THE EFFECT OF WORK DISCIPLINE, EDUCATION LEVEL, AND WORK EXPERIENCE ON JOB SATISFACTION AND THEIR IMPLICATIONS ON EMPLOYEE PERFORMANCE AT PRIMA INDONESIA UNIVERSITY

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ABSTRACT

This study aims to determine the effect of work discipline, education level, and work experience on job satisfaction and its implications on the performance of Prima Indonesia University employees. The independent variables in this study were Work Discipline, Education Level, and Work Experience. Intervening variable in this study is job satisfaction, while the dependent variable in this study is employee performance. This research was conducted at the University of Prima Indonesia with a population of 198 employees, but who were taken as respondents in this study were 132 employees with a random sampling technique (sample random sampling). This research method uses a quantitative method with an associative approach that uses a path analysis model. Data were collected by using a questionnaire that had been tested for validity and reliability. The results showed that partially Work Discipline, Education Level, and Work Experience had a positive and significant effect on Job Satisfaction and its implications for UNPRI Employee Performance either directly or indirectly.

Keywords: Work discipline, education level, work experience, job satisfaction, employee performance.

INTRODUCTION

Prima Indonesia University (UNPRI) is one of the private universities under the coordination of the Ministry of Education and Culture of the Republic of Indonesia (Kemendikbud RI) with 10 faculties and 33 study programs under its management. In this academic year, at least UNPRI has more than 2000 active students and UNPRI also has 492 teaching lecturers, both permanent lecturers at foundations and cooperative lecturers (DPK).

Based on data obtained from the General Administration Bureau, it was found that Prima Indonesia University has 234 employees. To become a university that has good quality education services, reliable human resources are needed in their fields because human resources are seen as assets and have an active role in supporting the performance of an organization with the capabilities they have.

The role of employees in a university has a very large influence on the development of the quality and quantity of education. The ability to manage and develop the quality of higher education is very necessary, namely by increasing job satisfaction so as to produce an employee's enthusiasm and performance.

According to research conducted by Yosep Guntur Gathut Sujati (2018), job satisfaction also has an impact on a person's psychological condition. Employees who do not get job satisfaction will eventually become frustrated, often daydream, have low morale, get tired and bored quickly, are emotionally unstable, often absent and do things that have nothing to do with their work. Meanwhile, employees who get job satisfaction usually have good attendance, enthusiasm and performance.

Performance can be said as work performance or job performance achieved by a worker from the results of his work both in quality and quantity in carrying out functions in accordance with the responsibilities and main tasks assigned to him. According to Masram and Mu'ah (2017, p. 137) performance is associated between work results and the behavior of a worker shown in the implementation of organizational tasks assigned to him.

Work discipline is one of the factors that can affect employee performance, work discipline was created to make everything run according to operational standards. Based on the pre-survey conducted on UNPRI employees, it can be seen that there are still many of them who are not disciplined in doing their work, often delay completing the assigned tasks, do not master the use of existing facilities and lack discipline in working hours so that more attention is needed. against the level of performance that is expected later on employees can work optimally so as to achieve the goals, vision and mission of UNPRI.

In addition to work discipline, education level is also a factor that can affect employee performance. According to Sastrohadiwiryo (in Mufidah, et al. 2014) states that the level of education is the level obtained by a person starting from elementary school to high level. The level of education is needed by an employee, because it will be able to bring a good influence on himself and the organization where he works.

Based on data obtained from the General Administration Bureau (BAU) UNPRI, it was found that almost all UNPRI employees have work experience of more than 1 or 2 years in their respective fields and some even have just graduated in less than 6 (six) periods. months since graduation and officially get a diploma (fresh graduate). And it was also found that the length of work of UNPRI employees, on average, had a working period of less than 3 or 4 years, even a dozen years. However, UNPRI employees can still provide excellent service as well as possible and carry out their main duties and obligations well as well. Based on these findings, the researcher wants to know whether work experience can lead to the value of job satisfaction or not.

THEORETICAL BASE

Work Discipline
According to Hartatik (2014), work discipline is a tool or means for organizations to maintain their existence. With high discipline, employees will obey all existing regulations, so that the implementation of work can be in accordance with the predetermined plan

Level of education
According to Sastrohadiwiryo (in Yusrab, 2018) states that the level of education is the level obtained by a person starting from elementary school to high school. Coombs (in Yusrab, 2018) states that the level of education is the level of ability that is determined from the learning outcomes from the time of entering school to the last grade a person achieves regardless of the time for the level in his education. Meanwhile, according to Hariandja (in Yusrab, 2018) states that the level of education of an employee can increase the company's competitiveness and improve company performance.

Work experience
The definition of work experience consists of several kinds given by experts. According to Trijoko (in Liya Eri Aristanti, 2018: 24) work experience is knowledge or skills that have been known and mastered by someone as a result of actions or work that has been done for some time. according to their expertise.

Job satisfaction
According to Kreitner and Kinicki (2014: 169) the notion of job satisfaction is an affective or emotional response to various aspects of one's work. This definition implies that job satisfaction is not a unified concept, but a person can feel quite satisfied with one aspect of his job and feel less satisfied with one or several other aspects. Researcher Tery Aris Archandar (2010), job satisfaction is a process that has a close relationship with human resources. Employees who are satisfied with the promotion opportunity will feel satisfied with their job as a whole, as well as they are satisfied with the salary or benefits and facilities obtained, then they will also feel satisfied with their job as a whole or in total.

Performance
The definition of performance according to Nur Aisyah (2019) says that performance is the result of achievement which is a behavior that can take the form of skills, abilities and skills that can support organizational achievement.
According to researcher Luh Aristarini, et al (2014) also said that performance is the result of work that can be achieved by a person in carrying out the tasks assigned to him both in quality and quantity based on skills, experience, and sincerity as well as time and in accordance with the authority and responsibility. given in order to achieve organizational goals

RESEARCH METHODS

The research method used is a quantitative method with primary research/survey. quantitative method is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments using surveys and experiments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses (Sugiyono, 2013). The sample collection method used Slovin's formula method with sample of 132 inpatients from total population of 198 employees at Prima Indonesia University. Hypothesis testing use path analysis. The purpose of this study was to examine the Influence of Work Discipline, Education Level, and Work Experience on Job Satisfaction and Its Implications on Employee Performance at Prima Indonesia University. The variables of this research are Work Discipline, Education Level, and Work Experience as independent variables. Employee Performance as the dependent variable.

Table 1. List of Variables Operations

No.	Variables	Indicator	Measurement Scale
1	Work Discipline (X1)	Punctuality Utilization of facilities Work responsibilities Compliance with agency regulations.	Likert Scale
2	Education Level (X2)	Educational level Suitability of majors Competence	Likert Scale
3	Work Experience (X3)	Length of time/time of work Level of knowledge possessed Mastery of work and work equipment Skill level possessed.	Likert Scale
4	Job Satisfaction (Y)	Interesting job Satisfaction with the work itself Rewards/Salary Promotion Supportive coworkers	Likert Scale
5	Employee Performance (Z)	Quality Quantity Working time Cooperation Punctuality	Likert Scale

RESEARCH RESULT

Instrument Test

Validity Test

The purpose of the validity testing is to determine whether an item is suitable for use in a study. The sample comes from 30 respondents who are not a sample of the data in this study. The analysis technique uses Pearson Correlation with the help of SPSS for window version 2.2. It can be seen that the entire Pearson Correlation or r count of the question items for the variables Employee Performance (Y), Work discipline (X1), Education level (X2), Work Experience (X3), and Job Satisfaction (Y) are greater then r table with N=30 at the significance level α=0.05, which is > 0.1609. So, it can be concluded that all question items for variables are valid.

Reliability test

The basis for decision making in the reliability test is if the Cronbach's Alpha value > 0.60 then the questionnaire item is declared reliable or consistent. Meanwhile, if Cronbach's Alpha value < 0.60 then the questionnaire item is declared unreliable or inconsistent. Cronbach's Alpha value of variables Work Discipline (0.731), Education Level (0.708), Work Experience (0.758), Job Satisfaction (0.751) and Employee Performance (0.884) is > 0.60 then the questionnaire items are reliable.

Assumption Test

Normality Test

In normality test research using the normal graph method PP Plot of Regression Standardized Residual where the data is declared normally distributed if the distribution of point is around the line and follow the diagonal line then the value is normal
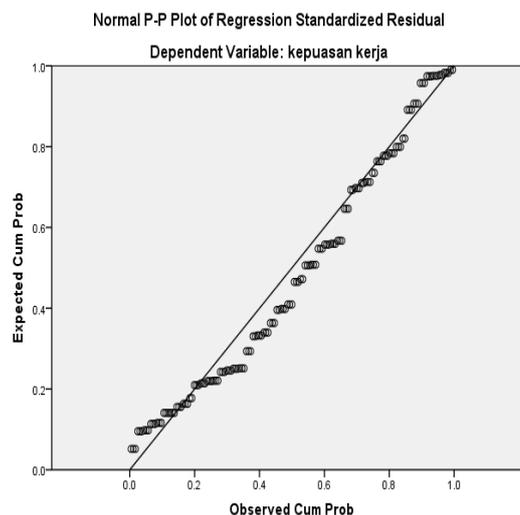
Picture 1. Data Normality

The PP Plot graphs above show that the data is normally distributed and meets the assumption of normality test

Heteroscedasticity Test

The criteria used to state whether there is heteroscedasticity or not among the observational data can be explained by using the coefficient of significance. The coefficient of significance should be compared with the previously set significance level (5%). If the significance coefficient is greater than the specified significance level, it can be concluded that there is no heteroscedasticity (homoscedasticity). If the significance coefficient is smaller than the specified significance level, it can be concluded that heteroscedasticity occurs. Heteroscedasticity test on sub-structure I can be seen in Table 1 below:

Table 1. Heteroscedasticity Test with Glejser Test Sub-structure I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,770	.577		29,071	.000
work discipline	.003	.001	.314	5.510	.000
level of education	.006	.001	.282	4.480	.000
work experience	.007	.001	.391	5.413	.000

Based on Table 1 above, it is known that the value of Sig Glejser for work discipline is 0.000 < 0.05, the value of Sig Glejser education level is 0.000 < 0.05, the value of Sig Glejser work experience is 0.000 < 0.05 then heteroscedasticity occurs.

Multicollinearity Test

The multicollinearity test was conducted to determine the presence or absence of multicollinearity symptoms that can be seen in the Variance Inflation Factor (VIF) and Tolerance

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
work discipline	.221	4,521
level of education	.197	5.077
work experience	.139	7,203
job satisfaction	-121	8,247

Based on Table 2, the VIF value of the work discipline variable is 4.521, the VIF value of the education level variable is 5.077, the VIF value of the work experience variable is 7.203 and the VIF value of the job satisfaction variable is 8.247. Because each VIF value is less than 10, and the tolerance value for the work discipline variable is 0.221, the education level variable tolerance value is 0.197, and the work experience variable tolerance value is 0.139 and the job satisfaction variable tolerance value is 0.121 which indicates a greater tolerance value. of 0.1. So it can be concluded that if the sub-structure test II does not have severe multicollinearity symptoms.

Heteroscedasticity Test

The result of the heteroscedasticity test in this study used Scatterplot graph techniques, where from the result obtained that there was no clear pattern, as well as the points above and below the number 0 on the Y axis, means there was no heteroscedasticity in these two models for this study.

Table 3. Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,997	.101		168,995	.000
	work discipline	.000	.000	.014	1,273	.205
	level of education	.000	.000	.012	1,000	.319
	work experience	.000	.000	.014	1.041	.300
	job satisfaction	.015	.000	1.013	68.052	.000

Based on Table 3 above, it is known that the Sig Glejser value of work discipline is $0.205 > 0.05$, the value of Sig Glejser education level is $0.319 > 0.05$, the value of Sig Glejser work experience is $0.300 > 0.05$ and the value of Sig Glejser job satisfaction is $0.000 < 0.05$ then heteroscedasticity occurs

Path Analysis Sub-Structure Test Results

Direct Effect

To calculate the direct effect or DE, the following formula is used:
1. The influence of work discipline variables on job satisfaction
   $X1 \rightarrow Y = 0.314$
2. The effect of education level variable on job satisfaction
   $X2 \rightarrow Y = 0.282$
3. The effect of work experience on job satisfaction
   $X3 \rightarrow Y = 0.391$
4. The influence of work discipline variables on employee performance
   $X1 \rightarrow Z = 0.014$
5. The effect of education level variable on employee performance
   $X2 \rightarrow Z = 0.012$
6. The influence of work experience variables on employee performance
   $X3 \rightarrow Z = 0.014$
7. The influence of job satisfaction variables on employee performance
   $Y \rightarrow Z = 1.013$

Indirect Effect (Indirect Effect)

To calculate the indirect effect or IDE, the following formula is used:
1. The influence of work discipline variables on employee performance through job satisfaction
   $X1 \rightarrow Z \rightarrow Y = (0.014 \times 1.013) = 0.014812$
2. The effect of education level variable on employee performance through job satisfaction
   $X2 \rightarrow Z \rightarrow Y = (0.012 \times 1.013) = 0.012156$
3. The influence of work experience variables on employee performance through job satisfaction

X3$\rightarrow$Z$\rightarrow$Y = (0.014 x 1.013) = 0.014182

Total Effect (Total Effect)

Based on the explanation above, the path diagram can be described as follows:

1. The influence of work discipline variables on employee performance through job satisfaction.
   X1$\rightarrow$Y$\rightarrow$ Z = (0.314 + 1.013) = 0.318082
2. The effect of education level on employee performance through job satisfaction.
   X2$\rightarrow$Y$\rightarrow$Z = (0.282 + 1.013) = 1.295
3. The effect of work experience on employee performance through job satisfaction
   X3$\rightarrow$Y$\rightarrow$Z = (0.391 + 1.013) = 1.404

   Therefore, the results of the path analysis can be arranged as follows:

Figure 2 Path Analysis Results

Sobel Test

The results of the Sobel test in this study indicate that:

1. The work discipline variable (X1) can have a direct effect on employee performance (Z) and can also have an indirect effect through job satisfaction (Y) as an intervening variable. The effect can be calculated using the Sobel test, namely:
   A = 0.314 SE_A = 0.314
   B = 1.013 SE_B = 0.001
   Sobel test statistic : 0.70710678
   From these calculations, it can be concluded that based on the value of tcount > ttable of work discipline (X1), namely 1.273 > 1.65 and a significant value for work discipline of 0.205 > 0.05, so that the work discipline variable (X1) has an effect and is significant on performance. employee (Z).
2. The education level variable (X2) can have a direct effect on employee performance (Z) and can also have an indirect effect on job satisfaction (Y) as an intervening variable. The effect can be calculated using the Sobel test, namely:
   A = 0.282 SE_A = 0.282
   B = 1.013 SE_B = 0.001
   Sobel test statistic : 0.99999951
   From these calculations, it can be concluded that based on the value of tcount > ttable of the education level (X2), which is 1,000 > 1.65 and the significant value for the education level is 0.319 > 0.05, so that the education level variable (X2) has a positive and significant effect on employee performance (Z).
3. The work experience variable (X3) can have a direct effect on employee performance (Z) and can also have an indirect effect on job satisfaction (Y) as an intervening variable. The effect can be calculated using the Sobel test, namely:
   A = 0.391 SE_A = 0.001
   B = 1.013 SE_B = 1.316
   Sobel test statistic : 0.76975535

From these calculations, it can be concluded that based on the value of tcount > ttable of work experience (X3) that is 1.041 > 1.65 and a significant value for work experience of 0.300 > 0.05, so that the work experience variable (X3) has a positive and significant effect on employee performance (Z).

DISCUSSION

Discussion of the results of this research analysis can be seen in table 4 as follows:

Table 4 Hypothesis Testing Results

Variable Effect	Value Significance	Information	Hypothesis
Work Discipline on Job Satisfaction	0.000 < 0.05	Significantly influential	Accepted
Education Level on Job Satisfaction	0.000 < 0.05	Significantly influential	Accepted
Work Experience on Job Satisfaction	0.000 < 0.05	Positive and significant influence	Accepted
Work Discipline on Employee Performance	0.000 < 0.05	Positive and significant influence	Accepted
Education Level on Employee Performance	0.000 < 0.05	Positive and significant influence	Accepted
Work Experience on Employee Performance	0.000 < 0.05	Positive and significant influence	Accepted
Job Satisfaction on Employee Performance	0.000 < 0.05	Positive and significant influence	Accepted
Work Discipline on Employee Performance through Job Satisfaction	0.000 < 0.05	Positive and significant influence	Accepted
Education Level on Employee Performance through Job Satisfaction	0.000 < 0.05	Positive and significant influence	Accepted
Work Experience on Employee Performance through Job Satisfaction	0.000 < 0.05	Significantly influential	Accepted

1. Work Discipline is Influential and Significant to Job Satisfaction

The results of the study prove that partially work discipline has a significant effect on job satisfaction. The significance level for the work discipline variable is 0.000 <0.05, so the results of the study indicate that the hypothesis of the effect of work discipline on job satisfaction is accepted. The results of this study indicate that work discipline is getting better as measured by indicators of attendance, compliance with work regulations, punctuality in entering and leaving work, time compliance in working hours affects job satisfaction which in this study was measured to determine the value of job satisfaction of UNPRI employees.

The results of this study support the research conducted by Putri et al. (2015) which shows that work discipline has a significant effect on employee performance, with a simple linear regression test work discipline has a positive influence on performance variables, so that the higher the employee's work discipline, the better, the lower the employee's work discipline, the worse the performance. employee.

2. Level of Education is Influential and Significant to Job Satisfaction

The results of the study prove that partially the level of education has a significant effect on job satisfaction. The significance level for the education level variable is 0.000 < 0.05, so the research results show that the hypothesis of the influence of education level on job satisfaction is accepted. The results of this study indicate that the level of education is getting better as measured by indicators of education level, suitability of majors and competencies that have been measured and shows that the education level of UNPRI employees has shown good results.

The results of this study also support the research conducted by Wahyu Hidayat (2013) showing the level of education has a significant effect on job satisfaction. This is influenced by various levels of formal education. The higher the level of formal education of employees will affect the knowledge possessed by each employee which can help lighten the workload such as planning, adjusting to new procedures, knowledge of new technologies and, making decisions at work. Therefore, the level of education is very important and very supportive in the creation of employee job satisfaction.

The results of research conducted by Dicky Rezki Zein, et al (2016) also explain that the results of the analysis of the influence of education on job satisfaction are very influential, apart from the educational factor there are other internal factors within employees that also affect job satisfaction.

3. Work Experience Is Influential and Significant To Job Satisfaction

The results of the study prove that partially work experience has a significant effect on job satisfaction. The significance level for the work experience variable is 0.000 <0.05, so the results of the study indicate that the hypothesis of the effect of work experience on job satisfaction is accepted. The results of this study indicate that the work experience is getting better as measured by indicators of length of time/service period, level of knowledge possessed, mastery of work and work equipment, as well as the level of skills possessed by employees which have been measured and shows that the work experience of UNPRI employees has shown good results.

The results of this study support the research conducted by Lamtiurmaida Lubis (2017) which states that work experience has a significant influence on job satisfaction. The existence of this experience will provide more knowledge for employees so that work will be completed more quickly, smoothly and on time which can provide employee job satisfaction.

The results of research on the effect of work experience on job satisfaction conducted by Erlis Roviyana (2015) also support and reveal that from the results of testing and data analysis that has been carried out it can be concluded that work experience affects job satisfaction, the results of descriptive analysis show that most employees have work experience and job satisfaction is quite high.

4. Work Discipline is Influential and Significant to Employee Performance

The results of the study prove that partially work discipline has a significant effect on employee performance. The significance level for the work discipline variable is 0.000 <0.05, so the results of the study indicate that the hypothesis of the effect of work discipline on employee performance is accepted. The results of this study indicate that the improving work discipline of UNPRI employees has shown good results in their performance.

The results of this study support the results of research conducted by Ery Teguh Prasetyo (2019) showing that discipline has a positive and significant effect on employee performance. So it can be concluded that if the employee's work discipline is improved, it will have an impact on increasing employee performance in the company.

The results of research conducted by Ni Luh Sekartini (2016), also support and show work discipline has a positive and significant effect on performance. This means that if the employee's work discipline is getting better, the employee's performance is getting better too, but significantly affects the increase in employee performance.

5. Level of Education is Influential and Significant to Employee Performance

The results of the study prove that partially the level of education has a significant effect on employee performance. The significance level for the education level variable is 0.000 <0.05, so the research results show that the hypothesis of the influence of education level on employee performance is accepted. The results of this study indicate that the increasing level of education owned by UNPRI employees has shown good results in their performance.

The results of this study support the research conducted by Pitriyani and Abd. Halim (2020) on the effect of education on performance, it can be concluded that the educational background variable has a positive and significant effect on employee performance, meaning that if the educational background variable is increased by one unit, the employee's performance will increase by 0.3675 units. A positive t value indicates that the educational background variable has a direct relationship with employee performance.

The results of research conducted by Ketut Edy Wirawan, et al (2019) also support and show that there is an effect of education level on employee performance because p-value < 0.005 with a joint influence relationship of 25.40% and the contribution of the direct influence of education level on employee performance. by 6.5%. As for how to improve employee performance through the level of education, namely paying attention to employees with a high level of education.

6. Work Experience Is Influential and Significant To Employee Performance

The results of the study prove that partially work experience has a significant effect on employee performance. The significance level for the work experience variable is 0.000 <0.05, so the results of the study indicate that the hypothesis of the effect of work experience on employee performance is accepted. The results of this study indicate that the improving work experience of UNPRI employees has shown good results in their performance.

This study supports the results of research on the effect of work experience on performance conducted by Yuliana Br Berutu (2019), it is known that there is an influence between work experience on the performance of employees of PT. Laot Bangko, Penanggalan District, Subulussalam City. It can be said that the relationship of work experience has a positive and significant effect on employee performance at PT. Nagali Subur Jaya. So that the higher the employee's work experience, the better the employee's performance will be.

The research of Ketut Edy Wirawan, et al (2019) also supports and shows that there is a positive influence of work experience on employee performance because of the p-value, < 0.005 with a mutual influence relationship of 59.8%, while the contribution of work experience to employee performance is large. is 35.8%.

CONCLUSION

Based on the result of the study, some conclusions that can be drawn in this study are:

1. Work Discipline has a positive and significant effect on Job Satisfaction.
2. Education level has a positive and significant effect on Job Satisfaction.
3. Work Experience has a positive and significant effect on Job Satisfaction.
4. Work Discipline has a positive and significant effect on Employee Performance.
5. Education level has a positive and significant effect on employee performance.
6. Work Experience has a positive and significant effect on employee performance.
7. Job satisfaction has a positive and significant effect on employee performance.
8. Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction.
9. Education level has a positive and significant effect on employee performance through job satisfaction.
10. Work Experience has a positive and significant effect on Employee Performance through Job Satisfaction

SUGGESTION

1. It is hoped that Prima Indonesia University can maintain and reward employees who have good work discipline values, education levels and work experience because this has an influence on the quality and quality of Prima Indonesia University.
2. It is hoped that Prima Indonesia University can also improve the quality and quality of the facilities and infrastructure, especially on the quality of the internet network where teaching and learning activities during this pandemic are carried out virtually. Then it is hoped that there will be improvements in providing water quality, especially on Campus 3 Unpri Danau Singkarak. This is because the available facilities or infrastructure also have an influence on the value of employee job satisfaction.
3. The effect of job satisfaction on employee performance is in a fairly good category. However, Prima Indonesia University needs to develop and improve job satisfaction and wants its employees to have high performance. One of the ways in which employee job satisfaction can be increased is through targeted training programs, improving employee competencies and giving awards to employees who excel both materially and non-materially.
4. It is hoped that this research can later be used as a reference for further researchers related to concepts or theories regarding human resource management

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