

The Effect of Work Discipline on Employee Performance with Job Satisfaction as a Moderating Variable

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ABSTRACT

This research aims to examine and analyze the influence of work discipline on employee performance, the influence of job satisfaction on employee performance and examine job satisfaction in moderating the influence of work discipline on employee performance. This research was conducted at Regional Secretariat Office of Purbalingga Regency. The respondents of this research are State Civil Apparatus taken using direct survey method with questionnaire instrument. A survey was conducted to collect data from 105 respondents. The analytical method is a quantitative research method using the Structural Equation Model (SEM) analysis model from the Partial Least Square (PLS). The research results that work discipline has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance. Meanwhile, job satisfaction is proven to be a moderating variable between work discipline and employee performance. This research has important implications for the Purbalingga Regency Regional Secretariat Office so that it can strengthen work discipline management strategies to improve employee performance by paying attention to job satisfaction factors. The theoretical contribution of this research is to describe the complex dynamics between work discipline, employee satisfaction and employee performance in the context of personnel administration.

Keywords: employee performance, work discipline, job satisfaction.

1. Introduction

Facing increasingly tight competition in the global era, organizations are required to be able to increase their competitiveness in order to maintain the survival of the organization. Organizations are also required to work with high performance. Bernardin and Russell (1993) state that performance is the achievement of results obtained from certain job functions or activities over a certain period of time. Every employee in the organization is required to make a positive contribution through good performance, remembering that organizational performance depends on the performance of its employees (Gibson, et al, 1995). The Regional Secretariat of Purbalingga Regency is a government institution that has an important role in supporting the smooth and efficient running of government at the district level. Employee performance has a direct impact on

the quality of public services and the achievement of regional development goals. In the first semester of 2023, the level of performance achievement has not yet reached the optimal target, namely the very good predicate. Therefore, it is important to understand the factors that influence employee performance. According to Hessel (2007) factors that influence organizational performance are motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment and organizational commitment. One factor that is believed to have a big influence on employee performance is work discipline and job satisfaction. Work discipline refers to the extent to which employees can comply with the rules, procedures and tasks set by the organization. Apart from that, job satisfaction is also an important factor in shaping employee performance. Job satisfaction reflects the extent to which employees feel satisfied and happy with their work. Job satisfaction can also moderate the relationship between work discipline and employee performance. This means that the impact of work discipline on employee performance may be stronger or weaker depending on the employee's level of job satisfaction. Civil servant target performance is expressed in number and designations or predicates as follows:

Tabel 1. Civil Servant Target Performance

No	Predicate	Achievement Targets
1	Very good	110 – 120
2	Good	90 - 110
3	Middle	70 - 90
4	Less	50 - 70
5	Very less	< 50

Source: PP (Presidential Regulation) no. 30 of 2019

Data on employee performance and work discipline of the Purbalingga Regency Regional Secretariat Office for the period January – June 2023, as follows:

Table 2. Average Employee Performance Evaluation

Month	Achievement Targets					Number of Employees
	Very good	Good	Middle	Less	Very Less	
January	20	110	10	2	-	142
February	25	101	15	1	-	142
March	10	119	12	1	-	142
April	30	92	17	3	-	142
May	35	85	20	2	-	142
June	25	98	15	4	-	142
Average	24	100	15	3	-	142
%	17%	71%	10%	2%	-	

Source: Internal personnel data

Based on table 2 and table 3, it can be seen that during the first semester of 2023, performance was achieved at a very good level of 17%, a good level of 71%, a middle level of 10% and a less level of 2%. Based on table 1, while referring to PP no. 30 of 2019 the target that employees should achieve is a very good level. Then in table 3 it is explained that employee absences are not only concentrated in alpha absences, but are driven by several categories such as illness, permission and leave. Then, of the total of 142 employees who were late, either less than 15 minutes or more than 15 minutes.

Table 3. Employee Absence

Month	Absence Category				Delay Category	
	Sick	Permission	Paid leave	Alpha	<15 Minutes	>15 Minutes
January	2	2	5	-	7	5
February	-	-	4	-	10	5
March	-	2	2	-	5	3
April	2	1	5	-	5	4
May	1	2	-	-	9	7
June	2	3	3	-	8	3

Source: Internal personnel data

Based on the above phenomenon, researchers are interested in conducting further studies on the influence of work discipline on employee performance at the Purbalingga Regency Regional Secretariat Office by adding the variable job satisfaction as a moderating variable.

2. Literature Review

2.1 Work Discipline

According to Keith Davis and John W. Newstrom (2012), work discipline is defined as the implementation of management to strengthen organizational guidelines. Work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and being able to explain them and not evade accepting the sanctions. Dessler (2009) states that work discipline is a rule made by a company or organization which aims to encourage employees to behave carefully at work so that they can solve a problem. Locke (1981) stated that work discipline and performance can be understood through setting clear and specific goals, when individuals have concrete and challenging goals, they tend to be more disciplined and perform better. Meanwhile, according to Sutrisno (2019), a factor that can influence work discipline is the amount of compensation given, because employees usually work in accordance with remuneration commensurate with the effort they have given to contribute to the company. According to Sinambela (2016) there are several indicators of work discipline, namely frequency of attendance, level of vigilance, compliance with work standards, compliance with work regulations, and work ethics.

2.2 Job Satisfaction

Robbins (2003) states that job satisfaction is a general attitude towards a person's work that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. The more aspects of the job that suit the individual's wishes, the higher the level of satisfaction felt. Kreitner and Kinicki (2001) state that job satisfaction is an effectiveness or emotional response to various aspects of work. According to Luthans (2006), job satisfaction is a happy emotional state or positive emotion that comes from assessing one's work or work experience. W. Newstrom and Keith Davis (2012) argue that job satisfaction is the feelings and emotions of whether a worker is happy or not with their job. According to Robbins (2009) there are several indicators of job satisfaction, namely the nature of work, supervision, salary, promotion opportunities, relationships with coworkers.

2.3 Employee Performance

Colquitt, Lepine and Wesson (2011), reveal that performance is formally defined as the value of a set of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals. This theory emphasizes that the essence of performance is the set of employee behaviors that contribute to achieving organizational goals. Dessler (2009) states that performance is work achievement, namely the employee's actual achievement compared to the employee's expected achievement. Performance can basically be seen from two points of view, namely employee (individual) performance and organizational performance. Employee performance is the result of individual employee work in an organization, while organizational performance is the totality of work results achieved by an organization which is a unified collection of individual performance. According to Gibson (2007), performance can be interpreted as the level of success in carrying out tasks and the ability to achieve predetermined goals. Performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning (Moehariono, 2010). There are several indicators of employee performance according to Robbins (2016), namely work quality, quantity, timeliness, effectiveness, independence.

2.4 Conceptual Framework

Employee performance is the result of work that can be seen in terms of quality and quantity that can be achieved by employees in carrying out tasks in accordance with the responsibilities given to employees. One of the factors that can influence performance is work discipline and job satisfaction. Work discipline refers to the extent to which employees can comply with the rules, procedures and tasks set by the organization. Job satisfaction reflects the extent to which employees feel satisfied and happy with their work. Job satisfaction can also moderate the relationship between work discipline and employee performance. This means that the impact of work discipline on employee performance may be stronger or weaker depending on the employee's level of job satisfaction. Based on this description, an empirical research model can be formulated regarding the influence of work discipline on employee performance with job satisfaction as a moderating variable as follows:

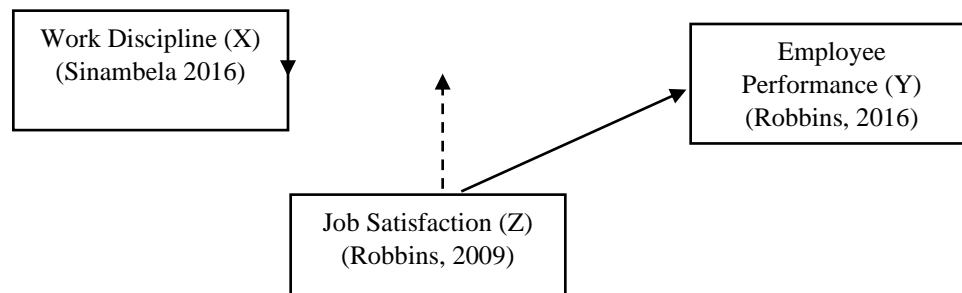


Figure 1. Research Model

The hypothesis developed is:

H1: Work discipline has a positive and significant effect on employee performance

H2: Job satisfaction has a positive and significant effect on employee performance

H3: Job satisfaction moderates the influence of work discipline on employee performance

3. Research Methodology

3.1 Population and Sample

This study uses quantitative approach with survey method. Quantitative research is a research method based on positivism (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion (Sugiyono 2018). This research is held in Purbalingga Regency Regional Secretariat Office. The population was 142 State Civil Apparatus, samples were taken using the Slovin formula calculation and the resulting number of respondents was 105 respondents. The sample adopted technique is using stratified random sampling.

3.2 Variable Measurement

The measurement of each variable is using 5 (five) point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The variables in this research can be classified into exogenous variables and endogenous variables. Work discipline (X) is an exogenous variable, job satisfaction (Z) is an exogenous moderating variable and employee performance (Y) is an endogenous variable. Measuring work discipline uses 5 (five) indicators from Sinambela (2016), job satisfaction uses 5 (five) indicators based on Robbins (2009) and employee performance uses 5 (five) indicators based on Robbins (2016).

3.3 Data Analysis Tools

Data processing and hypothesis examination were held using Structural Equation Model (SEM) Partial Least Square (PLS). the measurement models is used to test the validity and reliability, while the structural model is used to test causality or hypotheses.

4. Results

4.1 Validity Test and Reliability Test

The validity test is used to measure whether a questionnaire is valid or not (Ghozali, 2009). Convergent validity measures the magnitude of the correlation between the indicator score and the variable score (Eliyana, et al 2019). The validity testing criteria for this model are an AVE value of more than 0.5, an outer loading value of above 0.7 and discrimination validity with the AVE root being greater than the variable correlation. The reliability testing criteria are by looking at the composite reliability value, namely the Cronbach alpha and composite reliability values are greater than 0.7 (Hair et al, 2022).

Table 4. Construct Validity and Reliability

Matrix	Cronbach's alpha	(rho a)	(rho_c)	(AVE)
X (work discipline)	0.919	0.923	0.937	0.712
Y (employee performance)	0.920	0.922	0.940	0.758
Z (job satisfaction)	0.900	0.930	0.924	0.674

Source: Processed primary data

In table 4 it can be seen that each variable has an AVE value above 0.5, in figure 2 it can also be seen that the outer loading value is above 0.7. Table 5 shows that the AVE root value is greater than the correlation value with other variables. This illustrates that the latent variable has indicators with good discriminative validity. So, it can be concluded that the variables used are valid.

The reliability test can be seen from table 4, these results show that almost all variables have cronbach alpha and composite reliability values which meets the rule of thumb is greater than 0.70. So, it can be concluded that the variables used are reliable.

Table 5. Result of the Dicriminant Validity Analysis

Matrix	X (work discipline)	Z (job satisfaction)	Y (employee performance)
X (work discipline)	0.844		
Y (employee performance)	0.671	0.862	
Z (job satisfaction)	0.620	0.597	0.871

Source: Processed primary data

The structural model of outer measurement of this research model can be seen in Figure 2 as follows:

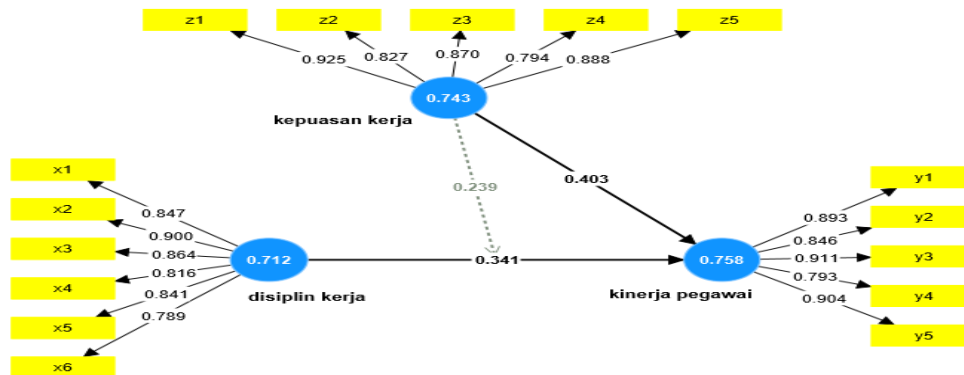


Figure 2. PLS Algorithm Results

4.2 Evaluation of the Structural Model (inner model)

The structural model is evaluated using R2 for endogenous/ dependent variables, while the path coefficient value is used for exogenous/ independent variables whose significance is then assessed based on the t-statistics of each path. The structural model can be seen in Figure 3.

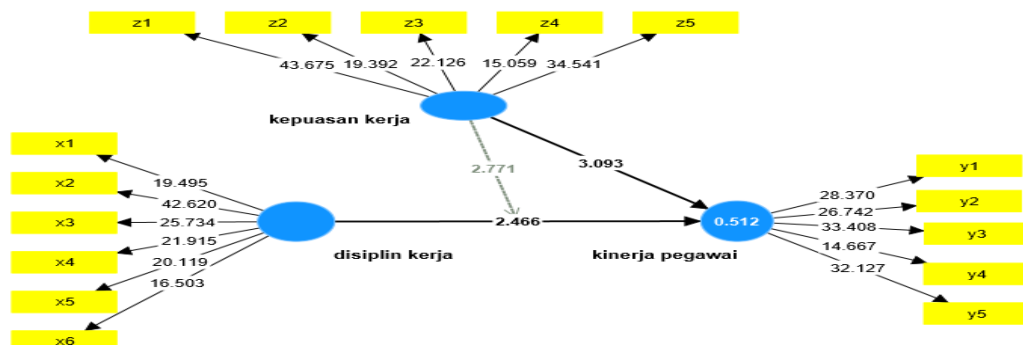


Figure 3. Output of PLS Bootstrapping Results

4.3 Hypothesis Testing

To test the significance of the research hypothesis, it is carried out by assessing the value of the path coefficient or inner model which is indicated by the t-statistic or t-count value compared to the t-table value of 1.96 at an alpha error of 5%. If the t-statistic value is > 1.96 then the hypothesis is accepted and if the t-statistic value is < 1.96 then the hypothesis is rejected (Ghozali, 2009).

Table 6. Path Coefficient

Matrix	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
X (work discipline) -> Y (employee performance)	0.341	0.333	0.138	2,466	0.014
Z (job satisfaction) -> Y (employee performance)	0.403	0.413	0.130	3,093	0.002
Z (job satisfaction) x X (work discipline) -> Y (employee performance)	0.239	0.233	0.086	2,771	0.006

Source: Processed primary data

Based on table 6 above, it can be concluded:

- The P value is 0.014 and the t-statistic value is 2.466, which is greater than the t-table value of 1.96. It can be concluded that the first hypothesis is accepted.
- The P value is 0.002 and the t-statistic value is 3,093 which is greater than the t-table value of 1.96. It can be concluded that the second hypothesis is accepted.
- The P value is 0.006 and the t-statistic value is 2.771, which is greater than the t-table value of 1.96. This shows that job satisfaction as a moderating variable has proven to be significant in influencing the relationship between work discipline and employee performance, so the third hypothesis is accepted.

4.4 Model Goodness Test

Based on data processing that has been carried out, obtained value *R-Square* as follows:

Table 7. Values *R-Square*

Matrix	R-square	R-square adjusted
Y (employee performance)	0.512	0.498

Source: Processed primary data

Based on the data in table 7, it can be seen that the R-Square value for the employee performance variable is 0.498, which indicates that the employee performance variable can be explained by the work discipline and job satisfaction variables of 49.8%. The R-Square value of 0.498 indicates that the amount of diversity in research data that can be explained by the research model is 49.8% while the remaining 50.2% is explained by other factors outside this research model.

5. Discussion

5.1 The influence of work discipline on employee performance (H1)

The research results prove that work discipline has a positive effect and is significantly related to employee performance. These results are consistent with previous research conducted by Astadi Pangarso (2016), Jeli Nata Liyas (2017) show that work discipline has a significant effect on employee performance. Empirically it is also in line with Mangkunegara (2010) and Prawirosentono (1999) there are several factors that influence employee performance achievement. These factors include ability, motivation, individual factors, organizational environmental factors and work discipline. From the results of testing the relationship between the two variables of work discipline and performance, a conclusion can be drawn that the higher the employee's work discipline, the higher the employee's performance will be achieved.

5.2 The effect of job satisfaction on employee performance (H2)

The research results prove that job satisfaction has a positive and significant effect on employee performance. These results are consistent with previous research conducted by Rahmat Sabuhari (2020) shows that job satisfaction has a significant effect on employee performance. Previous research regarding the influence of job satisfaction on performance was also conducted by Kristianto et al (2010) which resulted in job satisfaction having a positive influence on employee performance. Theoretically, job satisfaction has a relationship with achievement and performance, Robbins and Judge (2015) explain that there is a fairly strong correlation between job satisfaction and performance. Kreitner and Kinicki (2001), say that there are several correlations with job satisfaction with performance, namely job satisfaction leads to increased performance so that satisfied employees will be more productive. A conclusion can be drawn that the higher the employee's job satisfaction, the higher the level of employee performance achievement.

5.3 Job satisfaction moderates the influence of work discipline on employee performance

The research results prove that job satisfaction moderates the influence of work discipline on employee performance. This is in accordance with previous research conducted by Mahaputra Adipradana (2021) showing that job satisfaction moderates the influence of work discipline on employee performance. A conclusion can be drawn that the job satisfaction factor can weaken or strengthen the influence of work discipline on employee performance. High job satisfaction can create a high level of discipline and result in a high level of employee performance.

6. Conclusion

The aim of this research is to analyze the influence of work discipline on employee performance, to test the influence of job satisfaction on employee performance and to test job satisfaction in moderating the influence of work discipline on the performance of employees of the Regional Secretariat Office of Purbalingga Regency. The results of this research are that work discipline has a positive and significant effect on employee performance at the Purbalingga Regency Regional Secretariat Office. This shows the importance of implementing and maintaining high standards of

work discipline in the work environment to improve employee performance. Job satisfaction plays an important role as a moderating variable in the relationship between work discipline and employee performance. This means that the level of employee job satisfaction can strengthen or weaken the influence of work discipline on their performance. Therefore, management must pay attention to factors that influence employee job satisfaction, such as the work environment, rewards and recognition, to maximize the positive impact of work discipline.

The implication of these findings is that the Purbalingga Regency Regional Secretariat Office needs to develop a strategy that combines improving work discipline with efforts to increase employee job satisfaction. This can include employee training and development, improved working conditions, and better recognition systems. This research provides a strong foundation for efforts to improve employee performance at the Purbalingga Regency Regional Secretariat Office. By understanding the relationship between work discipline, job satisfaction and employee performance, management can take concrete steps to achieve organizational goals more efficiently and effectively. In order to improve employee performance and organizational efficiency, management should continue to monitor and evaluate work discipline and efforts to increase job satisfaction in their work environment.

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