

THE EFFECT OF WORK DISCIPLINE AND WORKLOAD ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A VARIABLE INTERVENING AT PT. SUCOFINDO MEDAN BRANCH

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Abstract

The purpose of this study is to test factors that affect employee performance at PT. SUCOFINDO Medan Branch seen from Work Discipline, Workload and Job Satisfaction. The population in this study were all employees at PT. SUCOFINDO Medan Branch. The sample selection used in this study amounted to 44 people. The data analysis technique used was the measurement model (outer model) and inner model consisting of convergent validity, discriminant validity, model coloniality test, composite reliability, path coefficient, and R-Square which were processed using SEM - PLS (Structural Equation Modeling - Partial Least Square). The results of this study indicate that: 1) work discipline affects employee performance, 2) workload affects employee performance, 3) job satisfaction affects employee performance, 4) work discipline affects job satisfaction, 5) workload affects job satisfaction, 6) work discipline affects performance with job satisfaction as an intervening variable, 7) workload affects performance with job satisfaction as an intervening variable.

Keywords : Work Discipline, Workload, Job Satisfaction, Employee Performance.

INTRODUCTION

In the business world, companies compete to meet the achievement of long-term planned goals. In achieving this, the existence of human resources owned by the company is needed to help the process of achieving these goals. Human resources are always the main asset and pillar of support as well as the driving force in realizing the vision, mission and goals of an agency/company. Human resources are important because they affect the efficiency and effectiveness of an agency/company, becoming the main function of the company in running a business and increasing the added value of the company is an important role of human resources. Therefore, quality human resources must be managed properly to show the company's productivity so that it can be superior to its competitors.

Employee performance is understood as work achievement or work results (output) obtained by employees qualitatively and quantitatively in carrying out their duties in accordance with the responsibilities that have been given (Islamiati, 2021). Employee performance is very important to carry out all work processes within the company, there are factors that influence employee performance at PT. SUCOFINDO Medan Branch seen from employee work discipline. From the results of a pre-survey with several employees of PT. SUCOFINDO Medan Branch, it can be found that there are still problems with increasing work discipline, namely that there are still employees who do not comply with the rules and regulations that have been determined by the company.

In addition to work discipline, there are several factors that influence performance, namely workload. Employees need to achieve their goals and achieve company goals. When employees of a company are given too much work, their performance will decline. Likewise, giving employees too easy tasks will make the company's performance inefficient (Raymond et al., 2023). The large amount of workload given by the company so that employees cannot enjoy their work and allows work targets to take a long time to be achieved because the amount of work given is not appropriate, this can affect the job satisfaction felt by employees. Lack of management attention to these aspects causes employee performance to be less than optimal and as a result the overall performance of the company will decline.

This research is motivated by a research gap in previous research. Several previous studies that discuss the influence of work discipline on employee performance by Syardiansah and Maulana Rahman (2022), Wonua, AR et al., (2023), (Yuliantini, Suryatiningsih, 2021), showed that work discipline has a positive effect on employee performance. However, in contrast to the research of

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Raymond, et al., (2023), who concluded that there was no relationship between work discipline and employee performance. Research on workload on employee performance conducted by Saputra et al., (2023), Hermawan (2022), showed that workload has a significant positive effect on employee performance. However, this is different from the research

Sitompul, SS, & Simamora, F. (2021) concluded that workload does not have a positive and significant effect on employee performance. Several studies conducted by Setiani, Y., & Febrian, WD (2023), this study explains the relationship between job satisfaction and performance. The findings of this study concluded that there is a positive relationship between job satisfaction and performance. With high job satisfaction, high performance will be obtained from employees. However, this is different from the research of Fauziek, E & Yanuar (2021) which states that job satisfaction does not affect employee performance.

Based on research conducted by Azhar et al., (2020), Yumhi, Y. (2021). They concluded that work discipline has a positive effect on job satisfaction. However, this is different from the research Putri, FI, & Kustini, K. (2021), that the results of this study indicate that work discipline does not affect employee job satisfaction. Furthermore, research on workload on job satisfaction, by previous research, namely research Jasmin, M., & Asbara, N.W. (2023), based on the results of his research, namely workload has a significant positive effect on employee job satisfaction, while according to Saputra, AA (2021), workload has a negative and insignificant effect on job satisfaction. The difference between this study and the previous one is that this study includes an intervening variable that makes the relationship between the independent variable and the dependent variable of performance an indirect relationship. The variable used as an intervening is job satisfaction. In addition, this study also differs in terms of objects.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work Discipline

Discipline is a form of employee self-control in regular implementation and shows the level of seriousness of the work team in an organization. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2019:444). Work discipline is a tool used by leaders to communicate with their employees, ensuring that employees are motivated to change their behavior and they are aware of and obey all company regulations and applicable social norms (Rivai, 2019). Discipline reflects a person's sense of responsibility for the work given to him. This fosters work enthusiasm, work enthusiasm, and the achievement of company, employee, and community goals.

Workload

Workload is a level of activity of a job in a certain amount of time, and must be completed by an individual, person or group. In everyday life, workload must be completed within a specified time, when individuals have low work demands then they have good behavior, if they have high work pressure then individuals tend to escape in facing a job. If a worker is able to complete and adapt to a series of tasks given, then it is not a workload. However, if the worker is unsuccessful then the tasks and activities become a workload (Budiasa, 2021).

Job satisfaction

According to Robinns (2002), Job satisfaction is a person's general attitude towards their work. People who are very satisfied have a positive attitude towards their work, on the other hand, people who are dissatisfied with their work usually show a negative attitude towards their work. Every person who works basically has a goal to meet their daily needs. If these needs can be met, it means that the work currently being done is felt to be satisfying. However, on the other hand, if the needs are not met properly, then the person feels that there is no job satisfaction that he feels. According to (Tanjung, 2022) job satisfaction is a (beneficial) behavior owned by workers with their work resulting from an evaluation of the work environment. This evaluation, which can be carried out on one of his jobs, is carried out to show appreciation for the achievement of one of the most significant work values.

Employee Performance

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Sulastris & Onsardi, 2020). According to Mangkunegara (2010), performance is the result of qualitative and quantitative work carried out by employees in carrying out their duties in accordance with the responsibilities given. Employee performance is the level or success of an individual who is committed to improving performance in the organization and is aimed at improving the performance of each individual in the organization.

H1: The Influence of Work Discipline on Employee Performance

Good work discipline can have a positive impact on employee performance in a company as a whole, disciplined employees tend to be more focused and efficient in completing the tasks given to them, this is able to build and increase overall productivity in the company. Research results (Wonua et al., 2023) state that there is a positive and significant influence between work discipline and employee performance. Work discipline requires employees to be more obedient to regulations which leads to increased performance.

H2: The Influence of Workload on Employee Performance

The results of the study (Wonua et al., 2023) stated that workload has a positive and significant effect on employee performance. An appropriate and well-managed workload can help improve employee productivity and performance, while an excessive or disproportionate workload can have a negative impact on employee well-being and performance.

H3: The Influence of Job Satisfaction on Employee Performance

Job satisfaction can affect employee performance through several mechanisms that occur, job satisfaction refers to the level of satisfaction, happiness and personal satisfaction felt by employees towards their work. Based on the research results of Andri, Sanusi, and Moh (2021), there is an influence of job satisfaction on employee performance at PT Harapan Teknik Shipyard.

H4: The Effect of Work Discipline on Job Satisfaction

Based on research by Rahayu and Dahlia (2023), it is stated that work discipline has a positive effect on employee job satisfaction. The involvement between work discipline and job satisfaction can be a mutually influencing impact, an employee's discipline can be a benchmark in carrying out tasks and producing job satisfaction, if an employee has a high level of work discipline, it can contribute to increasing job satisfaction.

H5: The Effect of Workload on Job Satisfaction.

Aligning workload with employee abilities and expectations can help increase job satisfaction and employee well-being. Based on the research results of Jasmin and Asbara (2023), it is stated that workload has a positive effect on job satisfaction.

H6: The Influence of Work Discipline on Employee Performance through Job Satisfaction.

Based on the research results of Yuliani et al., (2023) that work discipline indirectly affects performance through job satisfaction. Work discipline can affect performance through job satisfaction because of the close relationship between the three factors. Good work discipline can also help create job satisfaction for employees, when employees feel able to carry out their duties well in accordance with applicable regulations, this can increase self-confidence and personal satisfaction. High job satisfaction can motivate employees to work better, more productively, and more enthusiastically, which will ultimately have a positive impact on overall employee performance.

H7: The Influence of Workload on Employee Performance through Job Satisfaction.

The workload given to employees must be in accordance with their abilities, with balanced abilities and creativity can create a productive and satisfying work environment. Based on the research results of Andri, Sanusi and Moh (2021) stated that there was no mediation of job satisfaction on the influence of workload management on employee performance at PT Harapan Teknik Shipyard.

1. Independent Variable (X1) : Work Discipline
2. Independent Variable (X2) : Workload
3. Dependent Variable (Y) : Employee Performance
4. Intervening Variable (Z) : Job satisfaction

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RESEARCH RESULTS AND DISCUSSION

The results of the data analysis obtained show that the P Value is 0.684 <0.05 (not significant) which means that Work Discipline has a positive and insignificant effect on Employee Performance. In other words, the higher the employee's work discipline, the more their performance tends to increase. However, this does not affect the employees of PT. SUCOFINDO Medan Branch. The results of the data analysis obtained show that the P Value is 0.962 <0.05 (not significant) which means that Workload has a positive and insignificant effect on Employee Performance.

The results of the data analysis obtained show that the P Value is 0.000 <0.05 (significant) which means that Job Satisfaction has a positive and significant effect on Employee Performance, this shows that the higher the level of job satisfaction, the better the employee performance which can be an important basis in developing human resource management strategies to improve employee performance through increasing job satisfaction.

The results of the data analysis obtained show that the P Value is 0.034 <0.05 (significant) which means that Work Discipline has a positive and significant effect on Job Satisfaction. When an employee has a high level of work discipline, it means that the employee tends to obey the rules, regulations, and responsibilities well, this can create efficiency and productivity so that the employee's tasks can be done on time with satisfactory results.

The results of the data analysis obtained show that the P Value is 0.018 <0.05 (significant) which means that Workload has a positive and significant effect on Job Satisfaction. Employees who feel burdened by heavy tasks tend to feel dissatisfied with their jobs, this is caused by a sense of pressure and lack of appreciation in carrying out their duties. The results of this study indicate that the higher the workload given to employees, the lower the value of job satisfaction felt by employees.

The results of the data analysis obtained show that the P Value is 0.033 <0.05 (significant) which means that job satisfaction has a positive and significant mediating effect between the influence of Work Discipline on employee performance. High work discipline can increase employee job satisfaction because it creates an orderly, efficient, and productive work environment. High job satisfaction can then contribute positively to improving employee performance, because employees who are satisfied with their jobs tend to be more motivated, take the initiative, and be productive in carrying out their duties.

The results of the data analysis obtained show that the P Value is 0.033 <0.05 (significant) which means that job satisfaction has a positive and significant effect on mediating the influence of workload on employee performance. This shows that with the workload given in accordance with the employee's ability, the employee will be more satisfied so that employee performance will increase, where with the workload the employee will be more serious and can use their work time well so that job satisfaction will be higher, with the increasing employee job satisfaction, employee performance will increase.

CONCLUSION

Based on the results of the discussion in the previous chapters, the conclusions that can be made by the researcher to answer the research questions in this study are as follows:

1. From the results of data analysis using the PLS-SEM method, it can be concluded that Work Discipline has a positive and insignificant influence on Employee Performance.
2. From the results of data analysis using the PLS-SEM method, it can be concluded that Workload has a positive and insignificant influence on Employee Performance.
3. From the results of data analysis using the PLS-SEM method, it can be concluded that Job Satisfaction has a positive and significant influence on Employee Performance.
4. From the results of data analysis using the PLS-SEM method, it can be concluded that Work Discipline has a positive and significant influence on Job Satisfaction.
5. From the results of data analysis using the PLS-SEM method, it can be concluded that Workload has a positive and significant influence on Job Satisfaction.

6. From the results of data analysis using the PLS-SEM method, it can be concluded that Work Discipline has a positive and significant effect on Employee Performance through the mediation of Job Satisfaction.
7. From the results of data analysis using the PLS-SEM method, it can be concluded that Work Discipline has a positive and significant effect on Employee Performance through the mediation of Job Satisfaction.

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PICTURES, GRAPHS AND TABLES

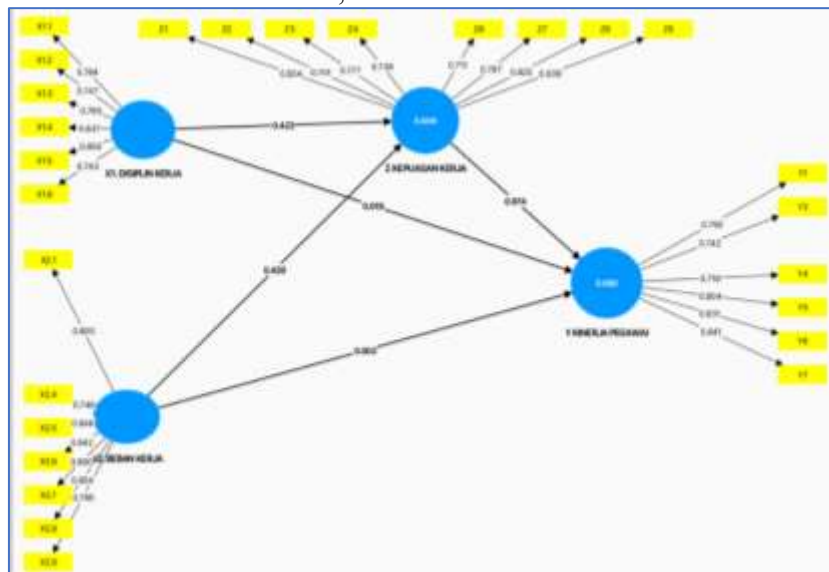


Figure 1. Data Processing Results

Table 1. Loading Factor Values

Variables	Indicator	Loading Factor	Rule Of Thumb	Conclusion
Work Discipline	X1.1	0.784	0.700	Valid
	X1.2	0.747	0.700	Valid
	X1.3	0.765	0.700	Valid
	X1.4	0.837	0.700	Valid
	X1.5	0.855	0.700	Valid
	X1.6	0.743	0.700	Valid
Workload	X2.1	0.800	0.700	Valid
	X2.4	0.748	0.700	Valid

Variables	Indicator	Loading Factor	Rule Of Thumb	Conclusion
	X2.5	0.846	0.700	Valid
	X2.6	0.842	0.700	Valid
	X2.7	0.890	0.700	Valid
	X2.8	0.854	0.700	Valid
	X2.9	0.785	0.700	Valid
Employee Performance	Y1	0.792	0.700	Valid
	Y2	0.742	0.700	Valid
	Y4	0.716	0.700	Valid
	Y5	0.804	0.700	Valid
	Y6	0.831	0.700	Valid
	Y7	0.841	0.700	Valid
Job satisfaction	Z1	0.834	0.700	Valid
	Z2	0.701	0.700	Valid
	Z3	0.777	0.700	Valid
	Z4	0.739	0.700	Valid
	Z6	0.711	0.700	Valid
	Z7	0.787	0.700	Valid
	Z8	0.825	0.700	Valid
	Z9	0.839	0.700	Valid

Table 2. Path Coefficients Values of Direct Influence

Path Coefficient	Original Sample	Sample Mean (M)	STDEV	T Statistics	P Value	Information
X1 -> Y	0.019	0.015	0.047	0.408	0.684	Not Significant
X1 -> Z	0.423	0.437	0.199	2123	0.034	Significant
X2 -> Y	0.002	0.001	0.041	0.047	0.962	Not Significant
X2 -> Z	0.439	0.435	0.185	2,368	0.018	Significant
Z -> Y	0.974	0.977	0.028	34,972	0,000	Significant

Table 3. Path Coefficients Values of Indirect Influence

Path Coefficient	Original Sample	Sample Mean (M)	STDEV	T Statistics	P Value	Information
X1 -> Z -> Y	0.412	0.426	0.193	2,134	0.033	Significant
X2 -> Z -> Y	0.427	0.426	0.182	2,342	0.019	Significant