

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

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Abstract

The research this aim for knowing influence discipline work by Partial nor simultaneous to performance employee with satisfaction work employee as variable mediation at PT. Trihamas Finance. Type study this use type associative and method study quantitative. research population take it to PT. Trihamas Finance amounted to 54 employees and a sample of 54 respondents. The sampling technique is non-probability sampling saturated. Method this data collection is method survey, data obtained processed use help device IBM SPSS 25.0 software for Windows, engineering data analysis multiple linear regression. Research results could concluded that variable discipline work with score $t_{count} > t_{table}$ namely $11,921 > 1,675$ and the value of significant $0.000 < 0.05$ with thereby discipline work have influence significant to performance employee, variable satisfaction work employee with score $t_{count} > t_{table}$ namely $13,592 > 1,675$ and the value of significant $0.000 < 0.05$ with thereby variable satisfaction work have influence significant, variable performance with score $F_{count} > F_{table}$ namely $95.190 > 3.18$ and the value of significant $0.000 < 0.05$ with thereby variable discipline work and satisfaction work by simultaneous have influence positive and significant

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

1. Introduction

Human beings are the most important and decisive resource in the direction and change of the organization. Without humans as the driving force, organizations become a collection of useless resources. In addition, human resources are the main supporting pillars as well as the driving force of the organization in an effort to realize the vision, mission and goals of the organization. Good human resources are human resources who have good performance in themselves. Because good performance will have a positive impact on the company and the company's goals can be achieved. Not only human resources, performance also plays an important role in a company organization, so an effort is needed to process it professionally in order to realize a balance between employee needs and the desires and abilities of the company's organization.

There are several elements that are suspected to affect the performance of PT. Trihamas Finance, including elements of work discipline and job satisfaction. Every employee is required to have high work discipline in order to work professionally by having characteristics including: high motivation, tenacity, honesty, skills, loyalty at work and being able to work together, both individually and in groups. To improve the performance of the company, work discipline also plays an important role in influencing performance, because without the support of good work discipline, it is difficult for the organization to realize its goals.

Performance of PT. Trihamas Finance for 2021 has generally experienced a decline. To find out how much the company's targets are achieved, PT. Trihamas Finance itself has a target with the realization level shown in figure 1.

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PENCAPAIAN TARGET TAHUN 2021 PT. TRIHAMAS FINANCE						
Bulan	Target/ Bulan	Cirebon	Kuningam	Majalengka	Jumlah	%
Januari	208,335,000	62,000,000	61,300,000	52,500,000	175,800,000	84%
Februari	208,335,000	61,300,000	66,500,000	53,800,000	181,600,000	87%
Maret	208,335,000	72,000,000	64,800,000	59,000,000	195,800,000	94%
April	208,335,000	66,500,000	62,000,000	62,000,000	190,500,000	91%
Mei	208,335,000	71,000,000	61,300,000	63,900,000	196,200,000	94%
Juni	208,335,000	68,000,000	69,600,000	56,000,000	193,600,000	93%
Juli	208,335,000	64,800,000	66,500,000	59,800,000	191,100,000	92%
Agustus	208,335,000	67,000,000	68,100,000	64,900,000	200,000,000	96%
September	208,335,000	69,600,000	67,000,000	59,000,000	195,600,000	94%
Oktober	208,335,000	69,600,000	71,500,000	53,800,000	194,900,000	94%
Nobember	208,335,000	67,300,000	68,900,000	58,300,000	194,500,000	93%
Desember	208,335,000	71,800,000	62,000,000	53,800,000	187,600,000	90%
Total	2,500,020,000	810,900,000	789,500,000	696,800,000	2,297,200,000	92%

Figure 1. Achievement of Company Targets in 2021

Source: PT. Trihamas Finance

From figure 1, it can be seen that the target until December 2021 is Rp. 2.500.0200.000,- while it can be seen that the target that can be realized until the end of 2021 is only IDR. 2,297,200,000,- and it can be seen in August and the following months until the end of December the achievement of the target has decreased. This shows that employee performance in achieving targets still cannot be realized when viewed from the number of targets that can be achieved at the end of December 2021 because the number of targets what can be achieved is below the target figure.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Real performance displayed by everyone as a work achievement produced by the employee according to his role in the company. Employee performance is the main demand for the company so that its survival or operations can be guaranteed. To further improve employee performance, efforts can be made through providing motivation by looking at the dominant needs of employees, both physiological needs and other needs. Employees who have high performance are talented, have work discipline, high initiative, have thoroughness, honesty, quality, high motivation and are willing to work together in a team. Therefore, the leader must be able to set work targets that will produce qualified, highly motivated, disciplined and productive employees.

To see the development of work discipline and employee job satisfaction at PT. Trihamas Finance based on attendance attendance can be seen from the table 1. Table 1 shows data on the average attendance rate of PT. Trihamas Finance for the period of January – December 2021 with information (illness) totaling 42 people and information (Permits) amounting to 44 people, and if presented to 6.48% and 6.79% per year. The critical standard of absence of 3% that has been set by PT. Trihamas Finance has been exceeded. From the data, it can be seen that the high number of absences for reasons of permission. The absence of employees due to this permit indicates a lack of awareness of work discipline.

Based on the results of observations and interviews that have been conducted, this is suspected to have happened because employees find it difficult to get leave so that many employees use sick reasons or permits to avoid large salary cuts due to alpha (without explanation). If this continues, it will have an impact on the overall performance of the company, because the existence of employees is related to the productivity achieved by the company.

Table 1. Absence of PT. Trihamas Finance for the Period of January - December 2021

Moon	Reasons for Absence						Critical Attendance Standards
	S	%	I	%	A	%	
January	2	3.70%	5	9.26%	-	-	
February	5	9.26%	3	5.56%	-	--	
March	3	5.56%	7	12.96%	-	-	
April	3	5.56%	2	3.70%	-	-	
May	6	11.11%	2	3.70%	-	-	
June	2	3.70%	-	0.00%	-	-	
July	1	1.85%	4	7.41%	-	-	3%
August	7	12.96%	4	7.41%	-	-	
September	5	9.26%	5	9.26%	-	-	
October	2	3.70%	3	5.56%	-	-	
November	3	5.56%	6	11.11%	-	-	
December	3	5.56%	3	5.56%	-	-	
Average	42	6.48%	44	6.79%	-	-	

Source: PT. Trihamas Finance

Companies should also pay attention to job satisfaction. Job satisfaction also has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not reach psychological maturity. Meanwhile, employees who get good job satisfaction usually have a good record of attendance, work turnover and job performance compared to employees who do not get job satisfaction. Job satisfaction has a very important meaning to provide a conducive situation in the company environment.

The importance of work discipline and job satisfaction issues in this study determines the object of research at PT. Trihamas Finance Cirebon, as a company engaged in vehicle financing, Trihamas Finance Cirebon provides new and used four-wheeled vehicle (car) financing products for productive and consumptive business purposes. This has not received more attention about the effect of existing work discipline on improving employee performance, as well as the effect of job satisfaction on employee performance. Performance is influenced by the indirect relationship between job satisfaction and work discipline, this is supported by the results of research by Saraswati, Widyani, and Rani (2021) that there is a mediating relationship between work discipline and employee performance through job satisfaction.

2. Literature Review

2.1 A Work Discipline

Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the established rules of the game. Discipline must be enforced in an organization. That is, without the support of good employee work discipline, it is difficult for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals. Hasibuan (2017) defines that: "Work discipline is the awareness and willingness of a person to obey all applicable rules and social norms". Meanwhile, Singodimendjo in Sutrisno (2019) stated that: "Discipline is an attitude of a person's willingness and willingness to obey and obey the norms of the regulations that apply around him. Sinambela (2019) also provides a definition that: "work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the established rules of the game". Based on the theory or opinion, it can be concluded that, work discipline is an action that educates a person to behave and behave in accordance with established provisions or guidelines.

2.2 Job Satisfaction

Job satisfaction is a person's feeling of satisfaction obtained from the results of their work. Job satisfaction is the result of an assessment that causes the degree to which a person likes or dislikes his work. Busro (2018) defined "Job satisfaction is a general attitude or positive attitude towards work that arises based on an assessment of the work situation or comparing the amount of rewards received with those they expect or exaggerate". Furthermore, Edison (2018) defines "Job satisfaction is a set of employees' feelings about whether or not they are pleasant about a job they are facing". Keith Davis in Mangkunegara (2017) stated that: "Job satisfaction is the feeling of supporting or not supporting employees at work". In determining the benchmark in job satisfaction, theories are needed as a reference that can explain a person's behavior in job satisfaction. Theory can be used as a basis in assessing employee behavior in satisfaction and satisfaction with their work. There are six kinds of theories about job satisfaction according to Mangkunegara (2011), namely: "Equity Theory, *Discrepancy* Theory, *Need Fulfillment* Theory, *Social Reference Group* Theory, Herzberg's Two-Factor Theory (*Two Factor* Theory) and *Expectancy* Theory."

In balance theory, which is a benchmark in job satisfaction by comparing the values that support work implementation as input and the values felt by employees as *outcomes*. The theory of difference argues that the calculation of satisfaction can be done by calculating the difference between what should be received and the reality that the employee feels. The theory of meeting needs implies that, Employee job satisfaction depends on whether or not employee needs are met. According to the theory of group views, employee job satisfaction does not depend on needs alone, but depends on the views and opinions of groups that are considered by the user to be a reference group. The two-factor theory posits two factors that cause a sense of satisfaction or dissatisfaction, namely the factors of satisfaction including administration and organizational policies, relationships, wages, job security, working conditions, and status. the factor motivation that includes encouragement of achievement, introduction, advancement of development opportunities, and responsibility. The theory of hope posits that hope is the power of belief in a behavior followed by a specific result. This illustrates that employee decisions that allow achieving one outcome can lead to other results.

2.3 Performance

Performance is one of the most important parts of an organization or company agency. Performance can be interpreted as an illustration of the level of achievement of the implementation of the goals, objectives, vision, mission of the company's organization as stated in the strategic plan of an organization. Busro (2018) stated that "Performance is the result of work produced, both in terms of the quality and quantity of work and can be accounted for in accordance with its role in the organization or company, and is accompanied by the ability, proficiency, and skills in completing the work". Mangkunegara (2017) defines Performance (work performance) as the result of work in quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities assigned to him". Edison (2017) posits that "Performance is the result of a process that refers to and is measured over a period of time". Based on some of these opinions or theories, it can be concluded that performance is the result of the work of employees in carrying out the duties and responsibilities given or that have been carried out over a period of time.

2.4 Frame of mind

Work discipline has an important role in improving employee performance because work discipline is an action that educates a person to behave and behave in accordance with the provisions or guidelines that have been set. According to Hasibuan (2017) it states that: "Work discipline is the awareness and willingness of a person to obey all applicable rules and social norms". Work discipline is basically always expected to characterize every human resource in the organization, because with discipline the organization will run well and can achieve its goals well as well (Prawatya and Raharjo, 2012). "Work discipline has a positive influence on employee job satisfaction". Davis in Mangkunegara (2011) stated that "job satisfaction is related to a number of major employee variables, such as turnover, absences, age, occupation, and size of the organization in which an employee works". Satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the expected performance (results) if the performance meets the company's expectations. Busro (2018) states that: "Job satisfaction is a general attitude or positive attitude towards work that arises based on an assessment of the work situation or comparing the amount of rewards received with those they expect or that they exaggerate". This means that a person's performance will increase when the job satisfaction of the individual is in a high position. Research conducted by Filliantoni, Hartono, and Sudarwati (2019) which states that job satisfaction is able to become a mediator variable in a perfect manner of work discipline in its effect on employee performance.

The formed frame of mind can be seen based on the following figure.

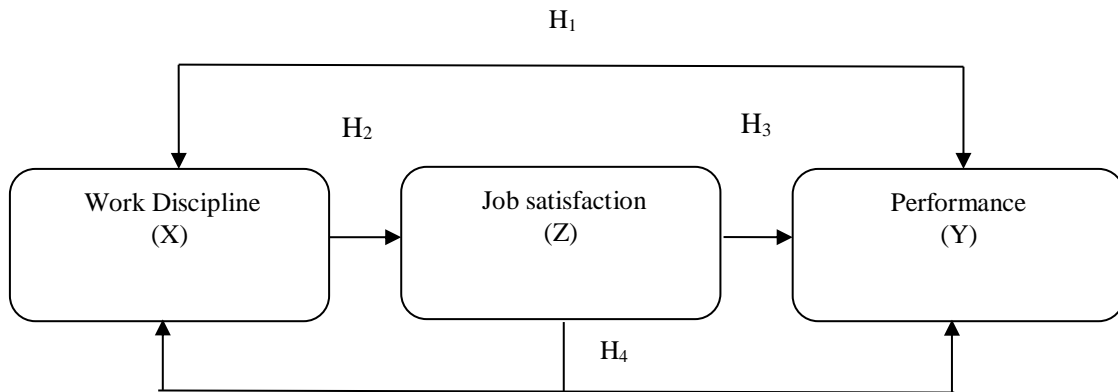


Figure 2. Frame of Mind

2.5 Hypothesis

- H₁: The higher the work discipline, the higher the employee's performance.
- H₂: The higher the work discipline, the higher the job satisfaction.
- H₃: The higher job satisfaction, the higher the employee's performance.
- H₄: job satisfaction mediates the influence of work discipline on employee performance.

3. Research Method

This type of research uses an associative type, the method in this study uses quantitative research methods. The research population is PT. Trihamas Finance has 54 employees. The sampling technique is non-probability sampling, using the saturated method. This data collection method is a survey method, the data obtained is processed using the IBM SPSS 25.0 for Windows software assistance tool, data analysis techniques using multiple linear regression.

This study used measurement variables by using a likert scale. Sugiyono (2018) argues that the "likert scale" is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena". For the purposes of data analysis, then the answers can be given a score as follows: Value 5 For The answer is very agreeable which indicates that the respondent strongly agrees with the statement given by the researcher and is very in line with the perceived condition respondent, a score of 4 for an affirmative answer indicating that the respondent agrees with the statement given by the researcher and corresponds to the respondent's perceived condition, a score of 3 for the answer is quite agreeable which means that the respondent feels quite agreeable with the statement given by the researcher and feels quite agrees with the perceived condition respondent, a value of 2 for an answer that disagrees that indicates that the respondent disagrees with the statement given by the researcher and feels disrespectful to the condition that the respondent feels, and a value of 1 for the answer strongly disagrees which indicates that t the respondent strongly disagrees and strongly disagrees with the condition that the respondent feels.

4. Results and Discussions

4.1 Multiple linear regression analysis

Based on the table 2, the multiple regression equation:

$$Y = 9.466 + 0.369 Z + 0.172 X$$

Table 2. Multiple linear regression analysis

Coefficients ^a						
Type	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1 (Constant)	9.466	2.889		3.277	.002	
labor discipline	.172	.121	.250	1.421	.162	
job satisfaction	.369	.100	.651	3.696	.001	

a. Dependent Variable: performance

Source: processed researcher data, 2022

The linear regression equation shows the direction of each independent variable to the dependent variable and can be deciphered as follows:

1. The value of the constant is 9.466. That is, if work discipline and job satisfaction are worth 0, then performance is worth 9,466.
2. The regression coefficient of the work discipline variable (X) has a value of 0.172 meaning that if job satisfaction increases by 1 then employee performance will increase by 0.369, the positive value coefficient means that there is a positive relationship between work discipline and employee performance, the more work discipline increases, the more employee performance increases.

4.2 Coefficient of determination

The coefficient of determination is carried out with the aim of knowing the magnitude of the influence of work discipline (X) and employee performance (Y), both partially and jointly on job satisfaction (Z) as a variable intervening. The result of the coefficient of determination using *SPSS Version 23.0* is as follows:

Table 3. Coefficient of determination

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.888 ^a	.789	.780	2.85725	

a. Predictors: (Constant), job satisfaction, work discipline

b. Dependent Variable: performance

Source: *SPSS Version 23.0 for Windows* Output Results

Based on the table 3, it can be seen that the value of the R^2 (*Adjusted R Square*) coefficient of determination of 0.780 means the effect of work discipline and employee work together on satisfaction 78% of work and the remaining 22% are influenced by other factors outside the study.

4.3 Hypothesis Test

4.3.1 T-test (partial)

The t-test was conducted to test the significant magnitude of the effect of work discipline variables on employee performance with job satisfaction as an intervening variable individually. Using the number of 54 employees, then the table t value can be obtained. The calculation is as follows $df = n - 2$ which means $df = 54 - 2 = 52$, then the table t value for the significance level of 5% = 1.675.

4.3.1.1 Work discipline towards performance

Based on table 4, it can be known that the calculated t value of the labor discipline variable is 11,921. Based on the formula $n - k - 1$, then t of the table is 1.675. Thus it can be concluded that $t_{count} > t_{table}$ ($11,921 > 1,675$) then H_0 is rejected. And based on a significant t of 0.000 which is less than the value of α of 0.05 ($0.000 < 0.05$), then H_a is accepted. So, it can be concluded that labor discipline has a significant effect on employee performance. This is in accordance with Nuryatin's research (2020) which states that work discipline has a significant effect on employee performance with a P Value of $0.000 < 0.05$.

Table 4. Work discipline t test of performance

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.500	3.206		3.275	.002
	labor discipline	.590	.049	.856	11.921	.000

a. Dependent Variable: performance

Source: SPSS Version 2 3.0 for Windows Output Results

From the description can be depicted in the figure 3.

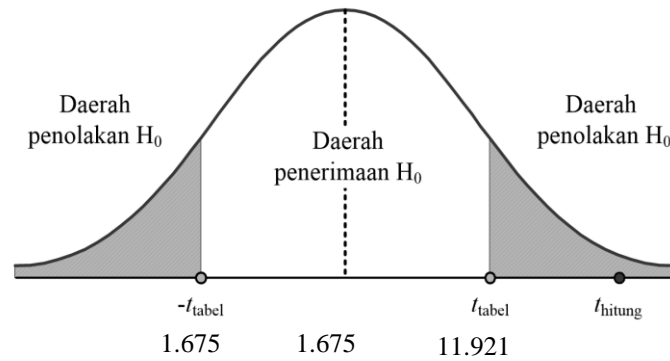


Figure 3. Areas of Acceptance and Rejection Ho Work discipline on Employee Performance

4.3.1.2 Work discipline towards job satisfaction

Table 5. T test of work discipline on job satisfaction

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.806	3.998		.702	.486
	labor discipline	1.133	.062	.931	18.356	.000

a. Dependent Variable: job satisfaction

Source: SPSS Version 2 3.0 for Windows Output Results

Based on table 5, it can be known that the calculated t value of the labor discipline variable is 18,356. Based on the formula $n-k-1$, then t of the table is 1.675. Thus it can be concluded that $t \text{ count} > t \text{ table}$ ($18,356 > 1,675$) then H_0 is rejected. And based on a significant t of 0.000 which is less than the value of α of 0.05 ($0.000 < 0.05$), then H_a is accepted. So, it can be concluded that work discipline has a significant effect on job satisfaction. This is in accordance with the research of Munir, Facmi, and Sani (2020) Discipline has a positive and significant effect on job satisfaction ($C.R = 2,962 > 1.96$; $p \text{ Value} = 0.003 < 0.05$), while on employee performance it has an insignificant impact ($C.R = 1,154 < 1.96$). From the description can be depicted in the figure 4.

4.3.1.3 Job satisfaction with performance

Based on table 6, it can be seen that the calculated t value of the Job Satisfaction variable is 13,592. Based on the formula $n-k-1$, then t of the table is 1.675. Thus it can be concluded that $t \text{ count} > t \text{ table}$ ($13,592 > 1,675$) then H_0 is rejected. And based on a significant t of 0.000 which is less than the value of α of 0.05 ($0.000 < 0.05$), then H_a is accepted. So, it can be concluded that Job Satisfaction has a significant effect on employee performance. This is in accordance with the research of Alwi & Suhendra (2019) There is a significant positive influence between job satisfaction on employee performance. P-values $0.000 < 5$. From the description can be depicted in the figure 5.

Tabel 6. T test of job satisfaction on performance

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.576	2.808		3.766	.000
	job satisfaction	.500	.037	.883	13.592	.000

a. Dependent Variable: performance

Source: SPSS Version 2 3.0 for Windows Output Results

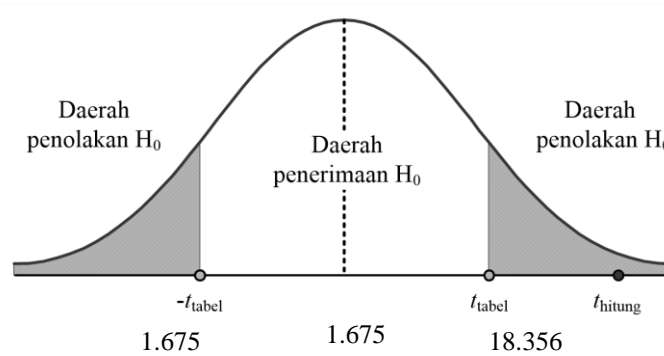


Figure 4. Areas of Acceptance and rejection Ho Work discipline towards Job Satisfaction

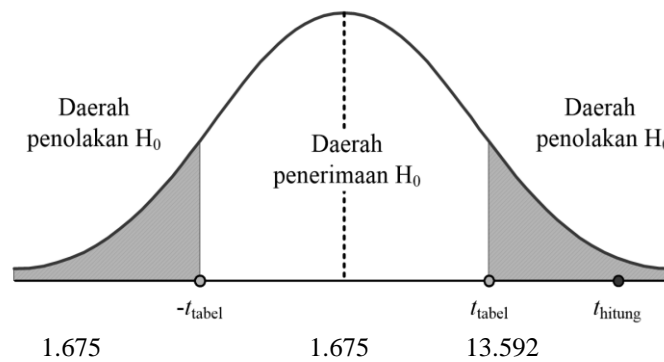


Figure 5. Areas of Acceptance and Rejection Ho Work discipline towards Job Satisfaction

4.3.2 F Test (Simultaneous)

The F test (simultaneously) is carried out to determine the presence or absence of the influence of *independent* variables on *the dependent* variables together. The results of the F test (simultaneous) in the study are as follows:

Table 7. F Test Calculation Results

ANOVA ^a						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1554.235	2	777.117	95.190	.000 ^b
	Residual	416.358	51	8.164		
	Total	1970.593	53			

a. Dependent Variable: performance

b. Predictors: (Constant), work discipline, job satisfaction

Source: SPSS Version 2 3.0 for Windows Output Results

Based on the table 7, it can be seen that the F_{count} from IBM SPSS Statistue 23.0 obtained a value of 95,190. Significant degree 0.05 degrees of freedom (et al) numerator = number of variables -1 or 3 -1 = 2 and degree of freedom (et al) denominator = number of cases – number of variables = 54 -2 – 1 = 51. Provided that the figure $F_{of\ the\ table}$ = 3.18 is obtained. So it can be concluded that $F_{counts} > F_{the\ table}$ which means H_a is accepted and H_0 is rejected. This means that there is an influence between work discipline and job satisfaction together on employee performance. This is in accordance with the research of Astuti & Rahardjo (2021) which states that work discipline and job satisfaction affect employee performance with a P Value of $0.000 < 0.05$

Next be the curve to know area acceptance and valuation Hypothesis:

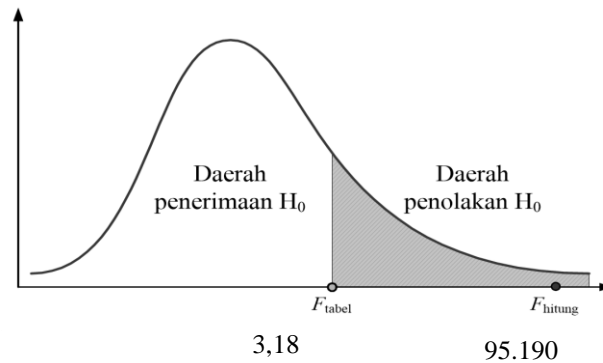


Figure 6. Areas of Acceptance and Rejection of Test F

4.4 Path Analysis

4.4.1 Model I Path Coefficient

Table 8. Direct Equation

Model Summary						
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.856 ^a	.732	.727	3.18617		
a. Predictors: (Constant), work discipline						
Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.500	3.206		3.275	.002
	labor discipline	.590	.049	.856	11.921	.000
a. Dependent Variable: performance						

- a) Referring to the regression output of **model 1** in the "coefficients" section of the table, it can be seen that the significance value of the variable (X) is 0.000 less than 0.05. These results provide the conclusion that Model 1 Regression, namely the variable (X) has a significant effect on (Y).
- b) The amount of R Square value contained in the Model Summary table is 0.723, this shows that the contribution of the influence of (X) to (Y) is 72.3% while the remaining 27.3% is the contribution of other variables that were not included in the study. Meanwhile, the value of e1 can be searched by the formula $e1 = \sqrt{1 - 0.723} = 0.526$.

4.4.2 Model II path coefficient

Table 9. Indirect Equation

Model Summary					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	
2	.946 ^a	.895	.890	3.56289	

a. Predictors: (Constant), performance, work discipline

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
2	(Constant)	-3.212	3.938		-.816	.418
	labor discipline	.794	.107	.653	7.432	.000
	Performance	.573	.155	.325	3.696	.001

a. Dependent Variable: job satisfaction

- a) Based on the output of **Model II Regression** in the "Coefficients" table, it can be seen that the significance values of the two variables are (X) = 0.000 and (Y) = 0.001 is less than 0.05. These results conclude that Model II Regression, namely the X and Y variables, have a significant effect on Z.
- b) The amount of R Square value in the "Model Summary" table is 0.890, this shows that the contribution of (X) and (Y) to (Z) is 89% while the remaining 11% is the contribution of other variables that are not tuned it. The value of $e^2 = \sqrt{1-0.890} = 0.331$.

Based result aforementioned so Retrieved Diagram analysis Line as next:

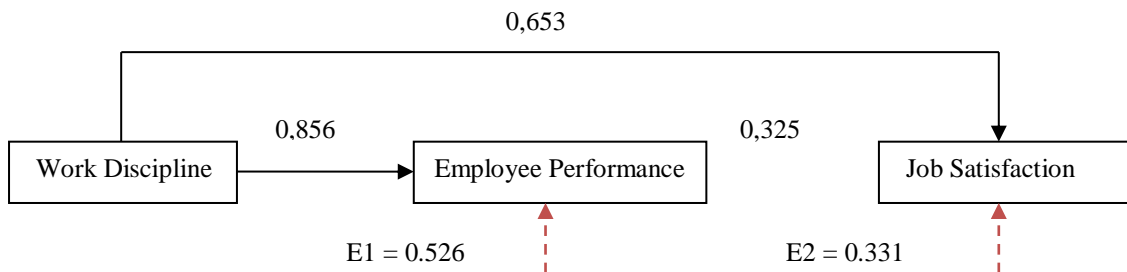


Figure 7. Path analysis of Job Discipline on Performance through Job Satisfaction

5. Conclusion

Based on the results of the study, it can be concluded that the variables of Work Discipline in PT. Trihamas Finance is in fairly good condition, with a calculated t value of $> t_{table}$ which is $11,921 > 1.675$ and significant values of $0.000 < 0.05$ so that Work Discipline has a significant influence of 0.732 to Employee performance. Then the variable job satisfaction of PT. Trihamas Finance is in a fairly good state, with a t calculated value of $> t_{table}$ which is $13,592 > 1.675$ and a fish siignive value of $0.000 < 0.05$ so that the job satisfaction variable has a significant H impact of 0.780 on employee performance. Furthermore, the performance variable is in a fairly good state, with the F_{value} calculated $> F_{table}$ which is $95.190 > 3.18$ and a significant value of $0.000 < 0.05$ so that the Work Discipline variable and Job satisfaction simultaneously had a positive and significant influence of 0.789 on employee performance.

Based on the results of the path analysis, the direct influence given by the work discipline variable (X) on the employee performance variable (Y) was 0.856. Meanwhile, the indirect influence of work discipline (X) on employee performance (Y) through job satisfaction (Z) which has a value of $0.653 \times 0.325 = 0.212$. From the calculation of the overall influence given by the work discipline variable (X) on the employee performance variable (Y) is a direct influence coupled with indirect influence, to $0.856 + 0.212 = 1.068$. Thus, it can be concluded that employee job satisfaction is correct as a mediating variable. Thus work discipline affects employee performance with job

satisfaction as a mediating variable, path analysis testing explains the existence of indirect influences that are smaller than direct influences. This means that the research carried out has a very low indirect influence.

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