

Analysis Of Work Discipline On Employee Perform Mance Through Job Satisfaction As An Intervening Variable at PT. Kalimantan Prima Persada

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Abstract: The problem of improving performance is closely related to the problem of how to instill awareness of the importance of discipline at work in order to achieve the goal of high employee performance. This research aims to determine the effect of work discipline analysis on employee performance through mediating job satisfaction. Population in this research is all employees of the Head office of PT.Kalimantan Prima Persada which was 100 sample size. The sampling technique used in this case was a saturated sample technique using quantitative descriptive statistical approach method and SEM PLS measurement model with Warp PLS 7.0 application. The results of the hypothesis obtained that work discipline on satisfaction has a positive effect with a regression coefficient (β) of 0.74 and $p < 0.001$. Job satisfaction has a positive effect on performance as evidenced by the significance value of p value $p < 0.001$ (below 0.5) and the regression coefficient (β) of 0.52. Therefore, job satisfaction can mediate the effect of discipline on performance at PT Kalimantan Prima Persada.

Keywords: Work discipline, Employee performance, Job satisfactions.

INTRODUCTION

Due to the changes of the 4.0 era, human resource management has been impacted, causing various issues. This makes every organization have to face challenges by experimenting and improving management in the field of human resource management. Competent, skilled, and accountable human resources are company assets that are very important for the continuity of the company (Veithzal, 2005). Human resources can be measured through the average education, training and level of experience. Education is something universal in human life. Training is a systematic process of changing one's behavior to achieve organizational goals. Training, must be related to the expertise and ability to carry out the work. Experience is seen from the length of time a person has worked, with experience a person will get used to doing a job (Hafidzi et al., 2023). Since employees are the ones that plan and decide how goals will be achieved, they are referred to as human resources in this sense. Businesses need human resources to stay competitive and be equipped to deal with challenges in the future. According to Mangkunegara (2013), the term "performance" is derived from "work performance" or "actual performance," which defines a person's actual achievements at work. The difficulty of performance is closely related to the challenge of creating awareness of the value of discipline at work in order to achieve the aim of good employee performance.

Based on the observations made by the researcher at PT Kalimantan Prima Persada, it shows a phenomenon related to the work discipline of employees. The author finds inappropriate gaps in terms of discipline. In terms of preventive, corrective, and progressive aspects that have not been implemented properly. from 2020 to 2022 the performance appraisal curve in companies tends to decrease at around 75%. Of course this is influenced by various factors, one of which is due to layoffs, under the excuse of efficiency. Apart from efficiency, layoffs are also carried out due to low employee performance. This condition also occurred at PT Kalimantan Prima Persada. Another factor that can affect performance is work discipline. Then from January to December 2022 with the number of employees reaching 139 employees, there is an average of 3% for the presentation of employee permits, 8% for the presentation of sickness, and it can be seen that the level of violations such as absent, forgotten absences, and absenteeism has the highest presentation among the other two at 18%. Employees who are not on time when they arrive at the office, as well as disobedient employees when doing daily absences in and out, especially when carrying out WFH and

this causes the results of the data recapitulation by HRD to be in disarray, the HRD also complained about the fact that there were some employees who often left the office during working hours without any business needs outside the office. This is influenced by the discipline and sense of responsibility of employees is still low and still not optimal in the company. During the pandemic, the company implemented a WFH and WFO system every two weeks for each division. This creates several obstacles because there are jobs that cannot be completed during WFH, one of which is related to the gathering of original documents to be archived, several employees from the Human Resource division admin had complained about the increased workload of the original documents they had to collect, even though the company did not require employees to take the overtime hours, but in practice some of the employees still gave up their time off on Saturdays to work overtime to complete the remaining documents from the previous work.

Aside from work discipline, job satisfaction is also a factor that affects employee performance. Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. According to the explanation from the manager of the People Development division, they are quite satisfied in terms of bonuses, salaries, and benefits, but there are still other things that reduce their satisfaction with the company, including the fact that there is still a lack of human resources in this division, especially for the training management section, which cannot be handled by employees themselves, so they frequently requires student interns to fill these positions. The duration of student internships, which is generally only 3 to 6 months. And is relatively short and and have to return to do knowledge transfer every time there is a change of internship students, this considered very ineffective, causing employee job satisfaction to be affected. This is consistent with the opinion of Edy Sutrisno (2019: 74) that the level of employee job satisfaction is determined by their attitude towards their work-related situations, employee cooperation, awards received, and physical and psychological factors. From an organizational point of view, it is very important to recognize the determinants that give rise to satisfaction and dissatisfaction and their consequences, to reveal the source of negative feelings so that they can be minimized. Then in addition, it is also necessary to pay attention to the impact that job satisfaction has on employees. Based on this description, there are differences from the research results, Rasyid's research (2017) found an effect of employee job satisfaction on employee performance. This means that, the more satisfied employees are at work will improve employee performance. However, research conducted by Syamsuri (2018) which discusses the relationship between work discipline and job satisfaction based on the results shows that discipline has no significant effect on job satisfaction. So at this time the researcher is interested in conducting research with the title "Analysis of work discipline on employee performance with job satisfaction as an intervening variable at PT. Kalimantan Prima Persada" The aim of this research is in order to prove the current application of work discipline management at PT.Kalimantan Prima Persada.

METHOD

To ensure the validity and correctness of the research data, the authors used several data collection techniques, including through data collected directly from the research location in the form of questionnaires distributed to respondents within the company (primary data), then from information derived from the company's internal records and also external sources derived from library research to obtain supporting data sourced from books and literature (secondary data). The Likert scale will be used to measure respondents' responses to statements or questions included in the questionnaire distributed. questionnaire questions on a Likert scale have five levels of answers consisting of: strongly agree (score 5), agree (score 4), moderately agree (score 3), disagree (score 2), and strongly disagree (score 1).

This study used an analysis technique for hypothesis testing methods with the Structural Equation Model approach using WarpPLS software. Analysis in WarpPLS is carried out in three stages including outer model analysis (Outer Model Test), inner model analysis (Inner Model Test), and hypothesis testing (Hypothesis Test).

Research design

This study used quantitative descriptive statistical analysis.

Population, Sample, Sampling

According to Sugiyono (2017: 215), population is an area of generalization consisting of objects / subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions. So based on the technical explanation of the sample above, the author would not use the formula again to determine the sample, because all members of the population would be studied. The population in this study was 100 employees, so the researcher adjusted the sample size to 100 respondents.

According to Arikunto (2019), a sample is a part or representative group of the population that is the subject of research. The sampling method, which the author uses is a saturated sample technique, this technique is a sampling technique where all members of the population are used as samples if the entire population studied is relatively small or another designation for this saturated sampling is a census

RESULTS AND DISCUSSION

Descriptif Analysis

Descriptive statistical analysis is used to determine the description of each variable involved in research. From the results of distributing questionnaires via google form of 100 respondents in the study can be seen in table 1 as bellow:

Table 1. Descriptive statistical Work Dicipline variable

	N	Minimum	Maximum	Mean	Std. Deviation
DK1	100	1	5	3.94	1.188
DK2	100	1	5	3.96	1.127
DK3	100	1	5	3.99	1.124
DK4	100	1	5	3.93	.946
DK5	100	1	5	3.83	1.181
DK6	100	1	5	3.92	1.032
DK7	100	1	5	4.14	1.045
DK8	100	1	5	3.71	1.140
Valid N(listwise)	100				

Source: SPSS data processing, 2023

The following results can be interpreted based on the SPSS output in table 1 which displays descriptive statistics for the Work Discipline variable (X):

The results of the analysis show that the average choice of PT.Kalimantan Prima Persada employee respondents on items related to work discipline is 3.71 to 4.14. This shows that in general, respondents tend to agree with questions related to employee work discipline. The standard deviation value which is between 946 to 1,181 indicates that the responses of the employees of PT. Kalimantan Prima Persada tend to be homogeneous in terms of work discipline.

Table 2. Descriptive statistical Work Performance variable

	N	Minimum	Maximum	Mean	Std. Deviation
KK1	100	1	5	4.01	.927
KK2	100	1	5	4.06	.962
KK3	100	1	5	3.77	1.153
KK4	100	1	5	3.97	1.010
KK5	100	1	5	4.04	.984
KK6	100	1	5	4.03	.904
KK7	100	1	5	4.11	.952
KK8	100	1	5	4.19	.940
Valid N (listwise)	100				

Source: SPSS data processing, 2023

Referring to the SPSS output in table 2 which displays descriptive statistics for the Performance variable (Z), the results can be interpreted as follows:

The results of the analysis show that the average choice of PT.Kalimantan Prima Persada employee respondents on items related to performance is 3.77 to 4.19. This shows that in general, respondents tend to agree with questions related to employee performance. The standard deviation value which is between 904 to 1,153 indicates that the responses of the employees of PT. Kalimantan Prima Persada tend to be homogenous in terms related to performance.

Table 3. Descriptive statistical Job Satisfaction variable

	N	Minimum	Maximum	Mean	Std. Deviation
KPK1	100	1	5	4.21	1.028
KPK2	100	1	5	4.25	1.009
KPK3	100	1	5	3.05	1.067
KPK4	100	1	5	3.06	1.135
KPK5	100	1	5	4.03	1.077
KPK6	100	1	5	3.92	1.041
KPK7	100	1	5	4.00	.974
KPK8	100	1	5	4.01	1.078
Valid N(listwise)	100				

Source: SPSS data processing, 2023

Based on the SPSS output in table 3 which displays descriptive statistics for the job satisfaction variable (Y), the results can be interpreted as follows:

The results of the analysis show that the average choice of PT Kalimantan Prima Persada employee respondents on items related to performance is 3.05 to 4.25. This shows that in general, respondents tend to agree with questions related to job satisfaction. The standard deviation value which is between 974 to 1,078 indicates that the responses of the employees of PT. Kalimantan Prima Persada tend to be homogeneous in terms related to performance.

Table 4. Descriptive statistical All variables

	N	Minimum	Maximum	Mean	Std. Deviation
X	100	11	40	31.42	7.394
Y	100	8	40	32.53	7.220
Z	100	9	40	32.18	6.844
Valid N(listwise)	100				

Source: SPSS data processing, 2023

From the calculation of the results of descriptive statistics for all variables in table 4, it shows that the work discipline variable (X) has a minimum value of 11 and a maximum of 40, while the overall average is 31.42 or 31.4%, this indicates that the level of work discipline at PT Kalimantan Prima Persada is still relatively low. The job satisfaction variable (Y) has a minimum value of 8 and a maximum of 40, and an overall average value of 32.53 or 32.5%, which means it shows that the level of job satisfaction in the company is still relatively low. The performance variable (Z) has a minimum value of 9 and a maximum value of 40, and an overall average value of 32.18 or 32.1% which also shows that employee performance is still not optimal and is classified as low.

a) Outer Model Analysis (Validity Test)

To measure the validity of a construct can be made by examining: (1) convergent validity and (2) discriminant validity of work discipline variables, performance, with Job satisfaction as an intervening variable is the following test results:

Table 5. Convergent validity

<i>Work Dicipline</i>		<i>Employee Performance</i>		<i>Job Satisfaction</i>	
DK1	0.913	KK1	0.920	KPK1	0.853
DK2	0.857	KK2	0.911	KPK2	0.843
DK3	0.834	KK3	0.833	KPK3	0.845
DK4	0.881	KK4	0.866	KPK4	0.858
DK5	0.800	KK5	0.928	KPK5	0.901
DK6	0.870	KK6	0.910	KPK6	0.865
DK7	0.834	KK7	0.846	KPK7	0.816
DK8	0.753	KK8	0.784	KPK8	0.881

Source: processed researched data, 2023

Based on the results of validity tests in Table 5, it shows that the validity results have met Convergent validity because all loading factors > 0.7. Thus all indicators in the research variables can be declared valid. To find out the results of good Discriminant Validity, it is stated that the square root of the AVE for each construct must be greater than the correlation between constructs in the model.

Table 6. Average Variance Extracted (AVE)

<i>Average Variance Extracted</i>		
DK	KK	KPK
0.712	0.767	0.736

Source: processed researched data, 2023

Based on the test results in table 6 above, it shows that the average variance extracted (AVE) value has met the requirements greater than 0.5.

For the results of the research reliability test of the work discipline variable, performance, and job satisfaction as an intervening variable, the following are the test results:

Table 7. Composite reability dan Cronbach's alpha

<i>Construct</i>	<i>Composite reability</i>	<i>Cronbach's alpha</i>
Work Dicipline (DK)	0.952	0.942
Employee Performance (KK)	0.963	0.956
Job Satisfaction (KPK)	0.957	0.949

Source: processed researched data, 2023

From the test results above, it can be concluded that the reliability of the instrument has been fulfilled because this value shows the consistency and stability of the instrument used is very high.

b) Inner Model Analysis (Reability Test)

Structural model analysis uses 4 tests, including: (1) R-square; (2) Q-square; (3) F-Square, (4) Goodness of Fit Model (GoF). The following are the test results.

Table 8. Inner Model Analysis

	DK	KK	KPK
<i>R-squared coefficients</i>		0.744	0.554
<i>Adjusted R-squared coefficients</i>		0.739	0.549
<i>Q-squared coefficients</i>		0,736	0,554
<i>Goodness of Fit Model (GoF).</i>	0.692 (for all variables)		

Source: processed researched data, 2023

Table 9. F-square

	Work Dicipline	Employee Performance	Job Satisfaction
Work Dicipline			
Employee Performance	0.398		0.519
Job Satisfaction	0.744		

Source: processed researched data, 2023

Assessing the inner model is to see the association of variables by looking at the results of the path parameter coefficient and its significance level (Ghozali, 2006). As for determining the influence of variables on the dependent variable, it can be seen from the Coefficient of determination (R-Square) with a standard R-squared value of 0.75, 0.50, 0.25 it can be concluded that the model is strong, moderate, and weak. Hair in Ghozali and Latan (2015). The R-squared value of 0.774 on the Performance construct, this means that the magnitude of the influence of work discipline (DK) on performance (KK) of 77.4% is interpreted as strong in explaining the dependent variable and the remaining 22.6% is influenced by other variables. Furthermore, the value of the R-square of the job satisfaction construct is 0.554, and it can be interpreted that the effect of work discipline and performance on satisfaction is 55.4%, which means that it is moderate in explaining the dependent variable and the remaining 44.6% is influenced by other variables. Based on table 4. shows that the q-square value for the performance variable has a value of 0.736 and the job satisfaction variable has a value of 0.554, thus variable models have good predictive relevance. The estimation results show that the effect size of the influence of discipline on performance is 0.398, which indicates that the influence of the latent predictor variable is medium, the effect of discipline on satisfaction of 0.744 is large, and the effect of satisfaction on performance of 0.519 is large.

c) Hyphotesis Test

In examining the hypothesis with mediation analysis, the direct and indirect effect test is using the Warp PLS program. The following are the results of hypothesis tests that have been carried out with the Significant Model:

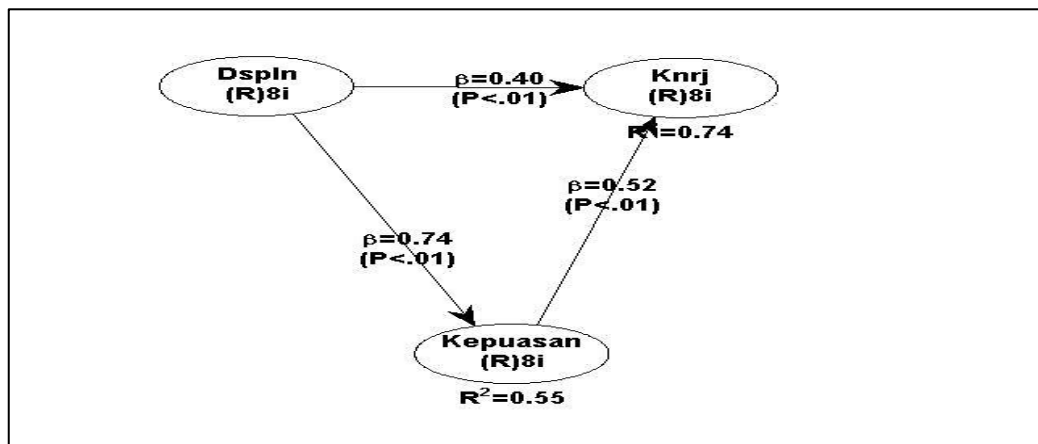


Figure 1. Research model testing with WarpPLS
 Source: Warp PLS data processing, 2023

Based on the basic decision making obtained by comparing the p-value with alpha (error rate) of 5% (<0.05), the hypothesis can be accepted or said to have a significant effect. (Ghozali, 2015: 42). The effect of the path coefficient estimate is to test the strength of the influence between variables and explain the firmness of the relationship between variable directions. Based on the calculation of the SEM PLS test which can be seen in Figure 1. indicates that the relationship between work discipline variables on performance has a significant positive effect. The path of work discipline (X) on performance (Z) with a significance value of p value is $p < 0.001$ and the regression coefficient value (β) is 0.40 at a confidence level for 5% (<0.05), thus H_1 is accepted. The effect of work discipline (X) on satisfaction (Y) has a regression coefficient (β) of 0.74 and $p < 0.001$. Because p is less than 0.01, it is considered to have a significant positive effect so that H_2 is accepted. The positive path coefficient (0.74) means that the better the effect of work discipline, the more satisfaction increases. So the conclusion of hypothesis two, work discipline affects job satisfaction is accepted. The effect of job satisfaction (Y) on performance (Z) has a regression coefficient (β) at 0.52 and $p < 0.001$. Because p is less than 0.01, it is said to be very significant so that the hypothesis is accepted. The positive path coefficient (0.52) means that the better the effect of job satisfaction, the performance will also increase. So the conclusion of hypothesis three job satisfaction affects performance is accepted. Figure 1. shows that work discipline on satisfaction has a positive effect with a regression coefficient (β) at 0.74 and $p < 0.001$. Job satisfaction has a positive effect on performance as evidenced by the significance of the p value $p < 0.001$ (below 0.5) and the regression coefficient (β) is 0.52. Therefore, job satisfaction can mediate the effect of discipline on performance.

1) Direct effect Test

Table 10. Direct effect table

No.	Colleration Between Variables (Independen Variables> Dependen)		Path <i>coefisien</i>	<i>p-value</i>	Keterangan
1	X	Y	0,398	<0,001	Highly Significant
2	X	Z	0,744	<0,001	Highly Significant
3	Z	Y	0,519	<0,001	Highly Significant

Source: Warp PLS data processing, 2023

From the results of the direct effect hypothesis test above, it is known that:

- a. H_1 = Effect of work discipline (X) on performance (Y)
 The effect of work discipline (X) on performance (Y) has a path coefficient of 0.398 and $p < 0.001$. Because p is less than 0.01, it is said to be highly significant so that the hypothesis is accepted. The positive path coefficient (0.398) means that the better the effect of work discipline, the performance will also increase. So the conclusion of hypothesis one work discipline affects employee performance is accepted.
- b. H_2 = Effect of work discipline (X) on job satisfaction (Z)
 The effect of work discipline (X) on satisfaction (Z) has a path coefficient of 0.744 and $p < 0.001$. Because p is less than 0.01, it is said to be highly significant so that the hypothesis is accepted, the better the effect of work discipline, the more satisfaction increases. So the conclusion of hypothesis two work discipline affects job satisfaction is accepted.
- c. H_3 = Effect of job satisfaction (Z) on performance (Y)
 The effect of job satisfaction (Z) on performance (Y) has a path coefficient of 0.519 and $p < 0.001$. Because p is smaller than 0.01, it is said to be very significant so that the hypothesis is accepted. the more good the effect of job satisfaction, the performance will also increase. So the conclusion of hypothesis three job satisfaction affects performance is accepted.

2) Indirect effects

Based on the calculation of the WarpPLS test which can be seen in Figure 1, it shows that work discipline on job satisfaction has a positive effect with a regression coefficient (β) of 0.74 and $p < 0.001$. Job

satisfaction has a positive effect on performance as evidenced by the significance value of p value of $p < 0.001$ (below 0.5) and the regression coefficient (β) of 0.52. Therefore, job satisfaction can mediate the effect of discipline on performance.

For WarpPLS mediation testing, you can use the 2-segment mediation method as can be seen from table 9 below:

Tabel 11. Indirect effects for path coefficient with 2 segments

<i>N.</i>	<i>Independen Variabel</i>	<i>Intervening Variabel</i>	<i>Dependen Variabel</i>	<i>Indirect effects for path coefficient</i>	<i>P-Value</i>	<i>Description</i>
1.	Work Dicipline (X)	Job Satisfaction (Z)	Employee Performance (Y)	0,386	<0,001	<i>Mediated</i>

Source: Warp PLS data processing, 2023

From the results of the indirect effect hypothesis test above, it is known that the path coefficient of the indirect effect of work discipline (X) on performance (Y) through job satisfaction (Z) is 0.386 with $p = < 0.001$, because the value is below 5% (< 0.05), it is said to be significant, so job satisfaction (Y) is a mediating variable (intervening). So hypothesis that states work discipline is mediated by job satisfaction on employee performance (H_4) is accepted.

CONCLUSION

According to the results of research on the analysis of work discipline on performance through job satisfaction as an intervening variable at PT Kalimantan Prima Persada. Then it can be concluded that: a) Work discipline has a positive and significant effect on employee performance, the test results show the significance level of p-values < 0.001 and the regression coefficient (β) at 0.40. So thus it can be concluded that work discipline has a relation to improving performance. The results of this study provide empirical evidence that work discipline plays a role in improving performance and the results are relevant to previous research by Andia Salsabila, Suryawan (2021) which states that employee performance is influenced by work discipline, the increase in discipline, the more optimal employee performance. Discipline is said to increase as evidenced by the punctual arrival and return of work, employee attendance, and adherence to company regulations, then employee performance will also increase. b) Work discipline has a positive and significant effect on job satisfaction. the value of the regression coefficient (β) is 0.74 and $p < 0.001$. that the better the effect of work discipline, the satisfaction will also increase. Discipline in the workplace requires more attention and needs to be improved in order to achieve employee expectations and foster a sense of satisfaction at work. In other words, if employees comply with all applicable company rules and norms, it can be concluded that employees have a feeling of satisfaction. this is in line with research conducted by Muhammad Elfi Azhar, et al (2020) which states that simultaneously known work discipline has a positive and significant effect on employee job satisfaction. c) Job satisfaction has a positive and significant effect on performance, with a significance level value of p-values < 0.001 and has a regression coefficient (β) of 0.52, it is stated that the higher the level of job satisfaction, then the higher the employee performance, this is in line with research conducted by Andia Salsabila, Ian Nurpatricia Suryawan (2021). d) Work discipline mediated by job satisfaction on employee performance also has a positive and significant effect. Based on the indirect effect path analysis, the coefficient value of work discipline on performance through job satisfaction is 0.386 with $p = < 0.001$, this means that the job satisfaction variable has a significant positive effect in mediating the relationship between work discipline and performance. In line with previous research by Bambang Nuryatin (2020) with similar variables which states that job satisfaction can be used as a mediation in the influence of discipline on employee performance and mediation in this case was partial.

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