

Effect of Work Discipline on Employee Performance Mediated Job Satisfaction at RSIA Melinda

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ABSTRACT

This study aims to determine how the effect of work discipline on the performance of RSIA Melinda employees mediated by job satisfaction. The research method used in this research is descriptive and verification method. The population in this study were employees of RSIA Melinda. The sampling method in this study uses "total sampling", which uses all members of the population, namely 63 employees. While inferential statistics are used in this study with the method of path analysis. The results showed that discipline had a positive and significant effect on job satisfaction; Work discipline has no significant effect on employee performance; Job satisfaction has a positive and significant effect on employee performance; Job satisfaction is able to mediate the relationship between discipline and performance.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

INTRODUCTION

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. The achievement of maximum performance results from an employee can also be seen from various factors including the level of satisfaction at work and the awards obtained in the form of salary increases, compensation, bonuses, incentives, promotions and so on. (Prawirosentono, 2011)

Hospitals are an important part of the health system. The hospital provides complex curative services, emergency services, knowledge and technology transfer centers and functions as a referral center. In Law Number 44 of 2009 concerning Hospitals, Article 29 letter b states that hospitals are obliged to provide safe, quality, anti-

discriminatory and effective health services by prioritizing the interests of patients in accordance with hospital service standards, then Article 40 paragraph (1) It is stated that in an effort to improve the quality of hospital services, accreditation must be carried out periodically at least once every three years. From the law above, hospital accreditation is important to do on the grounds that quality and quality are integrated and cultured into the service system in hospitals (Ministry of Health, 2009). In accordance with hospital accreditation standards, as part of improving performance, hospitals regularly assess the content and completeness of patient medical record files (Depkes, 2011).

Human Resources as the first and main factor in the development process and the achievement of organizational goals. If the organization already has large capital, advanced technology, abundant natural resources but there are no human resources that can manage and utilize them, it will not

be possible to achieve success in achieving organizational goals.

Employee performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2012). Meanwhile, according to Rue (2016), performance refers to the level of fulfillment of tasks that make up the work of employees. A company needs to conduct a performance appraisal on its employees. Performance appraisal plays a very important role in increasing motivation in the workplace. Assessment should provide an accurate picture of work performance.

The problems obtained from RSIA Melinda employees, there was a decrease in the performance of RSIA Melinda employees in 2018. The results of the RSIA Melinda employee performance reports conducted in two periods in 2017 and 2018. It can be seen that the overall targets in 2018 experienced a significant decrease including the targets regarding communication, quality, teamwork and competence. This is a problem where the results of the performance report in 2017 cannot be said to have decreased or not yet optimal.

Based on an interview with the Human Resources Department of RSIA Melinda regarding the provision of compensation made to the agency, it can be said that it has been realized well. There is financial compensation such as salary, bonuses given are felt to be appropriate, salaries given to employees are also in accordance with the work done and the position occupied. In addition, non-financially, the agency provides awards for employees who have good work performance, main work facilities and adequate supporting facilities as well as several existing job guarantees that have been well realized by the agency.

According to an interview with the Human Resource Department of RSIA Melinda regarding the decline in employee performance, he said that one of the factors that influenced it was the low work discipline

of the employees. This is in line with what was stated by Sutrisno (2016: 98) which states that good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him.

Through discipline will reflect strength, because usually someone who succeeds in his work is those who have high discipline. In order to realize the company's goals, the first thing that the company must build and enforce is the discipline of its employees. According to Rivai & Sagala (2013:129), work discipline is a management action to encourage awareness and willingness of its members to comply with all regulations that have been determined by the organization or company and social norms that apply voluntarily.

Based on the results of the interview, it was shown that the attendance of RSIA Melinda employees, it was seen that the attendance level decreased which illustrates that the discipline of RSIA Melinda employees decreased. In addition to the factor of increasing employee absenteeism, the management stated that some employees are still not fully obedient to behavior in completing tasks, employee responsibilities are still considered low, it can be seen that some employees do tasks with results that are not optimal. And there are still many violations regarding delays in working hours and lack of utilization during work breaks. Finally, the employee stated that there was still a less harmonious relationship between other employees. According to J Ravianto Putra (1998: 288) in YG Hita's research (2012: 9), work discipline is obedience in carrying out the rules determined or expected by the organization or company at work, with the intention that the workforce carries out their duties in an orderly and smooth manner. , including refraining from committing acts that deviate from the regulations.

Based on this, the researcher formulated the research problem as follows:

1. How does work discipline affect job satisfaction at RSIA Melinda.

2. How does job satisfaction affect employee performance at RSIA Melinda.

3. Whether job satisfaction can mediate the effect of employee discipline on employee performance at RSIA Melinda.

According to Tohardi (2002) order is the main characteristic of the organization, and discipline is one method to maintain this order. With the realization of work discipline, employees will get a pleasant working atmosphere so that it will increase morale in carrying out their work, and subsequently have an impact on job satisfaction. Research by Demak & Pangemanan (2014), Izudin, et al. (2018), Mustafa (2015), Sudan (2016), and Yunus and Bachri (2013) prove that employee discipline has a positive and significant effect on job satisfaction. The results of this study indicate that if the discipline pattern of employees / employees changes, it can affect the perceived job satisfaction. Based on the description above, the proposed hypothesis is as follows:

H1: Work Discipline has a significant effect on Job Satisfaction.

According to Prawirosentono (1999), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with the norms and ethics. Hasibuan (2016) states that discipline is the key to realizing the goals of the company, employees and society, because with good discipline employees are aware and willing to do their best. Tohardi (2002) suggests that work discipline can be seen as something that has great benefits, both for the benefit of the organization and for employees. With work discipline, it will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained. Several studies related to the effect of work discipline on employee performance have different results. Research conducted by Arsyenda (2013), Izudin, et al. (2018), Mustafa (2015), Mutiara

(2013), Sudan (2016), and Thaeif, et al. (2015) proves that work discipline has a positive and significant effect on performance. On the other hand, Rakasiwi (2014) and Yunanto (2013) found that work discipline has a significant negative effect on employee performance. Although there are differences in empirical studies related to the effect of work discipline on employee performance. Based on the description above, the proposed hypothesis is as follows:

H2: Work discipline has a significant effect on performance.

Robbin (2006) suggests that job satisfaction reflects one's feelings towards his work and is an important role in creating optimal performance. When someone gets satisfaction at work, he will try his best with his ability to complete his work, so that employee productivity and performance will increase optimally. Empirical studies have examined the relationship between job satisfaction and employee performance, but found different results. Ibrahim and Ommaima (2004) Mustafa (2015), Shaju and Subhashini (2017) Sudan (2016), and Sugianto, et al. (2018) concludes that there is a positive and significant correlation between job satisfaction and employee performance. In contrast to some of the results of these studies, Izudin, et al. (2018) found that job satisfaction has no effect on employee performance. Although there are inconsistent results in previous empirical studies related to the effect of job satisfaction on employee performance. Based on the description above, the proposed hypothesis is as follows:

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

Mustafa (2015) and Sudan (2016) conducted a study, where one of the objectives of the study was to examine the presence or absence of the influence of discipline on performance, mediated by job satisfaction. Based on the results of hypothesis testing, it is found that job satisfaction mediates the effect of work discipline on employee performance. On the

other hand, Izudin, et al. (2018) in his research obtained different results, where it was found that job satisfaction could not mediate the effect of discipline on employee performance. Although there are different or inconsistent results in previous empirical studies related to the role of job satisfaction as a mediating variable on the effect of work discipline on employee performance. Based on the description above, the proposed hypothesis is as follows:

H4: Work Discipline has a significant effect on Performance through Job Satisfaction.

METHOD

Salim (2006) suggests that positivism research aims to examine the facts and causes through methodologies, such as: questionnaires, recording goods, and demographic analysis that produces quantitative data that allows it to prove the relationship between variables statistically. Based on this, this research includes explanatory research or causality research,

and is classified as a type of survey research conducted to obtain data on individual respondents' opinions, using research instruments, and testing hypotheses. Malhotra (2005), quantitative methods are used to identify all the concepts that are the research objectives.

The population in this study were 63 employees in the HR Department of RSIA Melinda. The sampling technique is saturated sampling (because the number of samples is less than 100 people) then all members of the population are sampled (Widodo, 2017). Sources of data are primary data by distributing questionnaires and secondary data from documentation. This study uses path analysis with the help of Excel and software SPSS 26.0

RESULTS and DISCUSSION

Normality test

The results of the normality test are shown in Figure 1 as follows

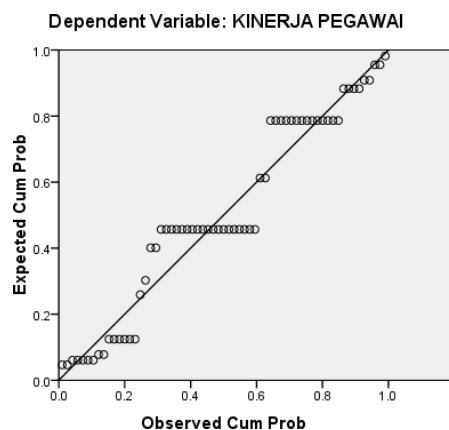


Figure 1. Normality Test

Multicollinearity Test

The following table presents the results of the multicollinearity test:

Tabel 1 Hasil Uji Multikolinieritas 1

Model	Collinearity Statistics	
	Tolerance	VIF
Work Discipline	0.432	2.315

a. Dependent Variable: Job Satisfaction
 Source: Primary data processed, 2022

Based on the results of the multicollinearity test, the calculation results of the tolerance value also show that the independent variable has a value > 0.10 which means that there is no correlation between the independent variables which is more than 95%. Likewise with the results of

the calculation of the VIF value, of the three independent variables tested the VIF value is less than 10, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Table 2 Multicollinearity Test Results 2

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
Work Discipline	0.146	6.853
Job satisfaction	0.112	8.922

a. Dependent Variable: Employee Performance
 Source: Primary data processed, 2022

Heteroscedasticity Test

Heteroscedasticity testing was carried out using the "Glejser Test". If the

significance value (Sig.) > 0.05 , then there is no symptom of Heteroscedasticity.

Table 3 Heteroscedasticity Test Results 1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	-0.15	0.115		-1.302	0.198
	Work Discipline	-0.106	0.043	-0.426	-1.448	0.073

a. Dependent Variable: RES2

Source: Primary data processed, 2022

From table 3 it can be seen that the two variables have no symptoms of heteroscedasticity because Sig. > 0.05 .

Table 4 Heteroscedasticity Test Results 2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	-0.35	0.147		-2.383	0.02
	Work Discipline	0.113	0.096	0.337	1.178	0.243
	Job satisfaction	-0.143	0.112	-0.415	-1.271	0.209

a. Dependent Variable: RES3

Source: Primary data processed, 2022

From table 4 it can be seen that the two variables have no symptoms of heteroscedasticity because Sig. > 0.05 .

The next stage after the model identification process is to estimate the parameters where the results are presented in table 5 and table 6.

Path Analysis

Table 5 Results of Regression Analysis Equation 1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1	(Constant)	0.026	0.169		0.156	0.877
	Work Discipline	0.692	0.064	0.713	10.845	0

a. Dependent Variable: Job satisfaction

Source: Primary data processed, 2022

Then from table 5 can be formed equation 1 path analysis as follows:

Table 6 Results of Regression Analysis
 Equation 2
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.203	0.297		4.055	0
	Work Discipline	0.055	0.193	0.069	0.286	0.776
	Job satisfaction	0.114	0.226	0.138	2.502	0.014

a. Dependent Variable: Employee Performance

Source: Primary data processed, 2022

Furthermore, from Table 6, two path analysis equations can be formed as follows:
 $Z = 1.203 + 0.069X + 0.138Y + e1$
 (Substructural equation 2)

From the results of the regression analysis in Table 5.16 and Table 5.17, a Path Analysis diagram is made as shown in Figure 2.

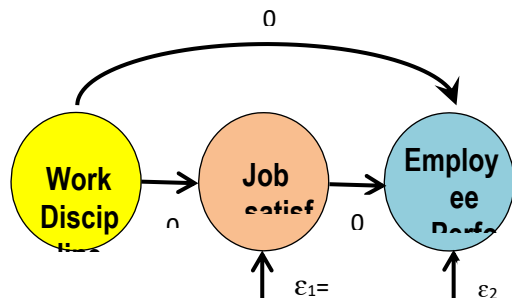


Figure 2 Empirical Diagram of Path Analysis

The Effect of Discipline on Job Satisfaction

Punctuality is one form of concern for RSIA Melinda employees in realizing discipline. The form of discipline related to punctuality is not only shown by coming to work before working hours start, but also being judged by coming home from work in accordance with the regulations set by the organization, never leaving the workplace without permission from superiors, and never leaving early. due to certain reasons. At another level, the form of employee discipline

$Y = 0.026 + 0.713X + e1$ (Substructural equation 1)

is also shown through obedience to regulations and work responsibilities.

Hasibuan (2016) explains that discipline is the state and willingness of a person to obey all applicable social rules and norms. The discipline that is formed in the worker is a reflection of one's responsibility in carrying out his duties and work so that it can encourage work morale, job satisfaction, and the achievement of organizational goals. From the hypothesis test, it can be seen that discipline has a positive and significant effect on job satisfaction. This study supports the research produced by Demak and Pangemanan (2014), Izudin, et al. (2018), Mustafa (2015), Sudan (2016), and Yunus and Bachri (2013) who found that work discipline had a direct effect on job satisfaction. Through proving the hypothesis, it can be stated that the higher the discipline, the higher the job satisfaction of RSIA Melinda employees.

The Effect of Discipline on Employee Performance

From the hypothesis test, it is known that discipline has no significant effect on employee performance. This study does not support the research produced by Arsyenda (2013), Izudin, et al. (2018), Mustafa (2015), Mutiara (2013), Sudan (2016), and Thaief, et al. (2015) which proves that work discipline has a positive and significant effect on employee performance. This happens because the disciplinary action taken by the employee is classified as mild which can still be tolerated so that it does not have a significant effect on performance achievement.

The Effect of Job Satisfaction on Employee Performance

From the hypothesis test, it is known that job satisfaction has a significant effect on employee performance. In contrast to the results of research Chandra, et al. (2014) and Izudin, et al. (2018), the findings of this study support the research produced by Mustafa (2015), Shaju and Subhashini

(2017), Sudan (2016), and Sugianto, et al. (2018) which suggests a positive correlation between the dimensions of job satisfaction and employee performance. Mangkunegara (2006) suggests that a number of factors that affect employee job stability are often the focus of companies and researchers. One of them is the achievement of job satisfaction which is an emotional condition that supports or does not in employees related to employee evaluation of work or work experience.

The Effect of Discipline on Job Satisfaction Mediated Performance

The results of hypothesis testing on the direct effect show that discipline does not have a positive and significant effect on job satisfaction, and job satisfaction has a positive and significant effect on performance. Furthermore, the results of hypothesis testing on the indirect effect show that discipline has an effect on job satisfaction mediated performance. The results of this study prove that job satisfaction plays a role in mediating the effect of job characteristics on employee performance, supporting the research results of Mustafa (2015), Sudan (2016), as well as different from the results of research by Izudin, et al. (2018) which states that job satisfaction cannot mediate the effect of promotion and discipline variables on employee performance.

CONCLUSIONS and RECOMMENDATIONS

Conclusion

Based on the results and previous discussions, it can be concluded that work discipline has no effect on the performance of RSIA Melinda employees. By increasing job satisfaction, it can improve performance. Conversely, if job satisfaction decreases, it can reduce the performance of RSIA Melinda employees. Job satisfaction plays a role in mediating the effect of work discipline on the performance of RSIA Melinda employees.

Suggestion

1. For RSIA Melinda, it is recommended to be able to provide better motivation so that work discipline can be further improved so that it will affect the level of satisfaction which will have an impact on improving the performance of RSIA Melinda employees.
2. For further research, it can be done by expanding the research sample and adding new variables in order to find out other influences on employee performance.

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