



The Mediating Effect of Work Discipline on The Causal Relationship of Job Satisfaction to Employee Performance

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Abstract. This study examines the performance problems of employees in the production department of PT XXX who are still not following the company. This study aims to measure job satisfaction, work discipline, and employee performance and assess the relationship between these variables. By using Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS), this research is descriptive quantitative research. This research was conducted through saturated sampling. The results of hypothesis testing show that there is a positive effect of job satisfaction on work discipline, there is no effect of job satisfaction on employee performance, there is a positive effect of work discipline on employee performance, and there is a positive effect of job satisfaction on employee performance mediated by work discipline.

Keywords: Employee Performance, Job Satisfaction, Work Discipline.

1 Introduction

Humans are resources that can act as planners, actors, and determinants of achieving organizational goals. Therefore, humans have an active role in every organizational activity. With this role, humans must be managed so that employees in a company perform well and can help the organization achieve its goals. Performance is the output humans perform in the form of work results or the results of the profession carried out in a certain period [1].

Based on the results of an interview on February 26, 2024, with the Head of Production of PT XXX, it is obtained that the results of the performance assessment of PT XXX production employees in 2023 are not following company expectations. The result shows that 22,35% of employees exceed the standard, 30,76% are equal to the standards, and 44,86% are less than the standards. It is found that the total percentage of employees who have met the standard is only 55.11%, and the total percentage of employees who have not met the standard is 44.86%. This is not following PT's expectations. XXX because this company expects the number of employees who get a performance assessment exceeding the standard to be at least 75% of the total employees.

One of the factors is the lack of employee responsibility in terms of discipline to comply with company rules. This is indicated by the presence of employees who often violate the laws of the company's working hours and the high absenteeism rate. There are 218 unexcused absences within 1 year. This attendance violation indicates that employees' sense of responsibility is not maximized.

This phenomenon must be resolved immediately after reviewing the fact that the non-achievement of performance assessment targets is caused by low employee discipline and responsibility. As a solution, researchers will refer to the theory of balance, which reads: "Performance is the application of balance theory. A person will work optimally, if he gets benefits from the existence of a fair and reasonable job". As a variable in this study, researchers used three variables, and here is the explanation:

1. **Job Satisfaction:** Job satisfaction is the overall behavior or actions of employees regarding their work [2]. Job satisfaction has nine indicators, namely: salary according to expectations, open promotions, reliable supervisors, receiving benefits, receiving rewards, conveyed rules/procedures, comfortable coworkers, work according to expertise, and smooth communication [3].
2. **Work Discipline:** Work discipline is the voluntary attitude of employees to have the desire to comply with all written and unwritten rules that apply in the company [4]. Work discipline indicators are: punctuality of employees at working hours, using equipment carefully, high responsibility, and obedience to regulations [5].
3. **Employee Performance:** Performance is a concrete result that a person shows after employees carry out their duties and play their roles in an organization [6]. Performance indicators include work results according to quality standards, work results meeting quantity targets, on-time in completing work, effectively using organizational resources, and working independently [7].

For the causality relationship between variables, several studies mention a relationship between these three variables [8 – 11]. Based on the description and previous research above, Figure 1 shows the model of the causal relationship between related variables.

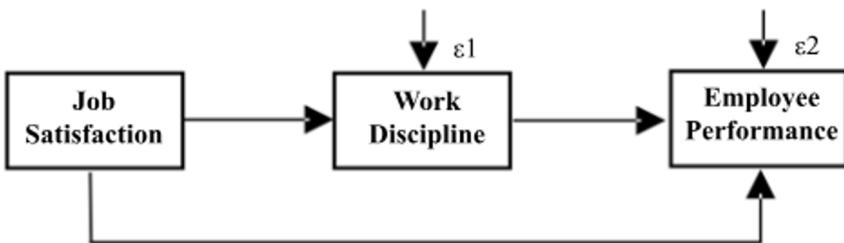


Fig. 1. Causal relationship.

2 Methods

The research methods used in this study are descriptive and quantitative. The analysis techniques used are structural equation modeling based on partial least square variations (SEM-PLS) and the SmartPLS 4 application used in data processing. Saturated

sampling is the sampling technique in this study. Data collection using questionnaires and interviews.

The research questionnaire contains 15 items covering questions about job satisfaction, eight items covering questions about work discipline, and seven items covering questions about employee performance, so the total number of question items in this study is 30.

The job satisfaction variable includes nine indicators. The work discipline variable consists of four indicators. As for the employee, the performance variable includes five indicators. All of the explanations of indicators have been mentioned in the brief description of the variables. The research subjects were employees, totaling 72 people. Respondents in this study are employees themselves (self-rating) for job satisfaction variables and supervisors/leaders for work discipline and employee performance variables.

3 Results and Discussion

3.1 Job Satisfaction

Through 9 indicators, the job satisfaction variable can be measured by the recapitulation of respondents' answers, and it is known that the average score is 3.57 and falls into the satisfied category based on the criteria set. These results conclude that the production employees of PT XXX are satisfied while working at the company because the majority of employees are satisfied with each indicator. Also, it is found that the highest average is the indicator of conveyed rules/procedures, the lowest average is the indicator of receiving benefits, and the highest loading factor on the job satisfaction variable is question item no. 4 contained in the supervisor indicator regarding the clarity of task direction received by employees from the supervisor. This indicates that of all the question items, receiving benefits suggests that the company must improve because it is the indicator with the lowest average. The clarity of task direction employees receive from supervisors is the most important question item in the job satisfaction variable because it has the highest loading factor value.

3.2 Work Discipline

Through 4 indicators, the work discipline variable can be measured by the recapitulation of respondents' answers, and it is known that the average score is 3.87 and falls into the discipline category based on the established criteria. These results conclude that the Production employees of PT XXX have been disciplined while working at the company based on the assessment of their superiors because the majority of employees are disciplined in each indicator. Also, it is found that the loading factor value above 0.6 can be declared valid, so it is found that the highest average is the indicator of using equipment carefully, the lowest average is the indicator of being on time during working hours, and the highest loading factor in the work discipline variable is question item no. 7, which is found in the responsibility indicator regarding employee absenteeism. This indicates that of all the question items, being on time at work suggests that the

company must improve because it is the indicator with the lowest average. The employee absentee level is the most important question item in the work discipline variable because it has the highest loading factor value.

3.3 Employee Performance

Through 5 indicators, the employee performance variable can be measured by the recapitulation of respondents' answers, and it is known that the average score taken from 5 indicators regarding the employee performance variable is 3.97 and falls into the good category based on the criteria set. These results conclude that the production employees of PT XXX have performed well while working at the company based on the assessment of their superiors because the majority of employees perform well in each indicator. Also, it is found that the loading factor value above 0.6 can be declared valid, so it is found that the highest average is the indicator of effectively using organizational resources, the lowest average is the indicator of work results according to quality standards, and the highest loading factor on the employee performance variable is question item no. 2 contained in the quality indicator regarding employee tidiness at work. This indicates that of all the question items, work results according to quality standards are indicators that the company must improve because it is the indicator with the lowest average, and the level of tidiness of employees at work is the most crucial question item in the employee performance variable is because it has the highest loading factor value.

3.4 H₁: Job Satisfaction on Work Discipline

This finding as shown in Table 1 confirms that job satisfaction positively and significantly affects work discipline in production employees at PT XXX. This is because the t-statistic requirement exceeds 1.96, the p-value is less than 0.05, and the r-square requirement. However, it is included in the weak relationship because only 10.3% of work discipline can be explained by job satisfaction. The remaining 89.7% of other variations are influenced by factors not discussed in this research model.

Table 1. First hypothesis.

Hypothesis	t-statistic (>1.96)	p-value (<0.05)	r-square
Job Satisfaction → Work Discipline	2.750	0.000	0.103 or 10,3%

3.5 H₂: Job Satisfaction on Employee Performance

This finding as shown in Table 2 confirms that job satisfaction does not affect the performance of production employees at PT XXX. This is because the t-statistic requirement does not reach 1.96, and the p-value requirement exceeds 0.05. The value that does not meet this standard indicates that job satisfaction does not affect the performance of production employees at PT. XXX.

Table 2. Second hypothesis.

Hypothesis	t-statistic (>1.96)	p-value (<0.05)
Job Satisfaction → Employee Performance	0.479	0.632

3.6 H₃: Work Discipline on Employee Performance

This finding as shown in Table 3 confirms that work discipline positively and significantly affects the performance of production employees at PT XXX. This is because all requirements have been met, with the t-statistic requirement exceeding 1.96 and the p-value requirement less than 0.05. The value that meets this standard shows that work discipline positively and significantly affects employee performance.

Table 3. Third hypothesis.

Hypothesis	t-statistic (>1.96)	p-value (<0.05)
Work Discipline → Employee Performance	6.601	0.000

3.7 H₄: Job Satisfaction on Employee Performance Mediated by Work Discipline

This finding as shown in Table 4 confirms that job satisfaction has a positive and significant effect on performance, which is mediated by work discipline in production employees at PT XXX. This is because the t-statistic requirement exceeds 1.96, the p-value is less than 0.05, and the r-square requirement falls into the moderate/medium category. As much as 34.9% of performance variation can be explained by job satisfaction and work discipline together, and the remaining 65.1% of other variations are influenced by factors not included in this research model.

Table 4. Forth hypothesis.

Hypothesis	t-statistic (>1.96)	p-value (<0.05)	r-square
Job Satisfaction → Work Discipline → Employee Performance	2.195	0.028	0.349 or 34,9%

There are often two dependent variables in some previous studies, but this study only used one dependent variable to see the relationship between more practical variables. Other studies also tend to use a larger number of samples, while this study uses a small sample with a systematic approach to identifying respondents who do not participate. More previous studies only relied on SPSS, even though there were mediating or moderating variables. Researchers hope future research uses PLS, too, to make the results more detailed and complex. It is also expected to be able to explore other indicators that may have a stronger influence than the indicators in this study.

4 Conclusions

Regarding the indicator that receiving allowances has the lowest average score on job satisfaction variable, it can be perceived that if employees receive allowances that follow the needs of life and the standards applied, they will better comply with company regulations regarding discipline and being on time for working hours. With the growing discipline of employees, employee work results will likely exceed standards.

The most important question item on job satisfaction variable is that if a company's supervisor is reliable and gives clear directions, employees will be more disciplined, which is mainly characterized by an improved absenteeism rate. If employees are already responsible at work, employees will likely perform better, which is characterized by the quality of work that increases beyond the standard.

- a. Job satisfaction has a positive effect on work discipline in production employees of PT XXX.
- b. Job satisfaction does not affect the performance of PT's production employees. XXX.
- c. Work discipline has a positive effect on the performance of production employees of PT XXX.
- d. Job satisfaction positively affects performance mediated by work discipline in PT production employees XXX.

Acknowledgement

Praise the Lord, and thank God for allowing me to complete this journal article. Thank you to Fakultas Pendidikan Ekonomi dan Bisnis, Universitas Pendidikan Indonesia, for holding this seminar annually. Thank you to the Global Conference on Business, Management, and Entrepreneurship (GCBME) for accommodating research in developing and publishing researchers' articles. The researcher realizes that in writing this article, it cannot be said to be perfect. Therefore, the suggestions and criticisms will be openly accepted by the researcher to improve the researcher's ability and pave the way for exploration for other researchers in the future. Hopefully, this research will have a positive and sustainably impact future research.

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