Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari
Volume 1, Issue 1 (2024) | page **431-444**

Optimizing Employee Performance Through Job Satisfaction

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Abstract
Human resources (HR) are closely related to aspects of employee employment and organizational management. The phenomenon that occurs at BPJS Employment Pematang Siantar and Kisaran Branch Offices is that the lack of employee discipline in work and time makes employee performance less good. This is because employees feel dissatisfied with their work because there is no organization that pays attention to employees and there is no compensation so that employee performance decreases. The results of this research are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original value of 0.858 and ap value or sig of 0.000. Work Discipline has a positive and significant effect on Employee Performance with an original value of 0.174 and ap value or sig of 0.006. Job Satisfaction has a positive and significant effect on Employee Performance with an original value of 0.770 and ap value or sig of 0.000. Work Discipline influences employee performance indirectly through Job Satisfaction with an original value of 0.661 and ap value or sig of 0.000.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

INTRODUCTION

A business is founded on the development of a vision that will become a goal. As the business grows, the company formulates a mission in an effort to realize its vision. Human resources are very important to achieve the business goals that have been set. Other existing components will not function without the role of human resources. because it is the community that decides how a company is operated and acts as its controller. It is very important for corporate organizations to implement discipline.

Employee discipline is defined as the desire and willingness to carry out the responsibilities given to him and to obey all applicable rules and regulations, whether stated in writing or not. Effective employee discipline is needed to motivate staff members to feel ownership 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 successful operation of any business; all members must comply with all applicable laws and regulations.

The diversity of attitudes of an employee determines their level of job satisfaction. The trust factor in an 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 the entire operation of the organization has a significant impact on the organization's ability to grow and develop. Employees who are satisfied with their positions are more likely to perform well. A comfortable workplace with supportive coworkers, a competitive salary plan, suitable work, excellent supervision, and prospects for advancement are signs of a happy workplace.

DOI: https://doi.org/10.5281/zenodo.12736451

Performance basically includes mental attitudes and behavior that always have the view that the work currently being carried out must be of higher quality than the work carried out in the past, so that the future will be of higher quality than the present. An employee will feel pride and personal satisfaction for 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 quality and quantity norms, then he or she will do his or her job well.

LITERATURE REVIEW

Employee performance

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

Employee Performance Indicators

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

1. Quantity of work results, namely all forms of the amount of labor carried out can be seen from the results of employee performance within a certain time in completing their tasks and responsibilities within the specified time.
2. Quality of work results, namely all forms of units of measurement related to the quality or standard of work results which can be expressed in numerical measurements or other numerical equivalents.
3. Efficiency, namely in carrying out tasks using various resources wisely and in a cost-effective manner.
4. Work discipline, namely obeying applicable laws and regulations.
5. Initiative, namely the ability to decide and do something right without having to be told, being able to find out what should be done about something that is around, trying to keep moving to do several things even though the situation feels increasingly difficult.
6. Accuracy, namely the level of conformity of the work measurement results to whether the work has achieved its objectives or not.
7. Leadership, namely the process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty, which is a human trait that is quite difficult to implement.
9. Creativity, namely a mental process that involves the emergence of ideas or that involves the emergence of ideas.

Work Discipline

According to Hartatik (2014), work discipline is a tool or means for an organization to maintain its existence. Meanwhile, according to Sutrisno (2016), discipline is a person's

DOI: https://doi.org/10.5281/zenodo.12736451

behavior that is in accordance with existing regulations and work procedures or discipline is an attitude, behavior, and actions that are in accordance with the regulations of the organization, both written and unwritten.

Work Discipline Indicators

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

1. Comply with time regulations, seen from the time of coming to work, going home from work, and break times that are on time according to the rules in force in the company.
2. Comply with company regulations Basic rules on how to dress and behave at work.
3. Comply with the rules of conduct at work. Demonstrated by carrying out work in accordance with duties, positions and responsibilities as well as how to relate to other work units.
4. Comply with other company regulations. Rules about what employees may and may not do in the company.

Job satisfaction

According to Badriyah (2015) job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker. Job satisfaction is a fairly interesting problem because it has proven to be of great benefit to the company. Job satisfaction is a feeling that supports or does not support the employee's self related to his work or his condition, Magkunegara (2017).

Job Satisfaction Indicators

According to Badriyah (2015) satisfaction is defined as a cluster of evaluative feelings about work. He identified indicators of job satisfaction, namely:

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

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 Kisaran Branch

H2: Work Discipline has a positive and significant effect on Employee Performance in the Office

Pematang Siantar Branch and Kisaran Branch

H3: Job Satisfaction has a positive and significant effect on Office Employee Performance Pematang Siantar Branch and Kisaran Branch

H4: Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction at the Pematang Siantar Branch Office and the Kisaran Branch Office

Types of 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, quantitative/statistical data analysis, with the aim of describing and testing predetermined hypotheses.

Population

The population of this study was 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 determined by researchers to be studied and then conclusions drawn.

Samples and sampling techniques

The sample used is all the population to be sampled, namely 80 employees using the saturated sampling technique as the sampling technique. According to Sugiyono (2021), a sample is part of the number and characteristics of a population, so the number of samples taken must be able to represent the population in the study. According to Sugiyono (2021), "saturated sampling is a sample that, if increased in number, will not increase representation so that it will not affect the value of the information obtained."

Place and Time

This research was conducted at the Pematang Siantar Branch Office: Jl. This research was conducted for a maximum of 3 months.

Data collection technique

This data collection technique is to use a questionnaire and distribute it with primary data sources as the source of research data.

Data analysis

By using SmartPLS software version 3.3.3 the Partial Least Square (PLS) approach was used to analyze the data. PLS is one of the structural equation modeling (SEM) methods that is more complete in this case compared to other SEM procedures. Partial Least Square (PLS is a fairly strong analysis method because it is not based on many assumptions (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 necessary modifications to avoid respondents' tendencies towards certain preferences.
b. *Convergent Validity.*This convergence measurement shows whether each question item measures the similarity of the variable dimensions. Therefore, only question items that have a high level of significance, which is greater than 42 times the standard error in measuring the research variable question items. Convergent validity can be met when each variable has an AVE value above 0.5, with the loading value for each item also having a value of more than 0.5. (Ghozali, 2014)
c. *Average Variance Extracted (AVE)*. This validity test is by assessing the validity of the question items by looking at the average variance extracted (AVE) value. AVE is the percentage of the average variance extracted (AVE) value between question items or indicators of a variable which is a summary of convergent indicators. For good requirements, if the AVE of each question item is greater than 0.5 (Ghozali, 2014).
d. *Discriminant Validity*. This validity test explains whether two variables are sufficiently different from each other. The discriminant validity test can be met 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 discriminant validity test 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 model (inner relation, structural model and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model is

DOI: https://doi.org/10.5281/zenodo.12736451

evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t-test and 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 the dependent latent variable whether it has a substantive influence (Ghozali, 2014). In addition to looking at the R-square value, the Partial Least Square (PLS) model is also evaluated by looking at the Q-square predictive relevance for the constructive model. Q square measures how well the observation values are generated by the model and also its parameter estimates.

Hypothesis Testing

Hypothesis testing using full model structural equation modeling (SEM) analysis with smartPLS. In full model structural equation modeling, 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 calculated value of the Path Coefficient in the inner model test. The hypothesis is said to be accepted if the T statistic value is greater than the T table of 1.96 (α 5%), which means that if the T statistic value of each hypothesis is greater than the T table, it can be declared accepted or proven.

RESULTS AND DISCUSSION

In this explanation, the results of previous research will be analyzed in order to clarify and refine the research findings. This can be achieved by using the following smart PLS research application, which will be used:

External Model

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

1. Convergent Validity

This analysis is done by comparing the loading factor value with the limiting value of 0.7 and the Average Variance Extracted (AVE) value of 0.5. This can be used to show that if the loading factor is higher than the limiting value, then the analysis is considered valid; conversely, if the loading factor value is unable to match the limiting 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 similarities between Sub Structures 1 and 2 will be highlighted so that they can be seen in Graph 2:

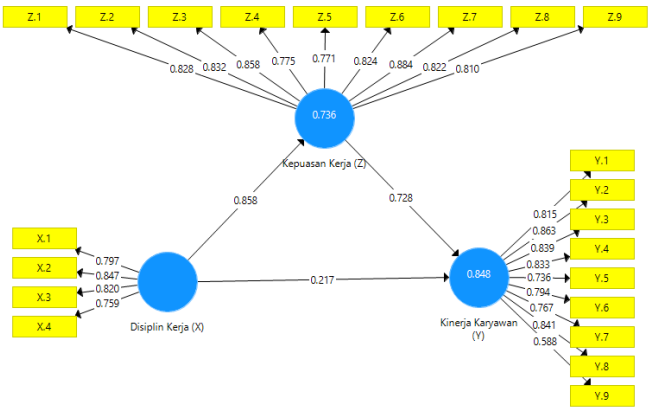

Figure 2. Outer Model Stage 1

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

Table 1: 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	

Smart PLS Source Version 3.3.3.

DOI: https://doi.org/10.5281/zenodo.12736451

After displaying table 1 above, the outer loading shows that there is one invalid indicator so that the research cannot be continued. To overcome this research so that it can be continued, the invalid outer loading indicator will be deleted and will be recalculated without the invalid indicator, namely the employee performance variable indicator y.9.

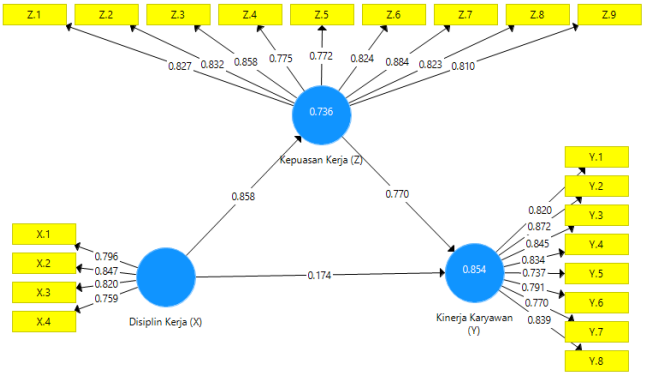

Figure 3. Outer Model Stage 2

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

Substructure 1

$Z = b1X + e$

$Z = 0.858\ X + 0.736$

Sub Structure 2

$Y = b2X + b3Z + e$

$Y = 0.174\ X + 0.770\ Z + 0.854$

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

Table 2. 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 show that the indicator values of each variable have valid values, so this research will be continued because all outer loading results are valid.

2. Discriminant Validity

The next analysis presents the results of data that have passed the discriminant validity test. The goal is to find out the cross loading value that is greater than the latent variable value, so that it can determine 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 3. ***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

DOI: https://doi.org/10.5281/zenodo.12736451

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 3 there are cross loading values on each variable with the following explanations, in the work discipline variable there is a greater cross loading factor value on other cross loading factor variables, for the cross loading factor of the job satisfaction variable shows a cross loading factor value that is greater than the cross loading factor value on other variables, for the cross loading factor value of the employee performance variable there is a cross loading factor value that is greater than the cross loading factor value on other variables. This means that this research test has valid results in terms of discriminant validity.

3. Composite reliability

Each variable will be compared its reliability coefficient in the composite reliability analysis; if the reliability coefficient of the 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 table as a reference can be used. The results of this study are as follows:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (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 seen from the results of Table 4 above, all Cronbach's Alpha reliability coefficients are less than or equal to 0.7, indicating 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.

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Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is accurate and robust. The sampling strategy used in the primary analysis model is developed based on several cases, namely:

1. 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 5. R Square Results

	R Square
Job Satisfaction (Z)	0.736
Employee Performance (Y)	0.854

Smart PLS Source Version 3.3.3

In table 5 there is an R square value which will be explained as follows the R square value of job satisfaction is 0.736 if changed into a percentage value to 73.6% meaning the influence of the work discipline variable on job satisfaction is 73.6% and the rest is on other variables. For the R square value of employee performance is 0.854 and if the value is changed into a percentage value is 85.4% meaning the influence of the work discipline and job satisfaction variables on employee performance is 85.4% and the rest is on other variables.

2. Hypothesis Testing

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

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
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 6 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 increasing work discipline by

employees will also increase employee satisfaction 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 decline, employee performance will also decline.
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 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
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 indirect hypothesis test results in table 7, this is also called intervening, so the explanation of the indirect effect is as follows: Work Discipline affects Employee Performance indirectly 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 can affect work discipline on employee performance indirectly, which means that job satisfaction also includes performance success and work discipline.

CLOSING

Conclusion

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

1. It is hoped that this research will be used as input for the organization so that the organization will improve.

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

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DOI: https://doi.org/10.5281/zenodo.12736451