

Discipline and Job Satisfaction as Drivers of Employee Performance: Analysis at PT. BKS Jakarta Branch 1

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Abstract

The purpose of this study is to ascertain and explore the link that exists between discipline and productivity, productivity and discipline, productivity and discipline, and productivity and discipline via job satisfaction. Offering explanations is the aim of this investigation. The current study was carried out at Branch 1 of PT. Bringin Karya Sejahtera Jakarta. The researcher reached this decision after considering the location of the initial inquiry. The population of this study consisted of 70 employees of PT. Bringin Karya Sejahtera Jakarta Branch 1. In all, seventy samples were present. In this study, both primary and secondary data were employed. Path Analysis and the Sobel test are used to investigate satisfaction, the mediating variable in this study. The study's outcomes suggest that, although not statistically significant, discipline has a good influence on PT staff' work satisfaction. At least in part, the implementation of discipline at Bringin Karya Sejahtera Jakarta Branch 1 has improved the performance of PT staff. The performance of PT employees at Bringin Karya Sejahtera Jakarta Branch 1 is significantly enhanced by partial work satisfaction. Bringin Karya Sejahtera Jakarta Branch 1's headquarters and job happiness may operate as mediating factors in the relationship between PT workers' discipline and performance.

Keywords: Discipline, Employee Performance, Job Satisfaction

JEL Classification: J1, J2, J3

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Background

A company must give due consideration to human resource management by implementing the following functions: arranging, developing, compensating, integrating, managing, guiding, and sustaining, disciplining, and terminating personnel. Good employee performance will result from the discipline, job satisfaction, and sense of loyalty fostered by this human resource management function (Syaifullah, 2022). A company must have a well-structured organization that strives to enhance the competencies of its workforce, as this is the primary determinant in bolstering employee performance (Wardaka, 2020).

Employee performance can be defined as the actions or inactions of personnel. Employee efficacy is a critical determinant in an organization's ability to accomplish its objectives. An increase in employee performance can significantly contribute to the progress of the organization. Conversely, a decline in employee performance may have an adverse impact on the organization's overall performance (Bahri, 2019). PT. Bringin Karya Sejahtera Jakarta Branch 1 (BKS) is a developing company in the field of outsourcing services, the main field of service is professional cleaning services. Founded in 2012 and at the age of 9 years, PT. Bringin Karya Sejahtera is better prepared to provide the best and more agile service. The main focus is on PT. Bringin Karya Sejahtera is customer satisfaction with guaranteed quality and the best service (Sinaga, Maidani, Fauzi, Fikri, Lande, Sanjaya, & Hermawan, 2023).

The phenomenon that occurs at PT. Bringin Karya Sejahtera where employee problems in assessing discipline often occur during work hours. This will dominate employees not to attend at the same time and the employee absenteeism rate will also be quite high. There are several employees who resigned due to internal factors of not being able to achieve the work targets determined by PT. Bringin Karya Sejahtera. Apart from that, there are several employees who feel they are not satisfied with the salary they receive while working at PT. Bringin Karya Sejahtera. The ongoing presence of this issue has the potential to negatively impact the productivity of PT. Bringin Karya Sejahtera's staff. Employee performance will be enhanced through the implementation of work discipline and employee satisfaction (Geralt, Koleangan, & Sepang, 2020).

Good employee performance can be achieved through organizational factors with fairly high employee job satisfaction. Achieving high performance through productivity and efficiency has always been the organization's priority goal. In this case, employee job satisfaction is really needed to achieve a high level of performance in the organization. Job satisfaction leads to expanding efforts to further improve work performance, then work harder and better. Several of these factors lead to expanding efforts to further improve employee work performance (Mawarni, 2020).

A sufficient level of employee performance may be impacted by discipline considerations, as demonstrated by the aforementioned phenomenon. As stated by Puspitasari and Wulandari (2022), an employee's level of discipline serves as an indicator of their inclination and capability to adhere to the work organization's regulations and core values. It is evident that employees who adhere to workplace regulations possess an understanding of what is acceptable and unacceptable conduct. Work discipline can additionally serve as a means to enhance employee performance, given that effectively administered work discipline guarantees adherence to a multitude of organizational regulations that are designed to optimize performance. As a consequence, it is imperative that organizational executives oversee each conduct and undertaking undertaken by staff members during work hours (Rialmi, 2020).

Implementing work discipline in a company can be the key to success and improving employee performance. The level of discipline of an employee can be measured by punctuality during working hours and punctuality in completing tasks. With high discipline, employees will help the company achieve company goals quickly and precisely (Caissar, et., all 2022). Based on our background, we describe the following as the research's aims: Determine and assess the relationship between discipline and job satisfaction and Determine and assess the impact that employee discipline has on performance. To ascertain and evaluate the connection between employee performance and work satisfaction by identifying and evaluating the connection between worker discipline as determined by job satisfaction and performance.

Literature review

Employee performance

In general, performance management can be defined as the process of establishing a mutual comprehension between superiors and subordinates concerning the desired outcomes and the remuneration structure for accomplishing them. In reality, "performance" is a loose translation of the English word "performance" into Indonesian. In a restricted sense, performance or work performance is frequently employed as a metric to assess an individual's work accomplishments, including tasks delegated to them within the organization in a lawful manner, adhering to established protocols and ethical standards (Neher & Maley, 2020).

Performance, according to Astuty et al. (2022), is essentially what employees do or do not do. Performance management encompasses all endeavors undertaken to enhance the overall performance of an organization or corporation, as well as the performance of its employees and work groups. Liana (2019) identifies a multitude of metrics that can be utilized to assess employee performance. A standard of work outcomes, quality of work denotes the capacity to improve upon it. Quantity of work is carrying out the number of activities to achieve predetermined or established goals. Punctuality and cost is an attitude that must be carried out by officials in running an organization. It is stated that a task is effective if it is completed as scheduled and on schedule. Efficiency refers to the manner in which an organization conducts all of its operations so as to achieve the intended outcomes with minimal exertion, while adhering to established benchmarks.

Job satisfaction

Job satisfaction is the affective state of being content and enthusiastic about one's occupation. Job satisfaction is essentially an individual matter. The degree of satisfaction experienced by each person is contingent upon the value system that is applicable to them. Individuals are typically content with the work that has been completed or is currently being completed when expectations are met and the work is carried out in accordance with its intended purpose. A person's desire signifies that he or she has an expectation and is, as a result, motivated to engage in behavior that advances the realization of that expectation. The fulfillment of these expectations will result in the experience of satisfaction. The degree to which a person's expectations are fulfilled and the benefits associated with their work are reflected in their level of job satisfaction. Thus, job satisfaction exhibits a strong correlation with psychological agreement, the theory of justice, and motivation (Aksa & Transistari, 2021).

The dimensions and indicators of job satisfaction are work relationships, characterized by harmony in interacting with superiors, two-way communication, cooperation between employees. The more communication that occurs within the company, the more contented workers feel with their jobs. Work Challenges Indicators in the work relationship dimension are harmony in interacting with superiors, two-way communication, openness and transparency, a willingness to complete tasks. The greater the work challenges faced by employees, if they are able to solve them well, the greater their contentment with their work. There are indicators in the work challenge dimension, namely completing tasks, satisfaction in completing tasks, skills in making decisions (Balakrishnan, Angusamy, & Rosli, 2023).

Discipline

Discipline is derived from the prefix discipline and affix discipline-s. Language suggests that the term "discipline" is the etymological root of the word "discipline." Respect and implementation of a system that mandates individuals to acquiesce to relevant decisions, orders, and regulations constitutes discipline. Discipline can be defined as the disposition of adhering to established rules and regulations without expecting anything in return (Samosir, Pasaribu, & Sembiring, 2023). According to Farihah (2020), discipline comes from the English language, namely "Discipline" which means that someone who is learning or voluntarily follows a leader, educators (teachers) and parents are leaders and children are students who learn from them how to live towards the a good and useful life, so that the cultivation of discipline in children will provide learning about moral behavior that is approved by the group. According to Pontung (2020), words that begin with the sentence "th" and end in "an" have meanings, one of which is to show the result of an action. So discipline means the results a person obtains if that person

continuously carries out disciplinary actions on a regular and consistent basis. Discipline indicators according to Rachmaniah (2022) are attendance, obedience to superiors, responsibility. The research hypothesis is formed as follows:

H1: It is suspected that discipline has an influence on job satisfaction

H2: It is suspected that discipline influences employee performance

H3: It is suspected that job satisfaction has an influence on employee performance

H4: It is suspected that job satisfaction mediates discipline on employee performance

Research Methods

Explanatory research is the kind of study that is being done. This research involves field research due to its nature. This study was conducted at Branch 1 of PT. Bringin Karya Sejahtera Jakarta. The location of the researcher's initial study provides the basis for this choice. The selection process also takes into account how many responses are adequate to serve as the analysis's unit. The start of this study in January 2023 and its eventual conclusion Seventy people who worked at PT. Bringin Karya Sejahtera Jakarta Branch 1 made up the study's demographic. A sample size of 70 workers from PT. Bringin Karya Sejahtera Jakarta's Branch 1 was used in the study. As stated in the Data Collection Method, primary and secondary data sources are used in this study. The approach used in this study to collect data is the questionnaire methodology. The techniques used for data analysis in this study are the Validity Test, Reliability Test, Descriptive Statistics, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Path Analysis, and Sobel Test.

Results and Discussion

Validity test

The research instrument was assessed by utilizing a sample of 70 respondents who belonged to the research sample and the same population. Validity is assessed using the Pearson Product Moment Correlation.

Table 1. Validity Test Results

Variable	Item	r count	r table	Sig	information
Discipline(X)	Item_1	0.890	0.235	0.000	Valid
	Item_2	0.826	0.235	0.000	Valid
	Item_3	0.684	0.235	0.000	Valid
	Item_4	0.837	0.235	0.000	Valid
	Item_5	0.655	0.235	0.000	Valid
	Item_6	0.736	0.235	0.000	Valid
Job satisfaction(Z)	Item_1	0.665	0.235	0.000	Valid
	Item_2	0.776	0.235	0.000	Valid
	Item_3	0.780	0.235	0.000	Valid
	Item_4	0.747	0.235	0.000	Valid
	Item_5	0.787	0.235	0.000	Valid
	Item_6	0.866	0.235	0.000	Valid
Employee performance(Y)	Item_1	0.796	0.235	0.000	Valid
	Item_2	0.855	0.235	0.000	Valid
	Item_3	0.788	0.235	0.000	Valid
	Item_4	0.792	0.235	0.000	Valid
	Item_5	0.831	0.235	0.000	Valid

Source: Primary Data, Processed 2023

According to the results of the validity test of the instrument on Variable Discipline, the result was that 6 statements in the questionnaire were valid, the result was that 6 statements in the questionnaire were valid, the result was that 6 statements in the questionnaire were valid, the

result was that 5 statements in the questionnaire were valid, the result was that all 5 statements in the questionnaire were valid. Total Correlation (r-count) is greater than r-table (0.235) so that all items are declared valid.

Reliability Test

In this study, alpha (α) > 0.60 serves as the threshold for determining an item's reliability.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standart Alpha	Ket
Discipline (X)	0,867	0,60	Reliable
Job satisfaction(Z)	0,862	0,60	Reliable
Employee performance (Y)	0,869	0,60	Reliable

On the basis of the reliability test results, the aforementioned data suggest that the instruments measuring discipline, employee performance, and job satisfaction are reliable, as the Cronbach's Alpha value exceeds the conventional threshold of 0.60.

Normality test

The normality test results may also be obtained using the one sample Kolmogorov-Smirnov test, as the following table illustrates:

Table 3. Normality Result of Test

Not Standard Residual		Not Standard Residual		
N		70	70	
Normal Parameters ^{a,b}	Mean	.0000000	.0000000	
	Std. Deviation	.30592463	.33768342	
	Most Extreme Differences	Absolute	.080	.098
		Positive	.080	.048
		Negative	-.061	-.098
Test Statistic		.080	.098	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.090 ^e	

Source: Primary Data, Processed 2023

The Kolmogorov-Smirnov Z value for Variable Model 1, as shown in the table above, is 0.090, and the sig value of 0.200 is greater than 0.05. Consequently, since H0 is accepted and H1 is rejected, it is possible to conclude that the distribution of all residuals in the Discipline Variable on Job Satisfaction follows a normal pattern. Moreover, Model 2 exhibits a Kolmogorov-Smirnov Z value of 0.098 accompanied by a sig value of 0.090, both of which surpass the threshold of 0.05. Therefore, it can be deduced that H0 is accepted and H1 is rejected, suggesting that the residuals for the variables Discipline and Job Satisfaction pertaining to employee performance follow a normal distribution.

Multicollinearity Test

The outcomes of the multicollinearity presumption test indicate that the model does not contain any multicollinearity. The correlation matrix among the independent variables, as presented in the subsequent table, demonstrates this.

Table 4. Multicollinearity Test Results

Coefficients ^a				
l	Variable	Tolerance	VIF	Keterangan
	Discipline	0,473	2,115	Tidak terjadi Multikolinieritas
	Job satisfaction	0,473	2,115	Tidak terjadi Multikolinieritas
a. Dependent Variable: Employee performance		Variable:	Employee	

Source: Primary Data, Processed 2023

To assess if multicollinearity testing is necessary, one might examine the acquired tolerance and VIF values. When multicollinearity is not assumed to be present and the tolerance value is more than 0.10 and the VIF value is less than 10. Since all of the VIF values for the Discipline and Job satisfaction variables are less than 10, and the tolerance value is more than 0.10, the test results indicate that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

Examining the graph diagram that shows the link between the residual SRESID and the predicted value of the dependent variable, ZPRED, is one way to find out if heteroscedasticity is present or absent. When there is no pattern that can be identified and the data points are distributed along the Y-axis both above and below zero, heteroscedasticity is missing. The results of the heteroscedasticity test are as follows:

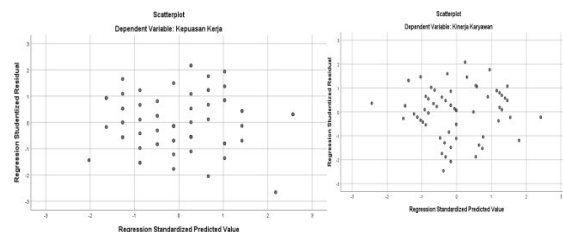


Figure 1. Heteroscedasticity Test Results

The image presented above illustrates the absence of a discernible pattern, has data points spread both above and below 0 along the Y-axis. Based on the observation that the data points lack a discernible regular pattern and are dispersed, so in the regression model, the heteroscedasticity does not appear.

Path Test Results

Path Test Results of the Effect of Variable Discipline (X) on Job Satisfaction (Z)

Table 5. Model 1 Path Variable Test Results

Variabel	Standardize dCoefficient Beta	Std. Error	thitung	ttabel	Sig t
X_Kedisiplinan	0.742	0.085	8.709	1.9955	0
		Constant = 1,199			
		R Square = 0.527			

Source: Primary Data, Processed 2023 Pengaruh Discipline (X) terhadap

The t-value for job satisfaction (Z) is 8.709, which is a significant value of 0.000, and the coefficient (beta) for discipline (X) is 0.742. The t-count is more than the critical t-value ($8.709 > 1.9955$) indicated in the t-table, according to the t-test findings. Although the significant value is less than the crucial value, the t-count number from the t-table is more than the critical value, which accounts for the observed result. Since the value of the path coefficient (beta) is positive, the outcomes are both significant and positive. This result suggests that work satisfaction (Z) and variable discipline (X) have a statistically significant positive connection. More specifically, job happiness rises in tandem with an employee's level of discipline. It is therefore feasible to state that hypothesis 1 (H1) is true. The statistical calculations displayed in the table presented earlier yielded a R Square value of 0.527. This indicates that 52.7% of the variance in job satisfaction may be explained by other factors, leaving the remaining 47.3% by other factors.

Path Test Results of the Effect of Variable Discipline (X) and Job Satisfaction on Employee Performance (Y)

Table 6. Model 2 Path Variable Test Results Discipline and Job Satisfaction on Employee Performance

Variable	Standardized Coefficient Beta	Std Error	tcount	ttable	Sig t
X_Discipline	0.419	0.138	3.037	1.9955	0.003
Z Kepuasan Kerja	0.676	0.135	5.014	1.9955	0.000
Constant = -0,402					
R Square = 0.641					

Source: Primary Data, Processed 2023

Discipline

The study demonstrates that employee performance (Y) is impacted by discipline (X), as evidenced by the t-value of 3.037 for discipline (X), a coefficient (beta) of 0.419 and a significance level of 0.003. The t-test findings reveal that the t-count surpasses the crucial value from the t-table ($3.037 > 1.9955$). The reason for the observed result is that, although the significant value is less than the critical value, it is surpassed by the t-count value from the t-table. The results are noteworthy and positive since the path coefficient (beta) has a positive value. According to this research, there is a substantial and positive correlation between employee performance (Y) and variable discipline (X); in other words, when employee discipline rises, so does employee performance. As a result, it is possible to assert that hypothesis 2 (H2) is accepted.

Job satisfaction

The association between employee performance (Y) and work satisfaction (Z) is statistically significant with a t-value of 5.014 for the variable discipline (X), a value of 0.000, and a coefficient (beta) of 0.676. The t-test results show that the t-count exceeds the critical t-value from the t-table ($5.014 > 1.9955$). The t-count number from the t-table exceeds the critical value, even if the significant value is less than it, which accounts for the observed outcome. The results are noteworthy and positive since the path coefficient (beta) has a positive value. According to this research, employee performance (Y) and work satisfaction (Z) have a statistically significant positive association; that is, when employee performance rises, so do performance scores. It is

possible to deduce that hypothesis 3 (H3) is supported. The statistical calculations presented in the table above indicate that the R Square value is 0.641. This shows that other factors account for the remaining 35.9% of the variance in work satisfaction, with discipline accounting for 64.1% of the difference.

Research Model Determination

In order to assess the model's applicability, the goodness-of-fit method employs the combined coefficient of determination (R²) derived from the two equations. Equation 1 (first) and equation 2 (second) both yielded R² values of 0.527 and 0.641, respectively. The model provisions derived from the formula are as follows:

$$Q2 = 1 - (1 - R12) \times (1 - R22)$$

$$Q2 = 1 - (1 - 0.5212) \times (1 - 0.6412)$$

$$Q2 = 1 - (1 - 0.278) \times (1 - 0.411)$$

$$Q2 = 1 - (0.722 \times 0.589)$$

$$Q2 = 1 - 0.426$$

$$Q2 = 0.574 \text{ (57.4\%)}$$

A value of 0.574 was obtained from the model determination computation, meaning that 57.4% of the variation in the indirect route connection between the variables under study is explained by the model. As a result, job happiness acts as an intermediate variable between discipline and performance. Route The coefficient of the impact of discipline on employee performance is mediated by job satisfaction (Y). The Sobel statistic value, 4.3435, is smaller than the crucial value from the t table (4.3435 > 1.9955) according to the Sobel test findings. This implies that there is a mediating relationship between job satisfaction (Z) and employee performance (Y), which is positively and significantly influenced by discipline (X). This implies that there is a mediating relationship between job satisfaction (Z) and employee performance (Y), which is positively and significantly influenced by discipline (X). This implies that the relationship between employee performance and discipline (X) is mediated by work satisfaction (Z).

Discussion

The Influence of Discipline on Job Satisfaction

The analysis of the relationship between discipline (X) and job satisfaction (Z) reveals that the t-value for discipline (X) is 8.709, has a beta coefficient of 0.742 and a significance level of 0.000. The t-count is more than the critical t-value (8.709 > 1.9955) indicated in the t-table, according to the t-test findings. The t-count number from the t-table exceeds the critical value, even if the significant value is less than it, which accounts for the observed outcome. The results are noteworthy and positive since the path coefficient (beta) has a positive value. This result suggests that work satisfaction (Z) and variable discipline (X) have a statistically significant positive connection. More specifically, job happiness rises in tandem with an employee's level of discipline.

Discipline is the knowledge of and willingness to abide by the societal standards and regulations that are relevant to oneself. Consequently, discipline is perceived as a unifying or cohesive element, given that it represents the inherent capability of each person to adhere to established regulations and operational protocols. As an individual's positive or pleasurable emotional state arising from an evaluation of their occupation or work experience, job satisfaction can be made more comfortable through the application of discipline. Job satisfaction is an indicator of an individual's emotional state in relation to their occupation. The aforementioned assertion finds support in the findings of a study conducted by Rachmaniah (2022), which proposes that

discipline positively impacts job satisfaction. Fundamentally, it is anticipated that all human resources within an organization possess work discipline, as an organization that operates with discipline is more likely to succeed and accomplish its objectives. The relationship between work discipline and employee job satisfaction is positive.

The Influence of Discipline on Employee Performance

The study demonstrates that employee performance (Y) is impacted by discipline (X), as evidenced by the t-value of 3.037 for discipline (X), a coefficient (beta) of 0.419 and a significance level of 0.003. The t-test findings reveal that the t-count surpasses the crucial value from the t-table ($3.037 > 1.9955$). The t-count number from the t-table surpasses the critical value even while the significant value is less than it, which accounts for the observed outcome. The results are noteworthy and positive since the path coefficient (beta) has a positive value. This finding indicates that employee performance (Y) is significantly and positively correlated with variable discipline (X); specifically, as employee discipline increases, so does employee performance.

Work discipline, according to Hasibuan (2017:193), is an individual's conscientiousness and resolve to abide by all company policies and pertinent social norms. The maintenance of discipline within an organization is critical. Given that employee performance is influenced by organizational discipline, this is regarded as a crucial element. A positive correlation exists between employee discipline and performance. The employee will subsequently generate a satisfactory level of work and performance quality. Research periodicals that demonstrate the existence of a substantial correlation between work discipline and employee performance provide support for the notion that work discipline correlates positively with employee performance.

The Influence of Job Satisfaction on Employee Performance

The association between employee performance (Y) and work satisfaction (Z) is statistically significant with a t-value of 5.014 for the variable discipline (X), a value of 0.000, and a coefficient (beta) of 0.676. According to the t-test findings, the t-count ($5.014 > 1.9955$) is more than the crucial t-value from the t-table. The t-count number from the t-table exceeds the critical value, but the significant value is less than the critical value, which accounts for the observed result. The results are substantial and favorable as the path coefficient (beta) has a positive value. The results show that employee performance (Y) and job satisfaction (Z) have a statistically significant positive connection; that is, performance ratings rise in tandem with improved employee performance. Job satisfaction pertains to the emotional state of employees regarding their work and serves as an indicator of a favorable outlook on the role, ultimately bolstering employee productivity (Hasibuan, 2017).

Job satisfaction is the affective state of being joyful and enthusiastic about one's employment. In the form of work ethic, discipline, and work performance, this mindset is evident. Rachmaniah's (2022) research journals offer evidence in favor of the link that exists between work happiness and employee performance, indicating a major influence on both. Ensuring job satisfaction is a critical determinant in attaining optimal outcomes. When an individual experiences job satisfaction, it goes without saying that he will exert every effort within his capabilities to complete his work assignments.

The level of job satisfaction that an employee experiences will have an impact on the outcomes they achieve in the workplace. Enhancing employee job satisfaction can be achieved through various means, including competitive compensation packages, task allocation that aligns with

individual capabilities, and fostering positive rapport with superiors. Such measures are likely to positively impact employee performance.

Employee performance will increase as a result of obtaining employee job satisfaction, since employees will feel cared for by the organization. Thus, an influence exists between the organization and its employees, in that employees will experience job satisfaction and the organization will receive high-quality work from its staff. Performance refers to the degree of efficiency, efficacy, and innovation demonstrated by management and departments in the pursuit of organizational objectives. A performance is deemed successful and satisfactory when the intended objectives are effectively accomplished. Additionally, performance is considered to be the result of the interplay between opportunity, motivation, and aptitude; thus, job satisfaction affects an individual's performance.

The Influence of Discipline on Employee Performance Mediated by Job Satisfaction

The Sobel test yielded a statistically significant result of 4.3435, which is greater than the critical value from the t-table ($4.3435 > 1.9955$). This shows that the relationship between Employee Performance (Y), which is positively and greatly affected by Y, and Discipline (X) is mediated by Job Satisfaction (Z). From this, it follows that work satisfaction (Z) acts as a mediator between discipline (X) and employee performance.

The impact of job satisfaction manifests as a cognitive disposition that shapes the conduct and demeanor of individuals, groups, and communities, manifesting as adherence to governmental regulations, ethical standards, societal norms, and rules that serve specific objectives. Job satisfaction is an indicator of how someone feels about their employment since it is a pleasant or enjoyable emotional state brought on by an assessment of their work experience or activity. As a result, raising workplace discipline and promoting job happiness will boost output. An investigation into the relationship between job satisfaction, discipline, and performance. Employee performance is mediated by work discipline and job satisfaction.

Conclusion

Discipline influences employee performance and job satisfaction in a positive and substantial way. Consequently, employee satisfaction and performance are directly proportional to their level of work discipline. Additionally, the findings of the study indicate that job satisfaction serves as a mediating factor that reinforces the impact of discipline on employee performance. Thus, this research provides theoretical and practical contributions to management of PT. Bringin Karya Sejahtera Jakarta 1 Branch in improving discipline, satisfaction and employee performance.

Suggestion

For PT. Bringin Karya Sejahtera Jakarta Branch 1 Researchers provide suggestions for PT. Bringin Karya Sejahtera Jakarta 1 Branch to better adapt and position employees' work according to their previous educational background so that employees are satisfied with the work they do. And pay more attention to employee comfort in improving their performance, whether through training or giving bonuses to employees who have achieved targets. For further research, With the expectation that this research will serve as a benchmark for other organizations, they will be more inclined to prioritize employee satisfaction, discipline, and performance in order to better assist in the attainment of organizational objectives. And this research can be used as a guide for further broad and in-depth research regarding performance, discipline and job satisfaction.

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