

THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN BPJS KETENAGAKERJAAN PEMATANG SIANTAR BRANCH OFFICE AND KISARAN BRANCH

Romulus Desyanto Gultom^{1*}, Mesra B²
^{1,2}*University of Panca Budi Development*

ABSTRACT

Human resources (HR) are very closely related to the aspects of employee employment and organizational management. The phenomenon that occurs at BPJS Ketenagakerjaan Pematang Siantar Branch Office and Kisaran Branch is the lack of employee discipline at work and time, making employee performance poor, this is because employees feel dissatisfied with their work because there is no organization that pays attention to employees and compensation does not exist so that employee performance decreases. The results of this study are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original value of 0.858 and p values or sig 0.000. Work Discipline has a positive and significant effect on Employee Performance with an original value of 0.174 and p values or sig 0.006. Job Satisfaction has a positive and significant effect on Employee Performance with an original value of 0.770 and p values or sig 0.000. Work Discipline has an indirect effect on Employee Performance through Job Satisfaction with an original value of 0.661 and p values or sig 0.000.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

1. Introduction

Human resources (HR) are very closely related to the aspects of employee employment and organizational management. A Business is founded on the development of a vision that will be a goal. As the business grows, the company formulates a mission in an effort to realize its vision. Human resources are essential to achieve the business goals that have been set. Other components that already exist will not function without the role of HR. Because it is the community that decides how a company is operated and acts as its controller. It is essential for corporate organizations to implement discipline.

Employee discipline is defined as his desire and willingness to carry out the responsibilities given to him and obey all applicable rules and regulations, whether stated in writing or not. Effective employee discipline is necessary to motivate staff members to feel in possession of their work and complete it on time. Work discipline is an attitude or way of acting that shows compliance with organizational policies, company regulations, loyalty, order, and relevant social conventions. Organizational discipline is essential to the operational success of any business; All members must comply with all applicable laws and regulations.

The good or bad state of emotions when looking at a person's work is called job satisfaction. Because job satisfaction and performance are closely related, job satisfaction is very

important. Workers who are satisfied with their position are likely to perform well. A comfortable workplace with supportive coworkers, a competitive salary plan, suitable work, excellent supervision, and prospects for advancement are all signs of a happy workplace. The variety of attitudes of an employee determines their level of job satisfaction. The trust factor in the organization is influenced by a background element called job satisfaction. However, in the corporate sector and organizations that provide public services, "satisfaction" is one of the most important factors. The level of enjoyment that arises from all organizational operations has a significant impact on the organization's ability to grow and develop.

Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work carried out today must be of higher quality than the implementation of past work, for the future time it is of higher quality than the present. A worker will feel a sense of personal pride and satisfaction in the achievements made possible by their performance as reported to the company. In the workplace, being a good performer is a desirable condition. If an employee's work performance meets the norms of quality and quantity, then he will carry out his work well.

The phenomenon that occurs at BPJS Ketenagakerjaan Pematang Siantar Branch Office and Kisaran Branch is the lack of employee discipline at work and time, making employee performance poor, this is because employees feel dissatisfied with their work because there is no organization that pays attention to employees and compensation does not exist so that employee performance decreases.

Problem Formulation

After the identification is made, the formulation of the problem of this study is as follows:

1. Does Work Discipline have a positive and significant effect on Job Satisfaction at BPJS Employment Pematang Siantar Branch Office and Kisaran Branch?
2. Does Work Discipline have a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Pematang Siantar Branch Office and Kisaran Branch?
3. Does Job Satisfaction have a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Pematang Siantar Branch Office and Kisaran Branch?
4. Does Work Discipline have a positive and significant effect on Employee Performance through Job Satisfaction at BPJS Employment Pematang Siantar Branch Office and Kisaran Branch?

Literature Review

Work Discipline

In addition, according to Sutrisno (2016), discipline is a person's behavior that is in accordance with existing rules, work procedures or discipline is attitudes, behaviors, and actions that are in accordance with the regulations of the organization, both written and unwritten." Meanwhile, according to Hartatik (2014), work discipline is a tool or means for an organization to maintain its existence.

Work Discipline Indicators

According to Sutrisno (2016) the indicators of work discipline are as follows:

1. Obey time rules, judging from the hours of entering work, leaving work, and resting hours on time in accordance with the rules applicable in the company.
2. Obey company regulations: Basic rules on how to dress and behave at work.
3. Obedience to the rules of conduct at work is shown by the ways of doing work in accordance with duties, positions, and responsibilities as well as ways of relating to other work units.
4. Obey other regulations in the company Rules about what is allowed and what is not allowed to be done by employees in the company.

Job Satisfaction

Meanwhile, according to Badriyah (2015) is: The definition of job satisfaction according to Mila Badriyah is the attitude or feeling of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker. Job satisfaction is a quite interesting issue because it has proven to be of great benefit to the company. Job satisfaction is a feeling that supports or does not support employees related to their work or their condition, Magkunegara (2017).

Job Satisfaction Indicators

According to Badriyah (2015) defines satisfaction as a cluster of evasive feelings about work. He identifies job satisfaction indicators, namely:

- a. Wages, amounts and sense of justice
- b. Promotion, opportunity and sense of fairness to get a promotion
- c. Supervision, fairness and competence of managerial assignments by supervisors
- d. Benefits, insurance, vacations and other forms of facilities
- e. Contingent rewards, respect, recognized and appreciated
- f. Operating procedures, policies, procedures and rules
- g. Co-worker, pleasant and competent co-worker
- h. Nature of work, the task can be enjoyed or not
- i. Communication, sharing information within the organization, both verbal and non-verbal.

Employee Performance

Nurjaya (2021) states that performance is the level of achievement of results for the implementation of certain tasks. Company performance is the level of achievement of results in order to realize the company's goals. Afandi (2018). Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters related to physical and psychological factors.

Employee Performance Indicators

According to Nurjaya (2021) states that indicators that can measure employee performance are as follows:

1. The quantity of work results, namely all forms of the number of labor carried out can be seen from the performance results of employees in a certain time in completing their duties and responsibilities within the specified time.

2. Quality of work results, which are all kinds of forms of units of measurement related to the quality or quality of work results that can be expressed in numerical measures or other numerical equivalents.
3. Efficiency, namely in carrying out the tasks of various resources wisely and in a cost-effective manner.
4. Work discipline, namely obedience to applicable laws and regulations.
5. Initiative, which is the ability to decide and do something right without having to be told, being able to find what should be done about something around you, trying to keep moving to do some things even if the situation feels more difficult.
6. Accuracy, which is the level of suitability of the results of work measurement whether the work has achieved what goal it has.
7. Leadership, which is the process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals.
8. Honesty, which is one of the human traits that is quite difficult to apply.
9. Creativity, which is a mental process that involves the emergence of ideas or that involves the emergence of ideas.

Conceptual Framework



Figure 1 : Conceptual Framework

Hypothesis

- H1: Work Discipline has a positive and significant effect on Job Satisfaction in the Office Pematang Siantar Branch and Range Branch
- H2: Work Discipline has a positive and significant effect on Employee Performance in the Office Pematang Siantar Branch and Range Branch
- H3: Job Satisfaction has a positive and significant effect on Office Employee Performance Pematang Siantar Branch and Range Branch
- H4: Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction at Pematang Siantar Branch Office and Range Branch

2. Method

The type of research used is a type of quantitative research. According to Sugiyono (2021) the quantitative method can be interpreted as a research method based on a certain sample philosophy, data collection using research instruments, data analysis is quantitative/statistical, with the aim of describing and testing the hypothesis that has been determined.

Population

The population of this study is 80 employees of BPJS Ketenagakerjaan Pematang Siantar Branch 38 and BPJS Ketenagakerjaan Kisaran Branch in Asahan 42 employees. According to Sugiyono (2021), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions.

Sample and sample technique

The sample used was all populations to be used as a sample, namely 80 employees using the saturated sample technique as the sampling technique. According to Sugiyono (2021), the sample is part of the number and characteristics possessed by the population, so the number of samples taken must be representative of the population in the study. According to Sugiyono (2021) "saturated sampling is a sample that, when added to the number, will not increase representativeness so that it will not affect the value of the information that has been obtained".

Place and Time

This research was conducted at the Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and at the Range Branch Office: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency. This research was carried out for a maximum of 3 months.

Data Collection Techniques

This data collection technique is to use a questionnaire and disseminate it with primary data sources as research data sources. According to (Sugiyono, 2021) a questionnaire is a data collection method carried out by giving a set of questions or written questions to respondents to answer.

Table 1. Questionnaire Answer

It	Code	Answer
1	STS	Strongly disagree
2	TS	Disagree
3	N	Neutral
4	S	Agree
5	SS	Strongly Agree

Data Analysis

Using SmartPLS version 3 software, the Partial Least Square (PLS) approach is used to analyze the data. PLS is one of the more complete structural equation modeling (SEM) methods in this regard than other SEM procedures. Partial Least Square (PLS) is a fairly powerful

method of analysis because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical scales, ordinals, intervals to ratios can be used in the same model), the sample does not have to be large (Gozali, 2014).

Measurement Model or Outer Model

- a. *Content Validity* . The validity of the questionnaire can be obtained by using a questionnaire that has been widely used by researchers. The questionnaire used in this study is the result of a literature study with modifications as necessary to avoid the tendency of respondents to certain preferences.
- b. *Convergent Validity*. This convergence measurement shows whether each question item measures the dimensional similarity of those variables. Therefore, only the question items had a high level of significance, which was greater than 42 times the standard error in the measurement of the research variable question items. Convergent validity can be satisfied when each variable has an AVE value above 0.5, with the loading value for each item also having a value greater than 0.5. (Ghozali, 2014)
- c. *Average Variance Extrated (AVE)*. This validity test is to assess the validity of the question item by looking at the average variance extracted (AVE) value. AVE is the average percentage of variance extracted (AVE) values between question items or indicators of a variable which is a summary of convergent indicators. For a good requirement, if the AVE of each question item is greater than 0.5 (Ghozali, 2014).
- d. *Discriminant Validity* . This validity test explains whether the two variables are quite different from each other. The validity test of discrimination can be fulfilled if the correlation value of the variable to the variable itself is greater when compared to the correlation value of all other variables. In addition, another way to meet the validity test of dissent can be seen in the cross loading value, if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2014).

Structural Model or Inner Model

Inner models (*inner relation, structural model and substantive theory*) describe the relationship between latent variables based on substantive theory. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t-test as well as the significance of the structural path parameter coefficient. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2014). In addition to looking at the R-square value, the Partial Least Square (PLS) model is also valzed by looking at the predictive Q-square relevance for the constructive model. Q square measures how well the observation value is generated by the model as well as the estimation of its parameters.

Hypothesis Testing

Hypothesis testing uses full model structural equation modeling (SEM) analysis with smartPLS. In the full model structural equation model, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). Hypothesis testing by looking at the value of *Path Coefficient* in the inner model test. A hypothesis is said to be accepted if the statistical T value is greater than the T of the table 1.96

(α 5%), which means that if the statistical T value of each hypothesis is greater than the T of the table, it can be declared accepted or proven.

3. Results and Discussion

In this explanation, the results of research that have been carried out previously will be analyzed to clarify and improve the research findings. This can be achieved by using the following PLS smart research applications, which will be used:

External Models

This outer model is used to test clear and thorough results in testing the relationship between latent variables and bound variables. The results of the research methodology include several aspects, including convergent validity, discriminatory validity, and reliability. These aspects can be seen below.

Convergent Validity

This analysis was carried out by comparing the loading factor value with a limiting value of 0.7 and an Average Variance Extracted (AVE) value of 0.5. It can be used to show that if the loading factor is higher than the limiter value, then the analysis is considered valid; On the other hand, if the value of the loading factor is not able to match the delimiter value, then the analysis is considered invalid. In this case, the results of the Convergent Validity model will be displayed in the form of tables and graphs, and the equation between Sub Structurals 1 and 2 will be highlighted so that it can be seen in Graph 2:

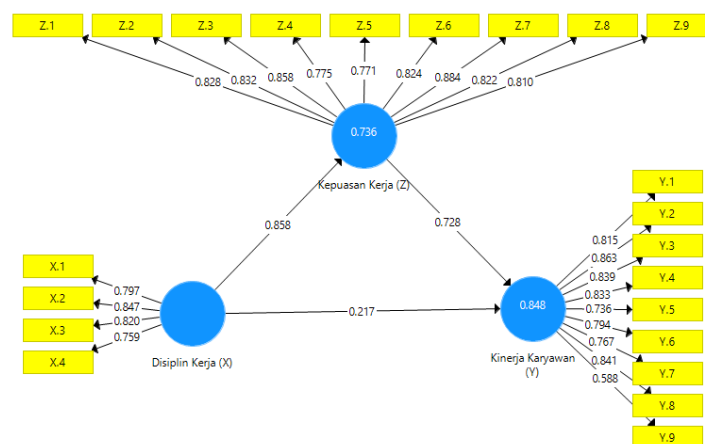


Figure 2. Outer Model Phase 1

After showing the outer loading table, the outer loading table will also be displayed to find out whether all indicators of each variable the outer loading is valid and the outer table is as follows:

Table 2.Outer Loading Stage 1

	Work Discipline (X)	Job Satisfaction (Z)	Employee Performance (Y)
X.1	0,797		
X.2	0,847		
X.3	0,820		
X.4	0,759		
Y.1			0,815
Y.2			0,863
Y.3			0,839

Y.4			0,833
Y.5			0,736
Y.6			0,794
Y.7			0,767
Y.8			0,841
Y.9			0,588
Z.1		0,828	
Z.2		0,832	
Z.3		0,858	
Z.4		0,775	
Z.5		0,771	
Z.6		0,824	
Z.7		0,884	
Z.8		0,822	
Z.9		0,810	

Source Smart PLS Version 3.3.3.

After displaying table 2 above the outer loading, there is one invalid indicator so that the research cannot be continued, overcoming this research in order to continue, the invalid outer loading indicator will be deleted and will be recalculated without an invalid indicator, namely the employee performance variable indicator Y.9.

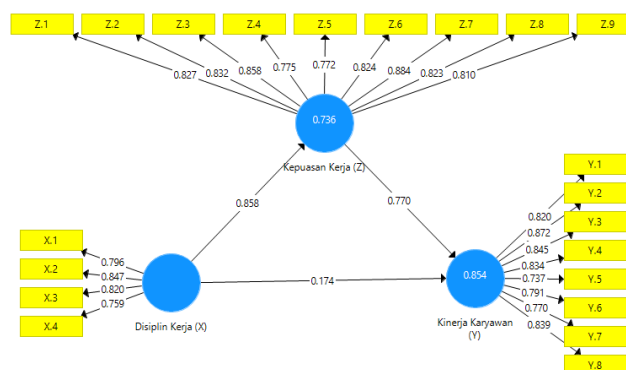


Figure 3. Outer Model Stage 2

After issuing invalid data in the outer model, the research gets valid results on the indicators in each variable so that the research can continue by showing the sub 1 and sub 2 equations, the equation of this study is as follows:

Substructure 1

$$Z = b_1X + e$$

$$Z = 0.858 X + 0.736$$

Sub Structure 2

$$Y = b_2X + b_3Z + e$$

$$Y = 0.174 x + 0.770 Z + 0.854$$

To clarify the results of the outer model research, an outer loading table will be displayed as proof that the results of this study are valid, all the results are as follows:

Table 3.Outer Loading Stage 2

	Work Discipline (X)	Job Satisfaction (Z)	Employee Performance (Y)
X.1	0,796		
X.2	0,847		
X.3	0,820		
X.4	0,759		
Y.1			0,820
Y.2			0,872
Y.3			0,845
Y.4			0,834
Y.5			0,737
Y.6			0,791
Y.7			0,770
Y.8			0,839
Z.1		0,827	
Z.2		0,832	
Z.3		0,858	
Z.4		0,775	
Z.5		0,772	
Z.6		0,824	
Z.7		0,884	
Z.8		0,823	
Z.9		0,810	

Smart PLS Source Version 3.3.3

The results of stage 2 have indicator values of each variable with valid values so that this research will continue because there are all valid outer loading results.

Discriminate Validity

The next analysis presents the results of data that have passed the discrimination validity test. The purpose is to find out the cross loading value that is greater than the latent variable value, so that it can find out the sensitivity of the indicator to the high value in relation to the construction of table 3 below which has been determined as follows:

Table 4. Discriminant Validity

	Work Discipline (X)	Job Satisfaction (Z)	Employee Performance (Y)
X.1	0,796	0,684	0,644
X.2	0,847	0,666	0,686
X.3	0,820	0,705	0,685
X.4	0,759	0,708	0,674
Y.1	0,764	0,781	0,820
Y.2	0,741	0,854	0,872
Y.3	0,634	0,695	0,845

Y.4	0,664	0,726	0,834
Y.5	0,599	0,676	0,737
Y.6	0,703	0,708	0,791
Y.7	0,629	0,724	0,770
Y.8	0,686	0,804	0,839
Z.1	0,745	0,827	0,750
Z.2	0,795	0,832	0,748
Z.3	0,779	0,858	0,883
Z.4	0,598	0,775	0,689
Z.5	0,641	0,772	0,652
Z.6	0,677	0,824	0,729
Z.7	0,716	0,884	0,793
Z.8	0,662	0,823	0,768
Z.9	0,718	0,810	0,775

Smart PLS Source Version 3.3.3

In table 4 there is a cross loading value on each variable with the explanation as follows in the work discipline variable there is a greater cross loading factor value in other variable cross loading factors, for the cross loading factor variable job satisfaction variable shows a cross loading factor value that is greater than the cross loading factor value in other variables, For the value of the cross loading factor of the employee performance variable, there is a cross loading factor value that is greater than the value of the cross loading factor in other variables. This means that this research test has valid results in terms of discriminatory validity.

Composite reliability

Each variable will be compared with its reliability coefficient in composite reliability analysis; If the reliability coefficient of Cronbach's Alpha coefficient is greater than or equal to 0.7, then each variable is considered reliable. If the reliability coefficient of the reliability composition is more than 0.6, then each variable is considered reliable. If the reliability coefficient of the AVE column is less than or equal to 0.6, then the reliability and the table as a reference can be used. The results of this study are as follows:

Table 5. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Work Discipline (X)	0,820	0,881	0,650
Job Satisfaction (Z)	0,940	0,950	0,678
Employee Performance (Y)	0,927	0,940	0,664

Smart PLS Source Version 3.3.3

As can be seen from the results of Table 5 above, the entire reliability coefficient of Cronbach's Alpha is less than or equal to 0.7 which indicates reliability. There is a determination coefficient in the composition reliability column that is greater than or equal to 0.06 for each variable. Each variable in the AVE reliability and validity column has a

coefficient of more than 0.06 for each variable, which can be used to calculate the reliability and validity of the construct.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is accurate and robust. The sample strategy used in the primary analysis model was developed based on several cases, namely:

Coefficient of Determination (R²)

Based on the analysis carried out using the Smart PLS 3 application, the R Square value was obtained as follows:

Table. 6.R Square Result

	R Square
Job Satisfaction (Z)	0,736
Employee Performance (Y)	0,854

Smart PLS Source Version 3.3.3

In table 6, there is an R square value which will be explained as follows: The R square value of job satisfaction is 0.736 if it is changed to a percent value to 73.6%, which means that the influence of work discipline variables on job satisfaction is 73.6% and the rest is in other variables. For the R square value, employee performance is 0.854 and if the value is changed to a percent value, it is 85.4%, meaning that the influence of the variables of work discipline and job satisfaction on employee performance is 85.4% and the rest is in other variables.

Hypothesis Testing

After obtaining valid and reliable research results, the next step is to determine the hypothesis, this hypothesis test is useful to see the influence between variables both directly and indirectly, therefore the results of the hypothesis test can be seen in the following table:

Table 7.Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Work Discipline (X) -> Job Satisfaction (Z)	0,858	30,622	0,000	Accepted
Work Discipline (X) -> Employee Performance (Y)	0,174	2,524	0,006	Accepted
Job Satisfaction (Z) -> Employee Performance (Y)	0,770	11,365	0,000	Accepted

Smart PLS Source Version 3.3.3

The results of the hypothesis test in table 7 will be explained as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original value of 0.858 and p values or sig 0.000. This means that by increasing work discipline by employees, employee satisfaction will also increase and if there is a decrease in discipline, it will result in a significant decrease in job satisfaction.
2. Work Discipline has a positive and significant effect on Employee Performance with an original value of 0.174 and p values or sig 0.006. This means that if work discipline increases

significantly, employee performance will also increase significantly, and if work discipline begins to decrease, employee performance will also decrease.

3. Job Satisfaction has a positive and significant effect on Employee Performance with an original value of 0.770 and p values or sig 0.000. This means that if there is an increase in job satisfaction, employee performance will also increase and if there is a decrease, employee performance will also decrease.

Table 8. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Work Discipline (X) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,661	10,510	0,000	Accepted

Smart PLS Source Version 3.3.3

There are results of an indirect hypothesis test in table 8, this is also called intervening, so the explanation of the indirect influence is as follows:

1. Work Discipline has an indirect effect on Employee Performance through Job Satisfaction with an original value of 0.661 and p values or sig 0.000. This means that job satisfaction is an intervening variable because it is able to influence work discipline on employee performance indirectly, which means that job satisfaction also includes the success of performance and being copied at work.

4. Conclusion

After obtaining the results of this study, the conclusions of this study are as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original value of 0.858 and p values or sig 0.000.
2. Work Discipline has a positive and significant effect on Employee Performance with an original value of 0.174 and p values or sig 0.006.
3. Job Satisfaction has a positive and significant effect on Employee Performance with an original value of 0.770 and p values or sig 0.000.
4. Work Discipline has an indirect effect on Employee Performance through Job Satisfaction with an original value of 0.661 and p values or sig 0.000.

Suggestion

After drawing conclusions from this study, the researcher will give suggestions on the following research:

1. It is hoped that this research will be used as input for the organization so that the organization will be better.
2. Organizations must create comfort for employees to improve discipline and employee performance results.
3. For other research, it is hoped that this research will be used as a reference material to create new research with the same title but different results.

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