

# Effect of Employee Satisfaction and Employee Discipline on Employee Performance of PT Mediatech Centra Filter Surabaya

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**Abstract:** This study aims to analyze the gain of progress and achieve goals. Companies need to encourage and monitor employee performance to develop their abilities to the potential. This research is quantitative, with the data used being secondary. The decline in the performance of employees in the production department has an impact on the company because it can hinder the company's filter production, and the company's production targets are not achieved. Human resource management's scope generally discusses human beings' matters, including employee job satisfaction. Employee job satisfaction is a factor that is considered necessary because it can affect the running of the company as a whole. The satisfaction felt by employees at work indicates that employees have feelings of pleasure in carrying out work duties. Job satisfaction is also a positive attitude of employees towards various situations in the workplace. For organizations, employee job satisfaction must receive attention and fulfilment of this is primarily the task of organizational leaders. For employees, job satisfaction is an individual factor, and a means to achieve work productivity. So within the scope of human resource management, job satisfaction factors benefit organizations/companies, employees, and even the community.

**Keywords:** employee satisfaction, employee discipline, employee performance

## INTRODUCTION

Human Resources is the most essential asset for an organization or company. The absence of the human element makes the company not run smoothly. The company's purpose is growth, profit, productivity, and others. Employees and companies are two closely related aspects. The critical role of employees in company activities is to provide improvement and development of the company through employee performance programs. The object of research conducted by the author is at PT Mediatech Centra Filter Surabaya produces various designs and types of filters for industrial needs.

Human resource management's scope generally discusses human beings' matters, including employee job satisfaction. Employee job satisfaction is a factor that is considered neces-

sary because it can affect the running of the company as a whole. The satisfaction felt by employees at work indicates that employees have feelings of pleasure in carrying out work duties. Job satisfaction is also a positive attitude of employees towards various situations in the workplace. For organizations, employee job satisfaction must receive attention, and fulfilment of this is primarily the task of organizational leaders. For employees, job satisfaction is an individual factor, and a means to achieve work productivity. So within the scope of human resource management, job satisfaction factors benefit organizations/companies, employees, and even the community (Adianita et al., 2017).

Performance in action. The performance action consists of many components and is not a direct result. Performance is individual be-

cause every employee has a different ability to do their job. The performance comes from work performance or actual performance, which means someone has done work performance or actual performance. Performance is the result of a process. According to the behavioral approach to management, performance is the quantity or quality of something produced or done by someone who does the job. The company expects high employee performance. The more employees who have high performance, the overall company productivity will increase to survive in global competition.

Understanding Employee Performance according to Moehariono (2010), employee performance or the definition of performance as a result of the performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively following their respective authorities, duties, and responsibilities. Each to legally accomplish the goals of the organization concerned without violating the law and by morality or ethics. According to Sedarmayanti (2011), performance is a translation of the word performance, which has the meaning as a result of the work of an employee or worker, a management process in which the work result must have concrete evidence that can also be measured. Employee performance indicators are job satisfaction, work discipline, and work environment (Mujanah et al, 2020) and (Mardhotillah et al, 2021).

According to Hasibuan (2016), job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Factors that affect employee job satisfaction are the individual factors of the employee himself, salary and workplace facilities, co-workers, and social working conditions. And the indicators of

job satisfaction are liking his job, loving his job, work discipline, and work performance. (Ayu, et al., 2019).

According to Edy Sutrisno (2016), Work Discipline, namely: A person's behavior by regulations, existing work procedures, or discipline, is attitudes, behavior, and actions that are by the rules of the organization, both written and unwritten. In addition, Bedjo Siswanto, quoted by Lijan Poltak Sinambela (2016), stated work discipline as follows: "Work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry out and does not avoid receiving sanctions if he violates the duties and authorities given to him". The existence of work discipline will ensure the maintenance of order and the smooth implementation of the company's work to obtain optimal results. As for employees, work discipline impacts a pleasant working atmosphere to increase enthusiasm in carrying out their work. According to Mangkunegara and Octorent (2015), work discipline can be measured by the following indicators: Punctuality in coming to work, Accuracy in returning home, Compliance with applicable regulations, Use of predetermined work uniforms, Responsibilities in doing assignments, Carrying out tasks -work assignments to completion every day. (Faviandhani et al. 2018).

PT Mediatech Centra Filter Surabaya was founded in 1990 until now. Manufacturing technology and raw materials for various filters are transferred from our Principal in Europe, Korea, and China. At PT Mediatech Centra Filter Surabaya has 40 production employees. Like business entities in general, PT Mediatech Centra Filter Surabaya, in its establishment and its development, cannot be separated from its vision and mission. Vision and Mission of PT

Mediatech Centra Filter Surabaya is to create a good environment with the Go green program by supporting industries for air pollution problems due to the production process. PT Mediatech Centra Filter Surabaya was founded and has run the company since 1990 now. Its primary production is various designs and types of features for the industry. It is divided into Dry Filter (Dust Filter) and Wet Filter (Liquid Filter). As filter media manufacturers, manufacturing technology and raw materials for various filters are the principal transfers in Europe, Korea, and China. Providing European Standard quality and continuously prioritizing after-sales service to its customers. Filter Materials PT Mediatech Centra Filters Surabaya are Polyester (PE), Polypropylene (PP), Dralon or Acrylic (DT), Nomex (NO), Polyhenylene Sulphide (PPS), Teflon or Ptpc (TF), Polyamide or P84, Nylon (NL), Fibreglass.

The phenomenon that occurs in the production employees at PT Mediatech Centra Filters Surabaya is the decline in employee performance in the Production section. The decline in employee performance significantly impacts the company because it will hinder its filter production. And not achieving the company's production targets. The following is the target achievement data from the performance of production employees at PT Mediatech Centra Filters Surabaya in 2018–2020 and the company's targets and the employee attendance table produced by PT Mediatech Centra Filters Surabaya. In this study, there are phenomena in companies such as filter production targets that are not by what the company targets per month. With a target of 6000 (six thousand) pcs per month Filter products or 72,000 pcs per year Filter Products.

## CONCEPTUAL FRAMEWORK AND HYPOTHESES

### Job Satisfaction

Job satisfaction or employee satisfaction measures workers' level of satisfaction with their type of work related to the nature of their job duties, work results achieved, the form of supervision obtained, and a sense of relief and liking for the work they do. Dessler (2000) states that job satisfaction has a role in achieving better productivity and quality standards, avoiding the possibility of building a more stable workforce, and using human resources more efficiently.

The research results from McNeese–Smith (1996) showed a relationship between job satisfaction and employee performance. So it can be concluded that job satisfaction positively affects employee performance because work discipline can increase employee productivity for better performance. Then formed the hypothesis:

H1: Job Satisfaction has a positive effect on employee performance at PT Mediatech Center Filter.

### Work Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase their awareness and willingness to comply with all company regulations (Rivai, 2011).

According to Syamsuddinnor (2013) in Marheno (2016), work discipline can develop employee performance to improve company performance. It can be concluded that work discipline positively affects performance because it can encourage employees to achieve better performance. Then the hypothesis is formed

H2: Work Discipline has a positive effect on employee performance at PT Mediatech Center Filter.

### **Employee Performance**

Performance is individuals' effort on their work (Robbins, 2001). Meanwhile, according to Bernandi & Russell (in Riani 2011), performance is a record resulting from the function of a particular job or activity during a specific period.

### **Research Methodology**

This research is quantitative using a questioner to collect data. Data collection using a saturated sampling technique with a sample of 40 people. The population used in this study were all permanent employees at PT Mediatech Centra in the Production section has as many as 40 people. The data collected using purposive sampling and then analyzed using Partial Least Square (PLS).

### **Results and Discussion**

Job satisfaction or employee satisfaction measures workers' level of satisfaction with their type of work related to the nature of their job duties, work results achieved, the form of supervision obtained, and a sense of relief and liking for the work they do. Job satisfaction means feelings of support or unsupport experienced by an employee at work. According to Hasibuan (2016), job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Factors that affect employee job satisfaction are individual factors of the employee himself, salary and workplace facilities, co-workers, and social working conditions. And the indicators of job

satisfaction are liking his job, loving his job, work discipline, and work performance. Factors Affecting Job Satisfaction.

Five aspects contained in job satisfaction (Levi, 2002), namely:

1. The work itself (work itself), every job requires a specific skill by their respective fields. The difficulty of a job and a person's feeling that his skills are needed in doing the job will increase or decrease job satisfaction.
2. Supervisor (supervision), a good boss is willing to respect the work of his subordinates. Supervisors can be considered father/mother/friend figures and superiors for associates.
3. Co-workers (workers) is a factor related to the relationship between employees with their superiors and other employees, both the same or different types of work.
4. Promotion is a factor related to the presence or absence of opportunities for career advancement while working.
5. Salary/wage is a factor in fulfilling the needs of employees who are considered worthy or not.

Indicators of employee job satisfaction According to Herzberg in Mangkunegara (2005) in Ida Ayu Brahmasari (2008), there are 4 indicators of employee job satisfaction: Compensation, Working Conditions, Administration system, and company policies, Opportunity to develop. Employee Job Satisfaction Variables

According to Mangkunegara (2009), job satisfaction is related to the variables, namely:

- a. Turnover is higher job satisfaction, is associated with lower employee turnover. Meanwhile, dissatisfied employees usually experience higher turnover.
- b. Work Absence Rate Employees who are dissatisfied with the company will experience a high level of absenteeism.

- c. Age with a tendency for older employees to be more satisfied than older employees. This is because older employees are experienced in adjusting to the work environment. While young employees usually have ideal expectations about the world of work, if there is a gap between their expectations and reality, it can cause them to be dissatisfied.
- d. Employment Level Employees who occupy higher job levels tend to be more satisfied than employees who occupy lower job levels. Employees who have a higher level of work show good work skills and express creative ideas at work.
- e. Company Organization Size, Company Organization Size can affect employee satisfaction. This is because the company's size is also related to coordination, communication, and employee participation.

Work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, order, and order to company or organization regulations and applicable social norms. Enforcing work discipline is very important for the company. The existence of work discipline will ensure the maintenance of order and the smooth implementation of the company's work to obtain optimal results. As for employees, work discipline impacts a pleasant working atmosphere to increase enthusiasm in carrying out their work. Meanwhile, according to Edy Sutrisno (2016), Work Discipline, namely: A person's behavior by regulations, existing work procedures, or discipline, is an attitude, behavior, and actions that are by the organization's rules, both written and unwritten. In addition, Bedjo Siswanto, quoted by Lijan Poltak Sinambela (2016), stated work discipline as follows: "Work discipline is an attitude of respect, respect, obedience and obedience to ap-

plicable regulations, both written and unwritten and able to carry out and does not avoid receiving sanctions if he violates the duties and authorities given to him". The existence of work discipline will ensure the maintenance of order and the smooth implementation of the company's work to obtain optimal results. As for employees, work discipline impacts a pleasant working atmosphere to increase enthusiasm in carrying out their work. According to Mangkunegara and Octorent (2015), work discipline can be measured by the following indicators: Punctuality in coming to work, Accuracy in returning home, Compliance with applicable regulations, Use of predetermined work uniforms, Responsibilities in doing assignments, Carrying out tasks -work assignments to completion every day. Work Discipline Goals

Discipline can be defined when employees obey, respect, and obey all company regulations and applicable social norms. If the field goes well, the company's efficiency and effectiveness of employees' work can increase.

According to Sutrisno (2011), the objectives of work discipline include:

1. The high sense of employee concern for the achievement of company goals.
2. High enthusiasm and enthusiasm for work and employee initiative to carry out work.
3. The sense of responsibility for employees to carry out their duties as well as possible.
4. The development of a sense of belonging and a high sense of solidarity among employees.
5. Increased work efficiency and productivity of employees. With the goal of work discipline, employee work discipline must be enforced in a company. Without the employees' support, it is difficult for the company to realize its goals. So, discipline is one of the most critical factors for achieving its goals successfully.

### Work Discipline Indicator

The following indicators of work discipline in Sinambela (2016) are as follows:

1. Attendance frequency

The frequency of attendance is one of the benchmarks to determine employee discipline. The higher the frequency of attendance or the lower the absenteeism rate, the employee has high work discipline.

2. Awareness level

In carrying out their work, employees who are always full of calculation and accuracy have a high level of vigilance towards themselves and their work.

3. Adherence to work standards

In carrying out his work, an employee must comply with all work standards that work rules have set and guidelines so that work accidents do not occur or can be avoided.

4. Obedience to work regulations

This is intended for comfort and smooth working.

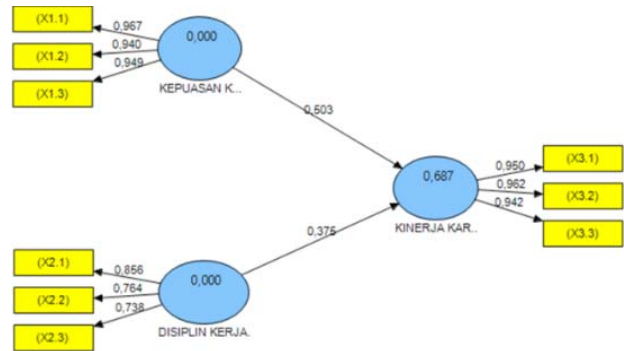
5. Work ethics

Work ethics are needed by every employee in carrying out their work to create a harmonious atmosphere and mutual respect between fellow employees.

Definition of Employee Performance, Performance when associated with performance as a noun (noun), then the notion of performance or performance is the result of work that can be achieved by a person or group of people in a company by their respective authorities and responsibilities to achieve company goals illegally, does not violate the law and does not conflict with morals and ethics (Rivai & Basri, 2004; Harsuko 2011). Viewed from the point of view of other experts, performance is the amount of effort that individuals put out on their work (Robbins, 2001). Meanwhile, ac-

ording to Bernandi & Russell 2001 (in Riani 2011) performance is a record resulting from the function of a particular job or activity over a certain time.

### MODELS PLS



The PLS output shows that the factor loading value in each indicator is reflected in the path coefficients that appear in each exogenous and endogenous variable. Then it can also be seen from the amount of R-Square that appears in the endogenous variable.

### Outer Loadings Test Results (Mean, STDEV, T-Values)

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
(X1.1) <- KEPUASAN KERJA (X1)	0,966748	0,966344	0,007647	0,007647	126,426490
(X1.2) <- KEPUASAN KERJA (X1)	0,939774	0,938441	0,018381	0,018381	51,127475
(X1.3) <- KEPUASAN KERJA (X1)	0,948660	0,948327	0,012387	0,012387	76,582662
(X2.1) <- DISIPLIN KERJA (X2)	0,855815	0,861245	0,017798	0,017798	48,084800
(X2.2) <- DISIPLIN KERJA (X2)	0,763953	0,753588	0,075508	0,075508	10,117544
(X2.3) <- DISIPLIN KERJA (X2)	0,737679	0,723902	0,082662	0,082662	8,924076
(X3.1) <- KINERJA KARYAWAN (Y)	0,949750	0,948151	0,018475	0,018475	51,407389
(X3.2) <- KINERJA KARYAWAN (Y)	0,961697	0,959908	0,013628	0,013628	70,568937
(X3.3) <- KINERJA KARYAWAN (Y)	0,941503	0,938566	0,025806	0,025806	36,484233

Based on the table, it can be seen from the validity of the indicators measured from the Factor Loading value it is stated that the validity is sufficient if  $> 0.5$  and the T-statistic value  $> 1.96$  (Z value at  $= 0.05$ ). The loading factor is the correlation of indicators and variables. If  $> 0.5$ , the validity can be fulfilled, and the T-Statistic value  $> 1.96$  is fulfilled its significance.

From the table above, the effect of job satisfaction (X1) on employee performance has a positive effect on employee performance (Y) is acceptable, based on path coefficients 0.503109. The T-statistic value is 5.109118  $> 1.96$  (from the table value  $Z\alpha = 0, 05$ ). This means that if the company's job satisfaction towards employees is high, the employee's performance increases, on the other hand, if the satisfaction is low, the employee's performance decreases and cannot achieve the goals of the company. The company PT Mediatech Centra Filter Surabaya many employees work not extended due to tedious work and the absence of employee career paths, so they do not get job satisfaction.

Work Discipline (X1) on Employee Performance positively affects Employee Performance (Y) acceptable, based on path coefficients 0.375067. T-statistic value 5.034376  $> 1.96$  (from table value  $Z\alpha = 0.05$ ) means that a high level of discipline from employees increases performance. Vice versa, low work discipline will result in decreased employee performance.

### Cross Loading Test Results

From the results of cross loading data processing, it is obtained that all the loading factor values for each indicator (shaded) both on job satisfaction (X1), work discipline (X2), and employee performance (Y) variables, show a higher factor loading value than by loading

	WORK DISCIPLINE (X2)	WORK SATISFACTION (X1)	EMPLOYEE PERFORMANCE (Y)
(X1.1)	0,777855	0,966748	0,773743
(X1.2)	0,675559	0,939774	0,689598
(X1.3)	0,761016	0,948660	0,798556
(X2.1)	0,855815	0,869002	0,790418
(X2.2)	0,763953	0,430199	0,467838
(X2.3)	0,737679	0,388438	0,452117
(X3.1)	0,750270	0,743421	0,949750
(X3.2)	0,716481	0,796852	0,961697
(X3.3)	0,720339	0,726142	0,941503

indicator factors from other variables, so that it can be said that all indicators in this study are valid or have good validity.

### Test Results Average Variance Extracted (AVE)

	AVE
WORK DISCIPLINE (X2)	0,620071
WORK SATISFACTION (X1)	0,905911
EMPLOYEE PERFORMANCE (Y)	0,904438

The next measurement model is the Average Variance Extracted (AVE) value, which indicates the magnitude of the indicator variance contained by the latent variable. Convergent AVE value greater than 0.5 indicates good adequacy of validity for the latent variable. The reflective indicator variable can be seen from the Average variance extracted (AVE) value for each construct (variable). A good model has required if each construct's AVE value is greater than 0.5.

The results of the AVE test for the Job Satisfaction variable (X1) are 0.905911, the Work Discipline variable (X2) is 0.620071, and

Employee Performance (Y) is 0.904438, the three variables show a value of more than 0.5, so overall All variables in this study can be said to have good validity.

**Composite Reliability Test Results**

	Composite Reliability
WORK DISCIPLINE (X2)	0,829815
WORK SATISFACTION (X1)	0,966534
EMPLOYEE PERFORMANCE (Y)	0,965976

The value of composite reliability measures the reliability of the construct, a reliable construct. If the composite reliability value is above 0.70, the indicator consistently measures the latent variable.

The results of the Composite Reliability test show that the Job Satisfaction variable (X1) is 0.966534, the Work Discipline variable (X2) is 0.829815, and Employee Performance (Y) is 0.965976, the three variables show the Composite Reliability value above 0.70 so that it can be said that all variables in this study are reliable.

**Test Results of Latent Variable Correlations**

	Work Discipline (X2)	Work Satisfaction (X1)	Employee Performance (Y)
WORK DISCIPLINE (X2)	1,000000		
WORK SATISFACTION (X1)	0,777956	1,000000	
EMPLOYEE PERFORMANCE (Y)	0,766464	0,794895	1,000000

In PLS, the relationship between variables or constructs can be correlated with one another, be it exogenous and endogenous variables or exogenous and exogenous variables, as shown in the table of latent variable correlations above. The relationship between one variable and another has a maximum correlation

value of 1. The closer the value to 1, the better the correlation.

From the table of latent variable correlations above, the average correlation value between one variable and another shows the average correlation value. The highest correlation value is between the variable job satisfaction (X1) and employee performance (Y) 0.794895. It can also be stated that among the variables in the research model, the relationship between the variable job satisfaction (X1) and employee performance (Y) shows a stronger connection than the relationship between other variables, this can also be interpreted that in this research model the high and low employee performance is more influenced by the trust variable than the work discipline variable.

**Inner Model Test Results (Structural Model Testing)**

	R Square
WORK DISCIPLINE (X2)	
WORK SATISFACTION (X1)	
EMPLOYEE PERFORMANCE (Y)	0,687394

R<sup>2</sup> Value = 0,687394. This can be interpreted that the model can explain the phenomenon of employee performance influenced by independent variables, including Job Satisfaction and Work Discipline, with a variance of 68.73%. In comparison, the remaining 31.27% is explained by other variables outside of this study (besides Job Satisfaction and Discipline). Work).

In addition to knowing the value of R<sup>2</sup>, *Goodness of Fit* the Goodness of Fit of the research model can be seen from the magnitude of Q<sup>2</sup> or *Q-Square predictive relevance* for the structural model, which is to measure how well the observation values generated by the model



and also the parameter estimates are. Q-square value  $> 0$  indicates the model has predictive relevance; conversely, if the value of Q-Square 0 indicates the model lacks predictive relevance. The formula does Q-Square calculation:

$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$  where  $R_1^2, R_2^2 \dots R_p^2$  is the R-square of the endogenous variable in the equation model. The magnitude of  $Q^2$  has a value with a range of  $0 < Q^2 < 1$ , where the closer to 1, the better the model. The quantity of  $Q^2$  is equivalent to the coefficient of total determination in path analysis. In this study, the value of  $Q^2$  is equal to  $Q^2 = 1 - (1 - 0,687394) = 0,687394$ .

From the results of the calculation of  $Q^2$  with the results of 0.687394, it can be concluded that the research model can be said to meet predictive relevance.

## Result

In connection with the level of discipline in the employees of PT Mediatech Centra Filter Surabaya, in this study, in fact, the employees of PT Mediatech Centra Filter Surabaya is relatively low because many employees still do not comply with company regulations, especially in punctuality during working hours, and impact a lack of responsibility for the assigned tasks. This can be caused by a lack of supervision from leaders who direct employees to obey company rules and work in line with the provisions, causing a decrease in employee performance.

## CONCLUSION

Based on the study results, the conclusion is that job satisfaction contributes to the performance of employees of PT Mediatech Center Filter Surabaya. These results explain that the high or low or good and bad work discipline

affects the high and low performance of employees of PT Mediatech Center Filter Surabaya.

In addition, Work Discipline contributes to the performance of PT Mediatech Center Filter Surabaya. These results explain that the high or low or good and bad employee work discipline will affect the high and low performance of employees of PT Mediatech Center Filter Surabaya.

The suggestion that the author can submit is, in increasing employee job satisfaction, the leadership must always provide company facilities that make it easier, such as providing better equipment so that the filter making process can be done more quickly by employees and employees get a feeling of satisfaction when working at PT Mediatech Center Filter.

The next suggestion is to enforce employee discipline in a company because it is difficult to achieve its goals without good discipline. PT Mediatech Central Surabaya is expected to increase employee discipline by being more assertive in taking action and giving sanctions to not disciplined employees.

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