

The Mediating Role of Job Satisfaction in Relationship Between Work Discipline on Employee Performance

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Abstract

This research was conducted at a regional drinking water company (PDAM) in Sidoarjo, East Java Indonesia with the aim of analyzing the effect of work discipline on performance, analyzing the effect of job discipline on job satisfaction, analyzing the effect of job satisfaction on employee performance, and analyzing the effect of work discipline on employee performance through job satisfaction. The population of this study were employees of PDAM Sidoarjo, East Java, Indonesia with a total of 85 employees. Data analysis using Structural Equation Modeling (SEM) Partial Least Square (PLS). The results showed that work discipline has an effect on employee performance, job discipline has an effect on job satisfaction, job satisfaction has an effect on employee performance, work discipline has an effect on employee performance through job satisfaction.

Keywords

Job Satisfaction, Work Discipline, Employee Performance

1. Introduction

An organization certainly has a goal to be achieved. One of the factors that support the achievement of goals is the individual or human resources in the organization who need to be managed. Human resource management considers that employees are the main asset of the organization that must be managed properly. In order to achieve the desired results, a positive work attitude is needed. An organization is expected to be able to realize and create a management system that takes into account the factors that influence employee work attitudes in order to achieve organizational goals itself. The company's goals will be achieved if the performance of the company's human resources is good, therefore it needs to be maintained and treated properly (Supriyadi, Priadana, and Setia, 2017).

Employees are the most valuable assets in a company because they are the most important element in determining the success of a company to achieve its goals. For that the company needs employees who are able to work well and provide the best performance to the company. The ability of employees is reflected in performance, good performance is optimal performance.

Employee performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Widia and Rusdianti, 2018). Employee performance can be seen from the number of work results produced by employees, the level of

efficiency and effectiveness of employees in carrying out their work, and the timeliness of completing the work that has been determined (Mangkunegara, 2016). Employee performance does not just appear, but is also influenced by job satisfaction (Widia and Rusdianti, 2018; Indrawati, 2013).

Employee job satisfaction is a general attitude towards someone's job that shows the difference between the number of awards received by workers and the amount they believe they should receive (Robbins, 2015). Job satisfaction can be seen from the job itself, the salary / wages that the company provides to its employees, the promotions given, and supervision (Robbins, 2015). Employees who feel satisfied will have sufficient emotional resources to show empathy, understanding, respect, and concern for customers (Indrawati, 2013). Fulfilling the needs of these employees makes employees more enthusiastic about working so that the resulting performance is better. It is important for companies to pay attention to employee needs, such as providing security protection guarantees, giving rewards and job opportunities to develop their potential, providing opportunities to interact and involving employees in making decisions (Darmawan, 2013).

Good employee job satisfaction will encourage employee performance. Employees who are satisfied with their work will exert their energy and abilities to work optimally in order to achieve company goals. Yanuardini's (2014) research states that employee job satisfaction has an impact on employee performance. High job satisfaction will encourage employees to produce high performance. Job satisfaction does not just appear just like that, but is influenced by several factors, one of which is discipline (Kurniasari, 2014; Yunus & Bachri, 2013). Disciplined employees will comply with company regulations, standard operating procedures, and company policies. With the existing regulations in place in the company, employees try to comply with existing regulations. This creates discipline in employees. Employees who feel that they are able to comply with all existing regulations will be satisfied with their work (Afianto and Utami, 2017).

According to Tohardi (2016) "Work discipline is a person's behavior in accordance with the existing work procedure rules". According to Siagian (2015) "Discipline is a form of training regulation that seeks to improve and shape employees' knowledge, attitudes and behavior so that employees voluntarily try to work regularly with other employees and improve their work performance". Work discipline is something that must be instilled in every employee. Employee awareness is required by complying with applicable regulations. Regulations are needed to provide guidance and counseling for employees in creating good order in an agency / office. In addition, agencies / offices themselves must make sure that the regulations are clear, easy to understand and apply to all employees. Work discipline is an important thing that needs attention and should not be ignored. Because, there are various positive reasons why work discipline needs to be maintained. The main purpose of applying discipline in the workplace is to limit and reduce problems resulting from undisciplined behavior. Work discipline can keep office rules and systems running consistently. So, with the discipline that is usually applied, employees and companies cannot change the rules and work consistency will be maintained. Work discipline is something that must be instilled in every employee. Employee awareness is required by complying with applicable regulations. Regulations are needed to provide guidance and counseling for employees in creating good order in agencies. In addition, the agencies themselves must make efforts so that the regulations are clear, easy to understand and apply to all employees (Hasibuan, 2016).

Based on the description above, the research questions can be made of whether work discipline has the effect on employee performance, work discipline has the effect on job satisfaction, job satisfaction has the effect on employee performance, and whether work discipline has the effect on employee performance through job satisfaction.

2. Literature Review and Hypothesis

2.1 Employee Performance

Employee performance is one of the important things that company managers need to pay attention to. According to Sinambela (2016), performance is one of the total collections of work that is available to workers. Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Widia and Rusdianti, 2018). Employee performance is how many employees contribute to the company which includes the quantity of output, quality of output, duration of output, workplace attendance and comparative attitude (Damayanti and Sumaryati, 2013). Mangkunegara (2016) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Performance is a comparison between work performance, namely the comparison between work results and the expected standards (Dessler 2015). According to Siagian (2015) performance is a universal concept which is the operational effectiveness of employees, parts of the organization and parts based on established standards and criteria. Performance is a condition that must be known and confirmed to certain parties in order to determine the level of achievement of an agency's results related to the vision carried by an organization or company and to know the positive or negative impact of a policy. From the above definition, it can be concluded that the employee's performance is the result of what the employee does from what he / she is assigned to.

2.1.1 Employee Performance Building Techniques

Performance can be optimized through establishing clear and measurable job descriptions for each employee, so that they understand what their functions and responsibilities. According to Sinambella (2016) there are several ways to improve employee performance as follows:

- a. Salary determination. The results of the job description will serve as a basis for comparison of jobs in an organization and can be used as a reference for giving fair wages to employees and as comparative data in competition within the company.
- b. Employee Selection. Job descriptions are needed in the recruitment, selection and placement of employees. In addition, it is also a source for developing job specifications that can explain the level of qualification an applicant has in a particular position.
- c. Orientation. Job descriptions can introduce new job tasks to employees appropriately and efficiently.
- d. Performance assessment. The job description shows a comparison of how an employee fulfills his duties and how that task should be fulfilled.
- e. Training and development. The job description will provide an accurate analysis of training and development for career development.
- f. Organization description and planning. The early development of a job description shows where the advantages and disadvantages of accountability are. In this case the job description will balance duties and responsibilities.
- g. Description of responsibility. Job descriptions will help individuals to understand the various duties and responsibilities assigned to them.

2.1.2 Faftor Affecting Achievement of Performance

The factors that influence performance are the ability factor and the motivation factor. This is in accordance with the opinion of Keit Davis followed by Mangkunegara (2016) that:

Human performance: ability x motivation

- a. Motivation: attitude x situation. Motivation is defined as an attitude of leaders and members of the work situation in the organization.
- b. Ability: knowledge x skill. Ability factor incudes Psychologically, abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills).

According to Mangkunegara (2016), performance is influenced by three factors, as follows:

- a. The factors that consist of ability and expertise, background, and demographics.

- b. Psychological factors consisting of perception, attitude, personality, learning, and motivation.
- c. Organizational factors consisting of resources, leadership, awards, organization structure, and job design.

Individual performance is the result of the work of the members both in terms of quality and quantity based on determined work standards. This individual performance will be achieved supported by individual attributes, work effort and organizational support (Mangkunegara, 2016) individual performance in other words is the result:

- a. Individual attributes, which determine the capacity to run something. Individual attributes include individual factors (abilities and skills, background and democracy) and psychological factors include perception, attitude, personality, learning and motivation.
- b. Work effort, which forms a desire to achieve something.
- c. Organizational support, which provides the opportunity to create something. Organizational support includes resources, leadership, work environment, organizational structure and job design.

2.1.3 Performance Measurement

Sinambela (2016) concluded that there are several fundamental and most basic aspects of performance measurement, as follows:

- a. Establishing organizational goals, objectives and strategies, by determining generally what the organization wants in accordance with its goals, vision and mission.
- b. Formulating performance indicators and performance measures, which refer to performance appraisals indirectly, while performance indicators refer to direct performance measurements in the form of critical success factors and key performance indicators.
- c. Measuring the level of achievement of organizational goals and objectives, analyzing the results of performance measurement that can be implemented by comparing the level of achievement of organizational goals and objectives.
- d. Evaluating performance by assessing the progress of the organization and making quality decisions, providing an overview or results to the organization of how much success it is and evaluating what steps the organization takes next.

2.1.4 Employee Performance Indicators

According to Mangkunegara (2016), employee performance can be measured from the following indicators:

- a. Work Quantity. Work Quantity is the amount of work carried out by employees in a certain period which can be seen from the results of work in using time and speed in carrying out assigned tasks and responsibilities.
- b. Work quality. Quality of work is a result that can be measured from the level of efficiency and effectiveness of an employee in doing a job that is supported by other resources in achieving general company goals.
- c. Punctuality. It is the level of effectiveness completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other things.

2.2 Work Discipline

In the context of work, discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness as well as a person's willingness to obey all the rules and social norms that apply in a company (Rivai and Sagala, 2013). According to Hasibuan (2016), discipline is the most important HR operative function because the better employee discipline the higher work performance they can achieve. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. Discipline is the awareness and willingness of a person to obey all agency regulations made by management that remember members of the agency so that all employees can be carried out either with their own awareness or by force. Meanwhile, according to Setyaningdyah (2013) work discipline is a policy of shifting individuals to become self-responsible for complying with

organizational regulations. Fathoni (2013) defines discipline as: "A person's awareness and willingness to obey all organizational rules and prevailing social norms". According to Terry in Sutrisno (2016) discipline is a means of driving employees. So that every job can run smoothly, it must be endeavored to have good discipline. Terry doesn't agree if discipline is only associated with things that are less fun (punishment), because actually punishment is the last tool to enforce discipline.

2.2.1 Function of Work Discipline

Hartatik (2014) suggests several disciplinary functions, include:

- a. Arranging life together. Discipline functions to regulate life together, in a certain group or society. That way, the life that exists between one individual and another becomes better and smoother.
- b. Build personality. Discipline can also build the personality of an employee. An environment that has high discipline is very influential on one's personality. An organizational environment that has a calm, orderly, and serene environment plays a very important role in building a good personality.
- c. Train personality. Discipline is a means to train employee personalities so that they always show good performance. Good and disciplined attitudes, behavior and patterns of life are formed through a long process. One of the processes for shaping the personality is done through training, training is carried out among employees, leaders, and all the personnel in the organization.
- d. Punishment. Discipline accompanied by the threat of sanctions or punishments is very important, because it can provide a boost of strength to obey and obey. Without the threat of punishment, the drive for obedience and obedience can be weakened, and there is less motivation to follow the rules.
- e. Creating a conducive environment. The function of discipline is to form, attitudes, behavior, and disciplined life in the work environment, so as to create an orderly and orderly atmosphere in the implementation of work.

2.2.2 Discipline Indicators

According to Sutrisno (2016) disciplinary indicators are as follows:

- a. Obey the rules of time. Judging from the hours to come to work, hours to go home, and rest hours according to the rules applicable in the company.
- b. Obey company regulations. Basic rules about how to dress, and behave at work.
- c. Obey the rules of conduct at work. Shown by ways of doing jobs in accordance with the position, duties, and responsibilities as well as how to relate to other work units.
- d. Obey other regulations in the company. Rules about what can and should not be done by employees in the company.

Research by Zahara and Hidayat (2017) on the Effect of Satisfaction and Work Discipline on the Performance of Bank Employees in Batam City. This study aims to determine and analyze how job satisfaction and work discipline influence employee performance. Based on the results of research conducted, it can be concluded that there is a significant influence between job satisfaction and work discipline variables on employee performance. Nugrahaningsih and Julaela (2017) conducted a study on the Effect of Work Discipline and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable. The results of this study prove: Work discipline has a significant effect on job satisfaction, work discipline has a significant effect on employee performance. Widia and Rusdianti's research (2018) on the Effect of Work Discipline and Job Satisfaction on Employee Performance. The results of the study can be concluded that there is an influence between Work Discipline on Employee Performance, there is an influence between Job Satisfaction on Employee Performance.

H1: work discipline has an effect on employee performance.

2.3 Job Satisfaction

Job satisfaction as a general attitude and the level of a person's positive feelings towards his job. Someone with a high level of satisfaction will have a positive attitude towards the work done as well as should (Yunika and Madjid, 2017). Job satisfaction is a pleasant feeling, which is the result of employee perceptions in order to complete work or fulfill their needs to obtain work values that are important to

employees (Sihombing, Du, and Iskandar, 2015). Job satisfaction is a general attitude towards someone's job that shows the difference between the number of awards received by workers and the amount they believe they should receive (Robbins, 2015). Furthermore, Wijono (2015) defines job satisfaction as a positive emotional level and pleases the individual. Mangkunegara (2016), job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. Employees who feel satisfied will have sufficient emotional resources to show empathy, understanding, respect, and concern for customers (Indrawati, 2013). Job satisfaction is an affective or emotional response to various aspects or aspects of a person's job so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and dissatisfied with one or more other aspects (Hasibuan, 2016). Based on the understanding of several experts above, it can be concluded that job satisfaction is the feeling of pleasure and satisfaction experienced by a person in doing his job.

2.3.1 Factors affecting job satisfaction

Factors that affect job satisfaction according to Mangkunegara (2016), namely:

- a. Employee factors. Employee factors are factors that come from within the employees themselves, which include intelligence (IQ), age, gender, physical condition, education, experience, years of service, personality, emotions, ways of thinking, perceptions, work attitudes, and special skills.
- b. Job factor. The job factor is a factor that comes from the employee's job, which includes the type of work done by the employee, the organizational structure, the rank the employee has, the position of the employee, the quality of supervision, financial security, opportunities for promotion, social interactions, and the work relationship between employees and superiors. as well as with his company.

Meanwhile, according to Baron, quoted by Badriyah (2015), factors that affect job satisfaction are factors related to individuals and factors related to organizations. These factors are as follows:

- a. Individual factors. The factors related to the individual are factors that come from within the individual, which differentiates between one individual and another. The factors of the individual that affect the level of job satisfaction are as follows: personality, values owned by individuals, social and cultural influences, age and work experience, gender, status and seniority.
- b. Organizational factors. Factors related to the organization are factors from within the organization and from the organizational environment that affect individual job satisfaction. These factors are as follows: work situation and conditions, rewards system, security, hospital discretion, the social aspect of work.

2.3.2 Guidelines for Increasing Job Satisfaction

Guidelines for increasing job satisfaction of an organization or company, of course, must know how to increase the job satisfaction of its employees. According to Greenberg and Baron, quoted by Wibowo (2017), provide suggestions to prevent dissatisfaction and increase satisfaction in the following ways:

- a. Make work fun. People are more satisfied with jobs they enjoy doing than boring ones. Even though some jobs are intrinsically boring, they may still increase the level of enjoyment into each job.
- b. People get paid honestly. People who believe that the wage system is dishonest tend to be dissatisfied with their jobs. This is necessary not only for wages and hourly wages, but also for fringe benefits. Consistent with the value theory, they feel that they are paid honestly and when people are given the opportunity to choose the fringe benefit they want the most, job satisfaction tends to increase.
- c. Bringing together people with jobs that match their interests. The more people find that they can fulfill their interests while at work, the more satisfied they are with their jobs. Companies can offer individual counseling to workers so that personal and professional interests can be identified and adjusted.
- d. Avoid boredom and repetitive work. Most people tend to find little satisfaction in doing very tedious and repetitive work. According to the two-factor theory, people are much more satisfied with jobs that convince them of success by freely exerting control over how they do things.

Nugrahaningsih and Julaela (2017) conducted a study of the effect of work discipline and work environment on employee performance with job satisfaction as an intervening variable. The result of this study proves that work discipline has a significant effect on job satisfaction. Research by Supriyadi, et al. (2017) of compensation and work discipline on employee job satisfaction. The result showed that compensation and work discipline had a significant effect on job satisfaction.

H2: work discipline affects job satisfaction.

Indrawati (2013) conducted research of the effect of job satisfaction on employee performance. The results obtained in this study are job satisfaction has a significant positive effect on employee performance. Inuwa's research (2016) of job satisfaction and employee performance: an empirical approach. The result showed that there was a positive and significant relationship between job satisfaction and performance.

H3: Job satisfaction has a positive effect on employee performance.

Paramina and Sari (2017) conducted a study entitled the effect of work discipline, work supervision and work motivation on job satisfaction. The result showed that work discipline has a positive and significant effect on job satisfaction. Hajrina et al. (2016) conducted a research of the effect of work discipline on employee performance. From the analysis, it can be concluded that discipline has an effect on employee performance. Inuwa's research (2016) of job satisfaction and employee performance: an empirical approach. The result showed that there was a positive and significant relationship between job satisfaction and performance.

H4: work discipline affects employee performance through job satisfaction.

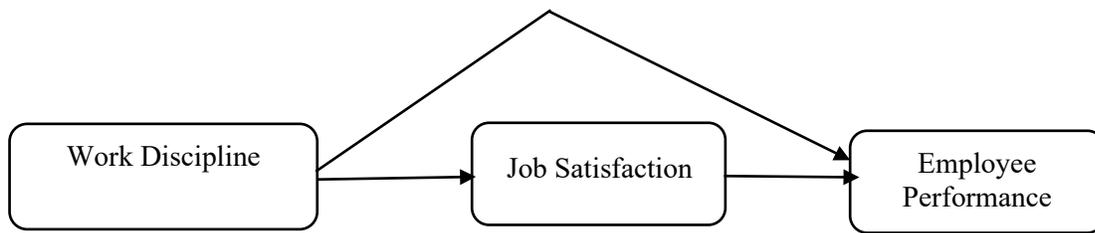


Figure 1: Research Model

3. Methods

The population in this study were all employees of government-owned water company, in East Java, Indonesia with a total of 580 people. Technique to determine the sample size using using Slovin formula and take 85 as sample. The questionnaire technique is used to obtain data related to the research variables. The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale and data analysis technique used is Partial Least Square (PLS).

4. Result and Discussion

4.1 Discriminant Validity

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Work Discipline	0,747
Job Satisfaction	0,802
Employee Performance	0,919

Based on the data presented in table 1 above, it is known that the AVE value of work discipline, job satisfaction, and employee performance variables is > 0.5. Thus, it can be stated that each variable has good discriminant validity.

4.2 Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 (Ghozali, 2014). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Work Discipline	0,921
Job Satisfaction	0,953
Employee Performance	0,972

Based on the data presented in table 2 above, it is known that the composite reliability value for the variable organizational justice, job satisfaction, and employee performance is > 0.6 . Thus, it can be stated that each variable has good composite reliability.

4.3 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or fulfills Cronbach alpha if it has a Cronbach alpha value > 0.7 (Eisingerich and Rubera, 2010). The following is the Cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variabel	Cronbach alpha
Work Discipline	0,884
Job Satisfaction	0,938
Employee Performance	0,956

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7 . Thus, these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4.4 Path Coefficient

Table 4. Path Coefficient

Variabel	Original Sample
Work Discipline -> Job Satisfaction	0,610
Job Satisfaction -> Employee Performance	0,803

The biggest path coefficient value is the effect of job satisfaction on employee performance, which is 0.803. Then the second biggest influence is the influence of work discipline on job satisfaction of 0.610.

4.5 Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 5. Hypothesis Test Results

Hypothesis	Correlation	T-statistics	P-Values	Result
H1	Work discipline -> employee performance	4,599	0,000	Accepted
H2	Work discipline -> job satisfaction	4,881	0,000	Accepted
H3	Job satisfaction -> employee performance	16,895	0,000	Accepted
H4	Work discipline -> job satisfaction -> employee performance	4,599	0,000	Accepted

From the table 5 above it can be seen that:

1. The effect of work discipline on employee performance has a P value of 0.000 or less than 0.05. Therefore it can be said that work discipline has a significant effect on employee performance.
2. The effect of work discipline on job satisfaction has a P value of 0.000 or less than 0.05. Therefore, it can be said that work discipline has a significant effect on job satisfaction.
3. The effect of job satisfaction on employee performance has a P value of 0,000 or less than 0.05. Therefore it can be said that job satisfaction has a significant effect on employee performance.
4. The effect of work discipline on employee performance through job satisfaction has a P value of 0.000 or less than 0.05. Therefore it can be said that job satisfaction can help to significantly mediate the effect of work discipline on employee performance.

5. Conclusion

The results showed that work discipline affects employee performance. This is based on the results of the hypothesis test where the P value of work discipline to employee performance is smaller than 0.05 which means that work discipline has a significant effect on employee performance. The more positive work discipline, the higher the employee performance. Likewise, vice versa, the more negative work discipline, the lower the employee performance. The results showed that work discipline affects job satisfaction. This is based on the results of the hypothesis test where the P value of work discipline to job satisfaction is smaller than 0.05 which means that work discipline has a significant effect on job satisfaction. This means that the higher the work discipline, the better job satisfaction will be. The results showed that job satisfaction affects employee performance. This is based on the results of the hypothesis test where the P value of job satisfaction to employee performance is smaller than 0.05 which means that job satisfaction has a significant effect on employee performance. This means that the more positive job satisfaction, the more positive impact on employee performance. Conversely, the more negative job satisfaction, the more negative the impact on employee performance. The results showed that job satisfaction mediates the effect of work discipline on employee performance. This is based on the results of the hypothesis test where the P value of work discipline to job satisfaction and to employee performance is smaller than 0.05 which means that job satisfaction mediates the effect of work discipline on employee performance.

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