance, with a particular focus on work discipline, motivation, and job satisfaction. The research adopted a quantitative method combined with an associative analytical approach to evaluate the relationships among these variables. The population involved in this study consisted of all civil servants employed at the DPRD Secretariat of Medan City, totaling 51 individuals. Given the manageable size of the population, the study applied a saturated sampling technique, meaning every member of the population was included as a respondent. Data were analyzed using SPSS Version 29. The results indicated that both work discipline and motivation had a statistically significant effect on employee performance. These findings suggest that high levels of discipline and strong motivation contribute positively to enhancing employee performance. Moreover, when examined collectively, work discipline, motivation, and job satisfaction were found to have a significant combined effect, demonstrating that the integration of these factors plays a crucial role in strengthening overall performance among civil servants within the DPRD Secretariat.

**Keywords:** Work Discipline; Motivation; Job Satisfaction; Employee Performance; DPRD Secretariat

## **INTRODUCTION**

HR constitute a vital component within any agency or institution, serving as a foundational pillar in the pursuit of organizational objectives. The attainment of these institutional goals depends significantly on the presence of competent personnel who are not only skilled but also possess the willingness to work and deliver strong performance to ensure optimal results. As noted by (Pradita, 2016), human resources are indispensable to organizational success, as they are dynamic assets that require careful management and strategic attention to ensure their potential is fully realized. Performance, in this context, refers to an individual's overall accomplishments within a specific timeframe, evaluated against pre-established benchmarks such as work standards, set targets, and agreed-upon objectives. According to (Jufrizen, 2018), performance functions as an indicator of success or failure in the execution of tasks by an individual or group, as determined by organizational expectations. Performance as a measure of the extent to which employees achieve outcomes in relation to established performance standards.

In order to enhance employee performance and align it with institutional goals, organizations must prioritize the factors that influence performance outcomes. Based on field observations, the performance of staff at the DPRD Secretariat of Medan City remains suboptimal. This is evidenced by behaviors such as employees leaving the workplace during official hours, strained relationships between subordinates and supervisors, and instances where employees express feelings of being overwhelmed by their responsibilities, all of which contribute to diminished work performance. In this regard, work discipline emerges as a critical determinant of employee output. Work discipline encompasses conduct and attitudes that reflect compliance, loyalty, obedience, and adherence to institutional norms and expectations. (Husain, 2017) suggests that a high level of discipline signifies a strong sense of responsibility toward assigned duties, which can in turn foster enthusiasm, dedication, and greater operational efficiency among employees. Discipline is essential for ensuring the quantity and quality of work output, as well as timeliness, all of which contribute significantly to performance enhancement. However, based on continued observation, it appears that work discipline among employees at the DPRD Secretariat of Medan City remains inadequate, as evidenced by recurring instances of employees exiting their offices during working hours.

Work motivation serves as a pivotal factor that influences employee performance, as individuals often require encouragement and reinforcement from their superiors or the broader organizational environment. Motivation arises through the cultivation of positive relationships during the workflow, where leaders inspire enthusiasm and a sense of purpose in employees. Personnel who demonstrate enthusiasm in their responsibilities are usually those whose fundamental needs are sufficiently fulfilled, such as receiving fair remuneration, experiencing a secure working atmosphere, and being free from excessive pressure imposed by supervisors or colleagues. These fulfilled conditions contribute not only to increased motivation but also to heightened job satisfaction, which ultimately enhances performance outcomes. Motivation embodies the interplay of intrinsic impulses and extrinsic factors that incite an individual to pursue tasks with determination, channeling their proficiencies toward outcomes that resonate with personal gratification. Motivational forces within the professional sphere have a pronounced and advantageous influence on workforce efficacy. Nonetheless, observations at the DPRD Secretariat of Medan City reveal that several employees continue to show signs of demotivation, primarily due to a lack of adequate encouragement or acknowledgment from their immediate superiors. This deficit contributes to a decline in their performance levels.

In addition to motivation and discipline, the dimension of job satisfaction also plays a substantial role in shaping employee performance. Employees in every organizational setting expect a sense of fulfillment in their professional duties, and the absence of this feeling may hinder their output. (Ghozali, 2017) characterizes job satisfaction as a subjective evaluation that reflects an individual's emotional reaction, whether favorable or unfavorable, toward their job. Field observations conducted at the DPRD Secretariat of Medan City suggest that dissatisfaction among certain employees stems from unconstructive interactions with their supervisors, thereby affecting their work output negatively. During the preliminary stage of this study, the researcher conducted a series of interviews and direct observations involving several staff members. This process revealed recurring issues such as strained professional relationships, employee absences during operational hours, inadequate motivational support from leadership, and dissatisfaction with task outcomes.

To enhance employee performance in alignment with institutional expectations, it is imperative that organizations foster an environment characterized by consistent work discipline, continuous motivation, and a sense of job satisfaction. Employees must possess a sense of personal accountability that discourages leaving the workspace during designated hours. Leaders should also demonstrate proactive engagement in inspiring their teams by maintaining constructive relationships throughout the working process. In parallel, the cultivation of a secure and comfortable atmosphere is essential to instill satisfaction among personnel. These interconnected elements, when nurtured effectively, can generate a measurable improvement in employee output.

Based on several observable phenomena at the DPRD Secretariat of Medan City, the researcher established the foundation for this study. The research aims to examine the level of performance demonstrated by the employees in fulfilling their responsibilities, considering the strategic position of the institution as a key administrative component of the Medan City regional government. The Secretariat bears essential responsibilities, including the formulation of regional regulations, budget management, and oversight functions. Therefore, it is imperative that its personnel consistently exhibit a high standard of performance to ensure optimal service quality for the citizens of Medan. Due to certain constraints and the need to focus the scope of inquiry, the study is delimited to the examination of three core variables that influence employee performance, namely work discipline, work motivation, and job satisfaction.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance refers to the tangible outcomes produced by employees in their pursuit of organizational objectives. As posited by (Ghozali, 2017), performance constitutes a measurable condition that must be conveyed to relevant stakeholders to evaluate the extent of goal attainment within an institution, in alignment with the organization's overarching vision, while also assessing the favorable and unfavorable consequences of implemented operational strategies. Performance is the manifestation of an individual's work output and behavioral conduct over a designated period, typically one year. (Busro, 2018) further elucidates that performance encompasses the output generated by either individuals or collectives within an organization, aligned with their delegated authority and responsibilities, in pursuit of realizing the institution's vision, mission, and strategic targets. This process necessitates competence, persistence, autonomy, problem-solving acumen, and adherence to temporal, legal, and ethical boundaries.

In parallel, (Astutik, 2016) defines performance as the culmination of an employee's contributions over a specific interval, assessed against predetermined objectives, benchmarks, or evaluative standards. Performance reflects the degree to which assigned tasks are accomplished within a prescribed timeframe. (Jufrizen & Hadi, 2021) interpret performance as the execution of job duties within one's jurisdiction and obligations, undertaken to facilitate organizational advancement. (Gultom, 2014) underscores the strategic relevance of employee performance in generating substantial corporate profit, affirming its pivotal role in organizational prosperity. Performance as the aggregated achievements of an employee across a defined span, in accordance with the company's operational and strategic aims. Likewise, (Elizar & Tanjung, 2018) assert that performance encapsulates the totality of an individual's efforts over time, judged against agreed-upon metrics such as standards, objectives, or performance indicators.

Synthesizing the perspectives above, it can be inferred that performance signifies the overall output, both qualitative and quantitative, delivered by employees in fulfilling their responsibilities. It reflects the accomplishments and competencies demonstrated by individuals in pursuit of institutional aspirations and established targets.

(Busro, 2018) identifies two principal categories of factors that influence employee performance. The first category consists of internal factors, which include intellectual competence, adherence to work discipline, the degree of job satisfaction, and levels of employee motivation. The second category comprises external factors, which encompass the style of leadership, the organizational environment, compensation policies, and the management systems implemented within the company.

In accordance with the regulation issued by the Mayor, civil servant performance indicators are defined under Article 9, Paragraph 1, as follows:

- 1) Service orientation, which reflects the extent to which individuals or teams prioritize public service outcomes, aligning their work with established performance standards.
- 2) Integration, where each employee is expected to meet the necessary requirements to effectively adapt to diverse tasks and organizational elements.
- 3) Commitment, which signifies the dedication of employees to invest consistent effort into their roles, particularly in work that demands long-term focus.
- 4) Discipline, highlighting the necessity for all personnel to maintain strict compliance with institutional rules and responsibilities.
- 5) Collaboration, emphasizing the importance of cooperative engagement among individuals or groups to accomplish shared objectives.
- 6) Leadership, referring to the ability of a person in a leadership position to direct, influence, and guide others in achieving targeted organizational outcomes through effective interpersonal and strategic skills.

### **Work Discipline**

Work discipline can be interpreted as a composite expression of an individual's conscious commitment and voluntary conformity to the behavioral codes, procedural guidelines, and normative expectations established within an organization. (Hartono & Siagian, 2020) describe it as a moral alignment with the regulatory framework, which entails corrective measures for deviant conduct. (Erawati & Wahyono, 2019) expand this view, emphasizing that discipline encompasses attitudinal consistency and behavioral alignment with both explicit policies and implicit workplace customs, where breaches may invite punitive consequences. (Arianty, 2016) positions discipline as a managerial tool employed to enforce behavioral order and optimize organizational outcomes. Stress the importance of internalizing organizational norms and regulations as an indicator of employee loyalty and professionalism. (Hasibuan and Silvyva, 2019) offer a summative

view, equating discipline with the extent to which employees adhere to institutional expectations.

Collectively, these interpretations converge on the notion that work discipline is both an intrinsic disposition and a structured response, reflecting an individual's readiness and determination to operate within the ethical and procedural boundaries defined by the organization.

### **Motivation**

Motivation can be understood as a psychological force that emerges either from within an individual or through environmental stimuli and drives a person to exert consistent effort toward achieving personal ambitions or organizational objectives. Motivation as a deep sense of internal commitment that strengthens both the intensity and perseverance of one's efforts, pursued willingly in accordance with chosen goals. (Harahap and Tirtayasa, 2020) explain motivation as the process of triggering motives that awaken an individual's willingness and eagerness to contribute to corporate success. Motivation as a form of encouragement that arises when personal needs are fulfilled, producing enthusiasm in employees and reinforcing their involvement. Motivation consists of forces from within and outside the individual that sustain high levels of energy, enabling them to apply their skills productively to attain meaningful outcomes.

Similarly, (Erwantiningsih, 2019) suggests that motivation includes both internal elements and external conditions that stimulate a person to pursue defined goals and meet expected standards. It is also seen as a pathway through which individuals are influenced to undertake purposeful action. (Jufrizen, 2017) emphasizes that motivation serves as a crucial initiating factor made up of needs, desires, and impulses that prompt individuals to act with persistence, breaking through personal resistance and channeling energy toward successful performance. Work motivation is an evolving process that begins, directs, and sustains human behavior, helping individuals remain committed to their objectives over time.

From these viewpoints, work motivation can be interpreted as the presence of internal or external forces that inspire individuals to carry out specific tasks in order to achieve clearly defined goals.

### **Job Satisfaction**

Job satisfaction is an emotional condition that arises from how individuals perceive and assess their role within an organization. It reflects the internal reactions of employees toward various facets of their work, which can result in either a sense of gratification or dissatisfaction. Job satisfaction as an emotional response shaped by the employee's interaction with the work environment and their evaluation of the job itself. (M. Hasibuan, 2016) emphasizes that job satisfaction represents a favorable emotional attitude toward one's work, often evidenced by strong discipline, commitment, and effective performance. Employees who are satisfied with their jobs are typically more engaged and may prioritize their responsibilities over external incentives like financial rewards.

(Hanafi and Yohana, 2017) explain that job satisfaction is characterized by a positive emotional state that stems from the enjoyment employees derive from their work activities. (Jufrizen and Sitorus, 2021) argue that this satisfaction is closely tied to an individual's accomplishments and work performance, as it is often a direct outcome of achieving personal and professional goals. (Khair, 2019) views job satisfaction as the extent to which work meets an employee's personal needs and desires, thereby enhancing their sense of personal fulfillment. Job satisfaction is an important indicator of



how employees feel about their work, serving as valuable feedback for organizational leaders to consider in maintaining a healthy work environment.

## RESEARCH METHOD

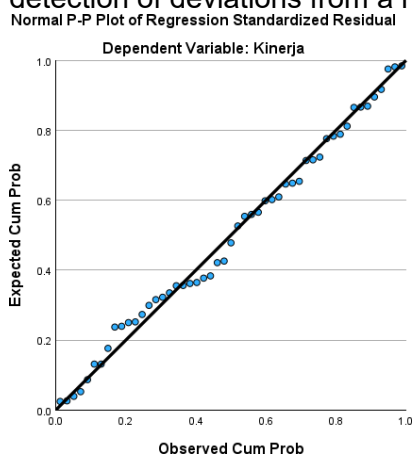
This investigation aims to examine the influence of three principal variables, namely Work Discipline (X1), Work Motivation (X2), and Job Satisfaction (X3), on Employee Performance (Y) within the Secretariat of the Medan City DPRD. The study adopts a quantitative approach with an associative methodology to delineate the structural relationships among the variables under scrutiny. The research setting is the Secretariat Office of the Medan City DPRD, located on Jalan Captain Maulana Lubis No. 1, Medan. The target population comprises all civil servants employed at the aforementioned institution, amounting to a total of 51 individuals. To ensure methodological comprehensiveness, the study employs saturated sampling, wherein the entire population is designated as the research sample.

## RESULTS

### Classic Assumption Test

#### Normality Test

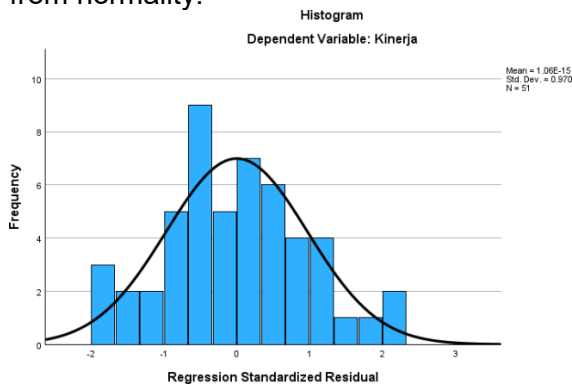
A normality test was administered to assess whether the distribution of data aligns with the assumptions of normality, which is foundational for a robust regression analysis. The evaluation employed visual and statistical techniques, including probability plots, histograms, and the Kolmogorov-Smirnov test. These tools collectively facilitate the detection of deviations from a normal distribution pattern.



**Figure 1** P-Plot Normality Test Results

Source: SPSS Data Processing Version 29

Based on the results shown in Figure 1, the P-Plot displays data points that closely follow the diagonal line, suggesting that the distribution of the data does not significantly deviate from normality.



**Figure 2** Histogram Normality Test Results  
 Source: SPSS Data Processing Version 29

Figure 2 further reinforces this finding, as the histogram illustrates a distribution pattern that resembles a symmetrical bell curve. The central peak and the overall shape of the curve lend support to the assumption that the data is normally distributed.

To reinforce the inference, the Kolmogorov-Smirnov test was implemented to evaluate the normality of residuals within the regression model. A significance level (Asymp. Sig) exceeding the conventional threshold of 0.05 indicates that the residuals are not significantly different from a normal distribution, thereby satisfying the normality prerequisite essential for parametric testing.

**Table 1** Kolmogorov Smirnov Normality Test  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		51	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	3.17496450	
Most Extreme Differences	Absolute	.073	
	Positive	.071	
	Negative	-.073	
Test Statistic		.073	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	99% Confidence Interval	Lower Bound	.685
		Upper Bound	.709

Source: SPSS Data Processing Version 29

Referring to the results presented in Table 1, the Asymp. Sig value is 0.200, which exceeds the 0.05 threshold. This indicates that the data distribution aligns with a normal distribution.

### Multicollinearity Test

In addition, a multicollinearity test was conducted to determine the presence of intercorrelations among the independent variables. This was operationalized through the computation of tolerance values and Variance Inflation Factor (VIF) scores using SPSS. Tolerance values greater than 0.1 and VIF scores below 10 signify the absence of multicollinearity, ensuring that the regression estimates are not compromised by redundant predictor variables.

**Table 2** Multicollinearity Test

Model	Unstandardized Coefficients	Coefficients <sup>a</sup>				Collinearity Statistics		
		B	Std. Error	Standardized Coefficients Beta	T	Sig.	Tolerance	VIF
1	(Constant)	5.167	3.811		1.356	.182		
	Disiplin Kerja	.499	.115	.416	4.342	<.001	.402	2.489
	Motivasi Kerja	.463	.080	.552	5.784	<.001	.405	2.469
	Kepuasan Kerja	.066	.055	.073	1.194	.239	.987	1.013

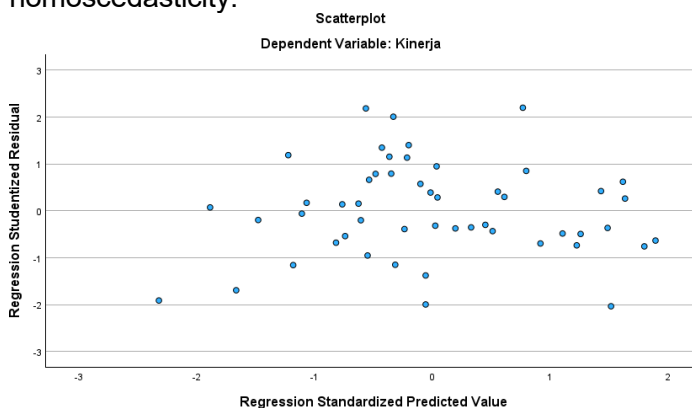
a. Dependent Variable: Kinerja

Source: SPSS Data Processing Version 29

As presented in Table 2, the VIF values are reported as 2.489 for work discipline, 2.469 for work motivation, and 1.013 for job satisfaction. These values fall well below the multicollinearity threshold. Furthermore, the corresponding tolerance values (0.402 for work discipline, 0.402 for work motivation, and 0.987 for job satisfaction), surpass the minimum acceptable criterion. These findings collectively affirm that multicollinearity does not pose a methodological concern in this model.

### Heteroscedasticity Test

The heteroscedasticity test was conducted to ascertain whether the residuals exhibit constant variance across levels of the independent variables. Stability in the spread of residuals is essential for the validity of the regression estimates, which is referred to as homoscedasticity.



**Figure 3** Heteroscedasticity Test

Source: SPSS Data Processing Version 29



As depicted in Figure 3, the distribution of residuals appears to be random and lacks any discernible pattern or systematic clustering along a particular axis. This randomness indicates the absence of heteroscedasticity, thereby suggesting that the model fulfills the assumption of homoscedasticity. Consequently, the residuals exhibit consistent variance, enhancing the reliability of the regression model's predictive capabilities.

### Multiple Linear Regression

Regression analysis is performed to evaluate how the independent variables influence the dependent variable.

**Table 3** Multiple Linear Regression

		Coefficients <sup>a</sup>		
Unstandardized Coefficients				Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	5.167	3.811	
	Disiplin Kerja	.499	.115	.416
	Motivasi Kerja	.463	.080	.552
	Kepuasan Kerja	.066	.055	.073

a. Dependent Variable: Kinerja

Source: SPSS Data Processing Version 29

Referring to Table 3, which presents the results of the multiple linear regression test, the regression equation can be written as:

$$Y = 5,167 + 0,499X_1 + 0,463X_2 + 0,066X_3 + e \quad (1)$$

Within the framework of this regression analysis, the intercept value of 5.167 represents the foundational benchmark of employee performance (Y) in the hypothetical scenario where all predictor variables are neutralized or held at zero. This constant establishes the starting point of the performance scale in the absence of contributory influences. The regression coefficient attributed to Work Discipline is 0.499, signifying a robust and direct association between disciplinary adherence and individual performance. Specifically, a one-unit augmentation in work discipline is projected to enhance employee performance by approximately 0.499 units, underscoring its considerable weight in shaping workplace outcomes. Parallely, the coefficient for Work Motivation stands at 0.463, conveying that motivation exerts a comparably substantial positive impact. An increment of one unit in motivational levels correlates with a 0.463-unit elevation in performance, reaffirming the motivational construct as a key catalyst of occupational efficacy. In contrast, Job Satisfaction reveals a comparatively modest influence, with a coefficient of merely 0.066. Although this variable still contributes positively, its marginal coefficient indicates a more tempered effect. Hence, for every unit rise in job satisfaction, the corresponding increase in performance is limited to 0.066 units, suggesting that while satisfaction is not insignificant, its role is considerably less potent when juxtaposed with discipline and motivation.

### Hypothesis Test

#### T-Test (Partial Test)

The t-test is used to evaluate the contribution of each independent variable individually in predicting the dependent variable (employee performance). It helps in determining which variables significantly affect performance and the extent of their influence. Essentially, this test assesses whether each variable's coefficient is statistically

significant, providing a deeper understanding of how each factor drives changes in employee performance.

**Table 4 T-Test**

Model	Unstandardized Coefficients		Coefficients <sup>a</sup>		
	B	Std. Error	Standardized Beta	t	Sig.
1 (Constant)	5.167	3.811		1.356	.182
Disiplin Kerja	.499	.115	.416	4.342	<.001
Motivasi Kerja	.463	.080	.552	5.784	<.001
Kepuasan Kerja	.066	.055	.073	1.194	.239

a. Dependent Variable: Kinerja

Source: SPSS Data Processing Version 29

The t test is used to check whether each independent variable has a meaningful effect on employee performance. It helps identify which factors significantly contribute to performance by comparing their t values with a critical value of 2.011, based on a sample of 51 and a 5 percent significance level. For work discipline, the t value is 4.342 with a significance of 0.001. This confirms that discipline has a strong and significant influence on performance, so the related hypothesis is accepted.

Work motivation shows a t value of 5.784 and the same significance level of 0.001, indicating it also has a significant positive effect. Thus, this hypothesis is supported.

However, job satisfaction has a t value of 1.194 with a significance of 0.239, which is above the threshold. This suggests that job satisfaction does not significantly affect performance in this study, and the hypothesis is rejected.

#### **F-Test (Simultaneous Test)**

The F test evaluates whether the independent variables together have a significant impact on employee performance. Using a 5 percent significance level, the test result shows an F value of 74.623, which is much higher than the critical value of 2.798. The significance value of 0.001 confirms that the overall model is statistically significant. This means that work discipline, motivation, and job satisfaction collectively influence employee performance at the Medan City DPRD Secretariat.

**Table 5 F-Test**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2400.725	3	800.242	74.623	<.001 <sup>b</sup>
Residual	504.020	47	10.724		
Total	2904.745	50			

a. Dependent Variable: Kinerja

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

Source: SPSS Data Processing Version 29

#### **Coefficient of Determination Test**

The coefficient of determination (R-squared) shows how well the independent variables explain the changes in performance.

**Table 6** Coefficient of Determination Test

Model	R	Model Summary <sup>b</sup>		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 <sup>a</sup>	.826	.815	3.275

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

b. Dependent Variable: Kinerja

Source: SPSS Data Processing Version 29

With an R-squared of 0.826, it can be concluded that 82.6 percent of the variation in employee performance is explained by the model. The remaining 17.4 percent is likely influenced by other factors not included in this study.

## DISCUSSION

### The Effect of Work Discipline on Employee Performance

The t-test results clearly reveal that work discipline significantly influences employee performance at the Medan City DPRD Secretariat. With a t-value of 4.342, surpassing the critical t-value of 2.011, and a significance value of 0.001, well below the 0.05 threshold, it is evident that work discipline plays a key role in boosting performance. Discipline entails adherence to organizational rules and standards, which directly enhances employee performance. As (Hasibuan & Handayani, 2017) emphasize, discipline not only involves compliance but also aligns employees with organizational goals, ultimately fostering higher performance. This study's findings corroborate those of (Jufrizen, 2018) (Jufrizen & Sitorus, 2021), and (Jufrizen & Hadi, 2021), who also found a positive and significant relationship between work discipline and performance. Disciplined employees tend to adhere to work norms and contribute to an environment that drives high performance standards.

### The Effect of Work Motivation on Employee Performance

Similarly, work motivation has a notable positive impact on employee performance, as indicated by the t-test results. With a t-value of 5.784, exceeding the critical t-value of 2.011 and a significance value of 0.001, well below the 0.05 threshold, work motivation is shown to be a vital factor in improving employee performance. Motivation drives employees to meet and surpass their targets, with research from (Afandi & Bahri, 2020), (Hanafi & Yohana, 2017), (Harahap & Tirtayasa, 2020), and (Hasibuan & Silvy, 2019) confirming that work motivation has a significant and positive effect on performance. Leaders who actively motivate their employees foster a high-performance culture, encouraging employees to stay engaged and committed to their roles, which ultimately leads to better performance. Motivated employees tend to be more proactive and goal-oriented, significantly benefiting the organization's success. These findings align with the broader research body, affirming that motivated employees are essential assets for organizational performance.

### The Effect of Job Satisfaction on Employee Performance

The t-test results show that job satisfaction does not significantly influence employee performance at the Medan City DPRD Secretariat. With a t-value of 1.194, lower than the critical t-value of 2.011, and a significance value of 0.239, greater than the 0.05 threshold, the data suggests that job satisfaction does not have a significant effect on employee performance in this context. While job satisfaction is typically thought to improve performance through factors like recognition, positive work environment, and job placement.

### **The Effect of Work Discipline, Work Motivation, and Job Satisfaction on Employee Performance**

Multiple linear regression analysis shows that work discipline, work motivation, and job satisfaction, when considered together, have a significant impact on employee performance. The F-test yielded an F-value of 74.623, exceeding the critical F-value of 2.789, with a significance value of 0.001, confirming that these three variables collectively influence performance at the Medan City DPRD Secretariat. The coefficient of determination ( $R^2$ ) value of 0.826 indicates that 82.6% of the variation in employee performance can be explained by these three factors. However, 17.4% remains unaccounted for, suggesting that other external factors might also play a role in shaping employee outcomes. These results align with (Harahap & Tirtayasa, 2020), who also found that motivation, discipline, and job satisfaction significantly affect performance. This highlights the importance of addressing these core factors to improve employee.

### **CONCLUSION**

In conclusion, the findings of this study underscore the importance of work discipline and work motivation in enhancing employee performance at the Medan City DPRD Secretariat. However, job satisfaction does not appear to have a significant direct impact on performance. When considered together, work discipline, work motivation, and job satisfaction collectively have a substantial influence on performance. These results suggest that a holistic approach, integrating these three factors, is essential for improving employee performance within the organization.

### **LIMITATION**

As for the limitations of this study, there are two primary factors to consider. First, the study focuses solely on three variables: work discipline, work motivation, and job satisfaction, while numerous other factors could potentially affect employee performance. Second, the data gathered for this research was obtained from a questionnaire instrument, which reflects the perceptions of the respondents. Consequently, the conclusions drawn are based solely on the data collected through this written tool

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### **DECLARATION OF CONFLICTING INTERESTS**

Lastly, the authors declare that there are no potential conflicts of interest associated with this study.

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