

CONTRIBUTION OF WORK DISCIPLINE AND JOB SATISFACTION TO EMPLOYEE PERFORMANCE IN THE MEJAKITA STARTUP COMPANY, MALANG

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ABSTRACT

Purpose- The study examines the contribution of work discipline (X1) to employee performance, contribution of job satisfaction (X2) to employee performance and contribution work discipline (X1) dan job satisfaction (X2) to employee performance. Design/methodology/approach-Data from total of 34 employees working in MejaKita Startup Company, Malang Town, East Java, Indonesia were collected through a structured questionnaire survey and subjected to analysis using path analysis. Total sampling for collecting data and descriptive research design was used in the study. Findings-Result of path analysis indicated that there is significant contribution of work discipline to employee performance and there is not significant contribution of job satisfaction to employee performance but there is significant contribution as simultaneously work discipline and job satisfaction to employee performance.

Keywords:

Work Discipline; Job Satisfaction; Employee Performance; Path Analysis

INTRODUCTION

MejaKita is an online education platform that empowers students across Indonesia to collaborate in education. MejaKita promotes theme-based learning and discussion. This platform has been used by approximately 15,000 students in 223 cities (Suriastini et al., 2020). MejaKita address at Simpang Janti Barat I C/10 Street, Sukun, Malang City, East Java 65147, Indonesia (www.semuaabis.com, n.d.).

MejaKita is an online education platform in Indonesia that facilitates collaborative learning among students nationwide. This study investigates the challenges MejaKita faces regarding employee performance, as evidenced by a 4.22% absenteeism rate in 2022. The quality and quantity of work are inevitably affected by employee absenteeism. Employee performance, defined as the achievement of individual or group goals aligned with organizational objectives, is crucial for organizational efficiency and effectiveness (Yuniarti, 2021). Edwin. B. Flippo defines absenteeism as a situation where an individual fails to attend work as per the schedule, emphasizing the responsibility of employees in delivering satisfactory performance (Flippo, 2002).

MejaKita currently lacks established performance metrics and primarily focuses on collaborative project completion. Consequently, the absence of binding rules for measuring performance has led to a lack of discipline among MejaKita employees. This lack of discipline affects employee performance, aligning with research by Febrianti on the significant

influence of work discipline on employee performance at PT. Pelabuhan Indonesia IV (persero) branch in Makassar (Febrianti.S, n.d.). Discipline is considered a behavior that should be instilled in every individual within and outside the organization, requiring adherence to agreed-upon rules and a willingness to accept consequences for any violations (Partika et al., 2020).

Employee satisfaction also influencing employee performance. Job satisfaction is described as an individual's general attitude toward their work, reflecting the disparity between the rewards received and what they believe they should receive (Robbins, 2003,78). Greenberg and Baron (2003:148) define job satisfaction as a positive or negative attitude individuals hold towards their work, while Gibson (2000:106) states it is the perception-based attitude workers have about their jobs. MejaKita employees collaborate in completing projects, and the excessive workload sometimes leads to employees working under additional stress. While recognition and rewards can lighten this burden, MejaKita appears to pay more attention to project completion rather than employee well-being.

Development of hypotheses

Work discipline and employee performance

Based on the research findings, it is evident that discipline has a positive and significant impact on employee performance. Therefore, it can be concluded that improving employee work discipline will result in an enhancement of employee performance within the company. This research aligns with the study by Prasetyo (Prasetyo & Marlina, n.d., 21-30), which asserts that discipline has a significant influence on work productivity. On the basis of the above theoretical support, the following hypothesis has been formulated: H1. Disiplin kerja berkontribusi secara signifikan terhadap kinerja karyawan

Job satisfaction and employee performance

Based on the research findings, it is known that job satisfaction has a positive and significant impact on employee performance. This implies that as job satisfaction increases, it will lead to higher employee performance. The results of this study support previous research that explores the relationship between job satisfaction and performance. Balouch & Hassan (2014), in their study titled "Determinants of job satisfaction and its impact on employee performance and turnover intentions," concluded that job satisfaction influences performance, and additionally, job satisfaction can affect employees' intentions to leave. Employees with low job satisfaction have a higher likelihood of leaving the company (Hidayat, 2018). On the basis of the above theoretical support, the following hypothesis has been formulated: H2. Job satisfaction significantly contributes to employee performance.

Work discipline, job satisfaction and employee performance

The influence of job satisfaction, work discipline, and employee performance is such that job satisfaction affects the level of discipline and employee performance. This means that if satisfaction is derived from the job, then the discipline and achievements of employees are good. Conversely, if job satisfaction is lacking in the job, then the discipline and performance of employees are low (Hasibuan, 2006:203). Performance is the result of the work achieved by an employee in completing the tasks assigned to them, according to Sunyoto (2012:18). Employee performance is a manifestation of how much they contribute to the organization. Therefore, performance assessment is essential for companies to determine the extent to which employees can play a role in the development and growth of the company. On the basis of the above theoretical support, the following hypothesis has

been formulated: H3. Work discipline and job satisfaction simultaneously contribute to employee performance,

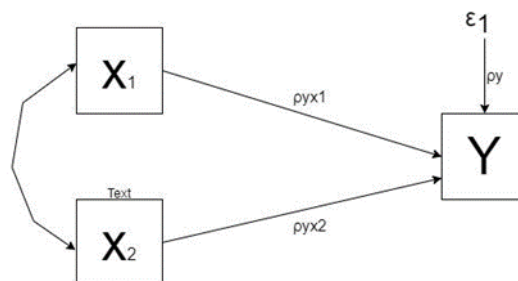
METHOD

Sample and Procedure

The sampling technique in this study is total sampling, where the sample size is equal to the population size. Total sampling is used because the population is less than 100; therefore, the entire population is taken as the sample in this study. Based on the above definition, it can be concluded that the sample size in this study is the same as the population size of employees in the MejaKita startup company, which amounts to 34 people.

Measures

The questionnaire was created based on indicators of theory. All the scales used were 5-point Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree). The initial stage involved testing the validity and reliability of the questionnaire. The next stage involved testing each variable using path analysis with the following model.



RESULT AND DISCUSSION

Responden Characteristics

From the results of 34 respondents, it was found that the respondents, based on gender, were predominantly male employees, totaling 24 respondents, representing 71%. The remaining 29% were female employees, totaling 10 respondents.

Respondents, based on age characteristics, were found to have the most respondents in the age range of 26 to 30 years, with a percentage of 41%. Respondents in the age range of 26 to 30 years are the most numerous or the majority in this study. Meanwhile, the fewest or the minority of respondents are in the age range of over 30 years, totaling 4 respondents with a percentage of 12%.

Respondents with a bachelor's degree were 23, accounting for 68%. Respondents with a bachelor's degree are the most numerous or the majority. The fewest or the minority of respondents have a diploma (D3) education level, totaling 2 respondents with a percentage of 6%.

Respondents, based on the duration of employment, provided information that those who have worked in the range of 2 to 5 years are 17 respondents, with a percentage of 50%. Respondents in the range of 2 to 5 years of employment are the most numerous or the majority in this study. Meanwhile, the fewest or the minority of respondents are in the range of over 5 years, totaling 6 respondents with a percentage of 18%.

Instrument Testing (validity and reliability)

Next, the instrument was tested for its validity by taking the Corrected Item-Total Correlation values, which is the correlation between the item score and the total item score

(calculated r-value) compared to the critical r-table. If the calculated r-value is greater than the critical r-table, then the instrument is considered valid.

Item	r hitung	r tabel ($\alpha=0,05$; n=34)	Keput usan
X1.1	0.596	> 0,339	Valid
X1.2	0.592	> 0,339	Valid
X1.3	0.627	> 0,339	Valid
X1.4	0.777	> 0,339	Valid
X1.5	0.769	> 0,339	Valid
X1.6	0.712	> 0,339	Valid
X2.1	0.520	> 0,339	Valid
X2.2	0.539	> 0,339	Valid
X2.3	0.651	> 0,339	Valid
X2.4	0.620	> 0,339	Valid
X2.5	0.510	> 0,339	Valid
X2.6	0.677	> 0,339	Valid
X2.7	0.766	> 0,339	Valid
X2.8	0.819	> 0,339	Valid
Y1.1	0.704	> 0,339	Valid
Y1.2	0.527	> 0,339	Valid
Y1.3	0.542	> 0,339	Valid
Y1.4	0.645	> 0,339	Valid

Reliability testing can be observed through the Gutman Split-Half Coefficient correlation value of 0.905, falling into the category of highly reliable. When compared to the critical correlation value (0.339), the calculated correlation value is greater than the critical value. Therefore, it can be concluded that the questionnaire instrument is reliable.

Reliability Statistics

Cronbach's Alpha	Part 1	Value	.878
		N of Items	9 ^a
	Part 2	Value	.885
		N of Items	9 ^b
Total N of Items			18
Correlation Between Forms			.827
Spearman-Brown Coefficient	Equal Length		.905
	Unequal Length		.905
Guttman Split-Half Coefficient			.905

a. The items are: X1.1, X1.2, X1.3, X1.4, X1.5, X1.6, Y1.2, Y1.3, Y1.5.

b. The items are: Y1.6, Y1.7, Y1.8, Y1.9, Y1.10, Z1.1, Z1.2, Z1.3, Z1.4.

Analyzing and Interpreting Path Analysis

Path analysis is a statistical method used to examine the direct and indirect relationships between variables in a complex model. In the provided context, path analysis

is used to understand and interpret the relationships between work discipline (X1), job satisfaction (X2), and employee performance (Y) in the specified structural equation.

1. Formulating Hypotheses and Structural Equation

Hypothesis: Work discipline and job satisfaction contribute simultaneously and significantly to Employee Performance.

The structural equation is represented as follows:

Structure: $Y = \rho_{yx1} X_1 + \rho_{yx2} X_2 + \rho_y \varepsilon_1$

Here's a breakdown of the key components:

Y: Represents Employee Performance.

X1: Represents Work Discipline.

X2: Represents Job Satisfaction.

ρ_{yx1} : Path coefficient indicating the direct effect of Work Discipline (X1) on Employee Performance (Y).

ρ_{yx2} : Path coefficient indicating the direct effect of Job Satisfaction (X2) on Employee Performance (Y).

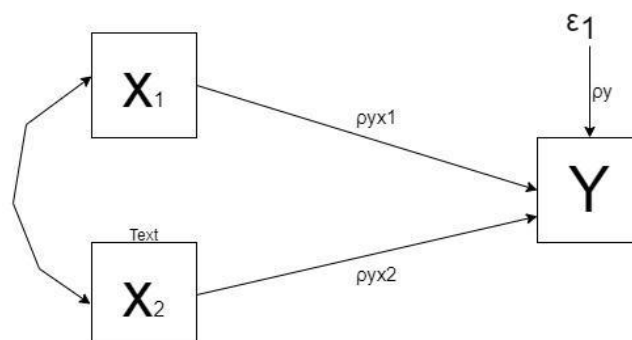
ρ_y : Represents any remaining direct effects on Employee Performance (Y) not explained by X1 and X2.

ε_1 : Represents the error term.

To analyze and interpret path analysis:

- Path Coefficients (ρ_{yx1} and ρ_{yx2}): Examine the values of these coefficients to understand the strength and direction of the direct effects. Positive values indicate a positive relationship, while negative values indicate a negative relationship.
- Total Effect (ρ_y): This coefficient represents the total direct effect on Employee Performance that is not explained by X1 and X2. Analyze its magnitude and direction.
- Error Term (ε_1): This term represents unobserved factors or measurement errors affecting Employee Performance. It is essential to consider the residuals to ensure the model adequately represents the observed data.

2. Calculating path coefficients based on regression coefficients Drawing the complete path diagram



a. Calculating correlation coefficients and regression with SPSS 25

Correlations

		Disiplin Kerja	Kepuasan Kerja	Kinerja Karyawan
Disiplin Kerja	Pearson Correlation	1	.619**	.801**
	Sig. (2-tailed)		.000	.000
	N	34	34	34
Kepuasan Kerja	Pearson Correlation	.619**	1	.459**
	Sig. (2-tailed)	.000		.006
	N	34	34	34
Kinerja Karyawan	Pearson Correlation	.801**	.459**	1
	Sig. (2-tailed)	.000	.006	
	N	34	34	34

** . Correlation is significant at the 0.01 level (2-tailed).

● ANOVA (Analysis of Variance) for X1 and X2 on Employee Performance (Y)

ANOVA is a statistical method used to analyze the variance between groups and within groups. In the provided context, ANOVA is applied to assess the influence of two independent variables, X1 (Work Discipline) and X2 (Job Satisfaction), on the dependent variable Y (Employee Performance).

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127.403	2	63.701	28.019	.000 ^b
	Residual	70.480	31	2.274		
	Total	197.882	33			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja

● Coefficient of X1 and X2 on Employee Performance (Y)

The coefficient, often denoted as β (beta), represents the degree of influence or the change in the dependent variable (Y) for a unit change in the independent variable (X1 or X2). In the context of the provided information, the coefficients for X1 (Work Discipline) and X2 (Job Satisfaction) on Employee Performance (Y) are essential in understanding the quantitative impact of these variables.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.864	1.680		2.896	.007
	Disiplin Kerja	.509	.083	.838	6.141	.000
	Kepuasan Kerja	-.024	.055	-.060	-.442	.661

a. Dependent Variable: Kinerja Karyawan

● Summary of X1 and X2 on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.802 ^a	.644	.621	1.508	.644	28.019	2	31	.000

a. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja

b. Dependent Variable: Kinerja Karyawan

3. Analyzing and Interpreting Path Analysis

Conducting simultaneous path coefficient calculation

The overall testing is indicated by the ANOVA table. The statistical hypotheses are formulated as follows:

Sentence-form hypotheses:

H3: Work discipline and job satisfaction contribute simultaneously and significantly to employee performance.

H0: Work discipline and job satisfaction do not contribute simultaneously to employee performance.

Testing significance rule: SPSS Program

The ANOVA table obtained an F value of 28.019 with a probability value (Sig) = 0.000. Because the Sig value is less than 0.05, **the decision is to reject H0 and accept H3. Therefore, individual testing can be conducted.**

Individual Testing

● **Work discipline significantly contributes to employee performance**

Sentence-form hypotheses:

H1: Work discipline significantly contributes to employee performance

H0: Work discipline does not significantly contribute to employee performance

The significance test of the path analysis is found by comparing the probability value of 0.05 with the Sig probability value.

Decision-making basis as follows:

In the Coefficient table, there is a Sig value of 0.000 for work discipline. Furthermore, the Sig value of 0.000 is smaller than the probability value of 0.05 or $0.05 > 0.000$. Therefore, H0 is rejected, and Ha is accepted, meaning the path analysis coefficient is significant. **So, work discipline significantly contributes to employee performance.**

● **Job satisfaction significantly contributes to employee performance**

Sentence-form hypotheses:

H2: Job satisfaction significantly contributes to employee performance

H0: Job satisfaction does not significantly contribute to employee performance

The significance test of the path analysis is found by comparing the probability value of 0.05 with the Sig probability value.

There is a Sig value of 0.661 in the coefficient table. Then, the Sig value of 0.661 is greater than the probability value, so H0 is accepted, and Ha is rejected, **meaning job satisfaction does not significantly contribute to employee performance.**

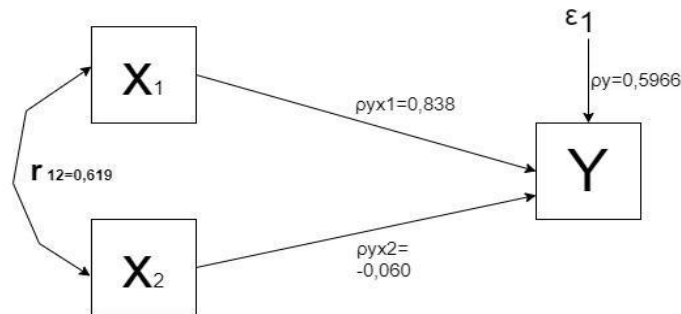
The empirical causal relationship framework between X1 and X2 on Y can be constructed through the structural equation as follows.

Structure: $Y = \beta_{yx1} X_1 + \beta_{yx2} X_2 + \beta_y \epsilon_1$

$$Y = 0.838 X_1 - 0.060 X_2 + \rho_y \varepsilon_1$$

$$R^2_{yx1x2} = 0,644$$

$$\rho_y \varepsilon = \sqrt{1 - R^2_{yx1x2}} = \sqrt{1 - 0,644} = 0,5966$$



Results of Path Analysis

Based on the calculation of the structural path analysis, it provides objective information as follows:

1. The magnitude of the contribution of work discipline (x1), which directly influences employee performance (Y), is $0.8382 = 0.7022$ or 70.22%.
2. The magnitude of the contribution of job satisfaction (x2), which directly influences employee performance (Y), is $-0.0602 = 0.0036$ or 0.36%.
3. The magnitude of the contribution of work discipline (x1) and job satisfaction (x2) simultaneously affecting employee performance (Y) directly is $0.644 = 64.4\%$. The remaining 35.6% is influenced by other factors that cannot be explained in the study.

The magnitude of the contribution of work discipline (X1) and job satisfaction (X2) simultaneously affecting employee performance (Y). The answer to the research problem is summarized in the following table.

Variable	Path Coefficient	Affecting		Simultaneously Affect (R^2_{yx1x2})
		Direct	Total	
X1	0,838	0,838	0,838	-
X2	-0,060	-0,060	-0,060	-
ε_1	0,5966	$1-0,644=0,356$	-	-
X1 & X2	-	-	-	0,644

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