

Analysis of the Influence of Work Discipline on Employee Performance through Job Satisfaction Level in Engineering Company PT. XYZ

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ABSTRACT

This study analyzes the influence of work discipline on employee performance through job satisfaction in Engineering Company PT. XYZ. A decline in KPI achievements indicated reduced discipline and satisfaction, affecting project targets and teamwork effectiveness. Using a quantitative approach with SEM-PLS, data were collected from 55 employees through observations, interviews, and Likert-scale questionnaires. The results show that work discipline does not significantly affect performance but has a positive and significant effect on job satisfaction; job satisfaction positively and significantly affects performance and partially mediates the relationship between discipline and performance. Therefore, enhancing job satisfaction and enforcing a disciplined work culture are essential to improving productivity.

INTRODUCTION

The development of globalization and advances in information technology have brought fundamental changes to managerial systems and work patterns in various industrial sectors. In an era of increasingly competitive competition, human resources (HR) are a strategic element that determines the effectiveness and sustainability of the organization. Work discipline, as part of organizational behavior, plays an important role in forming a work culture that is productive, responsible, and aligned with the company's goals. High discipline reflects commitment to organizational values and affects employee satisfaction and performance. A number of previous studies have shown that work discipline has a positive relationship with satisfaction and performance (Sunardi & Wijaya, 2018; Colquitt et al., 2017), but empirical results still show inconsistencies, especially in the context of project-based industries such as the engineering and contractor sectors (Husna et al., 2024).

Empirical phenomena in the engineering company PT. XYZ shows a decline in Key Performance Indicator (KPI) achievement in most divisions during the first half of 2025. The decline was accompanied by increased delays in task completion, absenteeism, and violations of standard operating procedures. Based on the HRD report, most divisions have not achieved the minimum KPI target of 92%, with the average achievement in the range of 87–90%. On the other hand, some employee's express dissatisfaction with the promotion system and uneven workload, which has the potential to lower motivation and work engagement. This condition indicates that there are challenges in maintaining discipline and job satisfaction that can have a direct impact on individual and organizational performance.

Based on this phenomenon, a more in-depth study is needed to understand the relationship between work discipline, job satisfaction, and employee performance within PT. XYZ, considering that the characteristics of work in engineering companies tend to be complex and timely-oriented. This study seeks to answer questions about the influence of work discipline on employee performance, the influence of discipline on job satisfaction, and the role of job satisfaction as a mediating variable in the relationship. Theoretically, this research is expected to enrich the literature in the field of human resource management, especially regarding the relationship between work discipline, job satisfaction, and employee performance. Meanwhile, practically, the results of this research can be a reference for the management of PT. XYZ in formulating performance improvement policies based on fostering discipline and strengthening job satisfaction. Thus, this research is expected to make a relevant scientific contribution to the development of organizational behavior theory as well as applicative benefits for engineering companies in Indonesia.

LITERATURE REVIEW

Work Discipline

Work discipline is a form of employee self-control and compliance with organizational rules, procedures, and standards designed to achieve collective goals. According to Siagian (2018), discipline reflects the degree to which employees can align their behavior with the values and norms established by the

company. High discipline encourages consistency, punctuality, and accountability in completing tasks. Colquitt et al. (2017) emphasize that disciplined behavior not only affects individual performance but also contributes to a productive and reliable work culture. In project-based industries such as engineering and contracting, where work demands accuracy and timeliness, discipline becomes a critical determinant of success.

Job Satisfaction

Job satisfaction refers to an employee's emotional response to various aspects of their work, including the nature of tasks, work environment, supervision, compensation, and promotion opportunities. Robbins and Judge (2019) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Herzberg's Two-Factor Theory explains that satisfaction is influenced by motivator factors (achievement, recognition, responsibility) and hygiene factors (salary, policies, supervision). Previous research by Sunardi and Wijaya (2018) found that job satisfaction mediates the relationship between work discipline and employee performance, indicating that satisfied employees are more likely to demonstrate disciplined and productive behavior.

Employee Performance

Employee performance is the outcome of work achieved in accordance with job responsibilities and organizational objectives. Mangkunegara (2020) states that performance is determined by competence, motivation, and discipline. In the engineering sector, performance is often measured through Key Performance Indicators (KPIs), including project timeliness, work quality, and adherence to procedures. Husna et al. (2024) argue that inconsistent performance in project-based organizations is often caused by fluctuating discipline levels and dissatisfaction with the work system.

Relationship between Work Discipline, Job Satisfaction, and Employee Performance

Several studies have shown that work discipline positively influences job satisfaction and performance (Sunardi & Wijaya, 2018; Colquitt et al., 2017). Discipline ensures a structured work environment that enhances fairness and predictability, which in turn increases satisfaction. Job satisfaction has also been proven to positively affect performance because satisfied employees are more motivated and committed to achieving organizational goals (Robbins & Judge, 2019). However, empirical findings in the engineering and contractor sectors still show mixed results (Husna et al., 2024), suggesting that job satisfaction may play a mediating role in the relationship between work discipline and performance.

METHODOLOGY

This study uses a quantitative approach with a survey method to analyze the influence of work discipline on employee performance through job satisfaction in Engineering Company PT. XYZ in Sidoarjo, East Java. This approach was chosen because it is able to measure the relationship between

variables objectively and measurably. Data collection was carried out using a Google Form-based questionnaire with a five-level Likert scale, as well as semi-structured interviews with HRD to deepen understanding of the phenomenon being studied. The study was conducted from May to September 2025 with a focus on the actual condition of employees during that period.

The subject of the study is a permanent employee of the Engineering Company PT. XYZ which totals 55 people. The selection of respondents was carried out by purposive sampling technique, with the following criteria: (1) permanent employee status, (2) have worked for at least six months, and (3) actively involved in daily operational activities. Interns, janitors, and security employees are excluded because they do not have formal performance indicators (KPIs). The researcher also conducted direct observations of the work environment and employee discipline to ensure the compatibility between the survey data and factual conditions in the field.

The data obtained was analyzed using Partial Least Square - Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.0 software. The analysis was carried out through two main stages, namely testing the measurement model (outer model) to assess the validity and reliability of the instrument, and the structural model (inner model) to test the relationship between variables and the effect of job satisfaction mediation. The calculation results included the outer loading value, Average Variance Extracted (AVE), Composite Reliability, R^2 , and significance through bootstrapping test. In addition, descriptive statistics were used to describe respondent characteristics and the distribution of questionnaire answers in general.

RESEARCH RESULT

Work Discipline, Job Satisfaction, and Employee Performance at Engineering Company PT. XYZ

This study involved 55 respondents who were employees of Engineering Company PT. XYZ with dominant characteristics of male (76.36%), age 31-40 years (49.09%), working period of 1-10 years (72.72%), and D4/S1 educational background (52.72%). The results of the descriptive analysis showed that the level of work discipline was in the medium category (mean 3.62), job satisfaction in the high category (mean 3.69), and employee performance in the medium category (mean 3.45). In general, this indicates that although employees show high levels of satisfaction with their work and their employers, the application of work discipline is not fully optimal to drive performance improvement.

Measurement Model Test Results (Outer Model)

External model analysis was carried out to ensure the validity and reliability of the indicator in measuring latent constructs. This evaluation includes several stages, namely the Outer Loading, Average Variance Extracted (AVE), Discriminant Validity, and Composite Reliability and Cronbach's Alpha tests.

The Outer Loading table shows that all indicators have a $>$ value of 0.70, which means that each indicator is valid in measuring its construct. Furthermore, the AVE value $>$ 0.50 indicates that the variant of the indicator can be adequately

explained by a latent construct. The results of Discriminant Validity also show that the correlation between the indicator and its construct is higher than that of other constructs, so that each construct can be distinguished well.

The Composite Reliability (CR) value and Cronbach's Alpha are above 0.70, which indicates that the entire construct has good and consistent internal reliability. Thus, all indicators in the model have met the criteria for validity and reliability, making them suitable for use in the testing stage of the structural model.

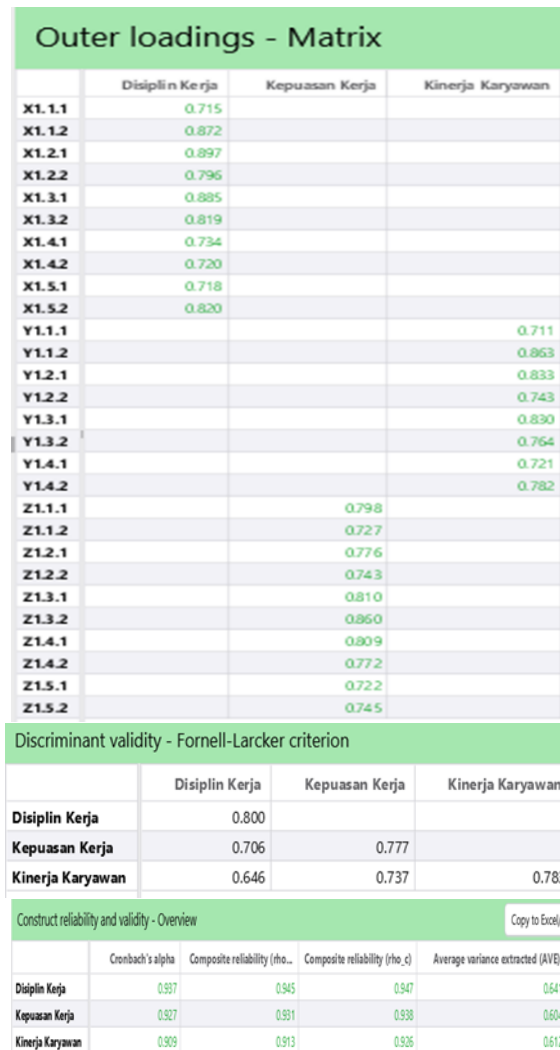


Figure 1. Structural Model

Evaluation of Structural Models (Inner Model)

After the measurement model meets the requirements for validity and reliability, the internal test of the model is carried out to assess the relationship between latent variables. Structural model evaluation is carried out through R-square (R^2) analysis to see the strength of the model, F-square (f^2) to see the influence between variables, and fit model to assess the overall suitability of the model.

The R^2 value indicates that the variation in employee performance is explained substantially by work discipline and job satisfaction, while the f^2 value shows that the effect of job satisfaction on performance falls into the moderate to

strong category. In addition, the model was also declared fit with an SRMR value of < 0.08, which means that the structural model has been in accordance with empirical data.

R-square - Overview		
	R-square	R-square adjusted
Kepuasan Kerja	0.499	0.489
Kinerja Karyawan	0.575	0.558

f-square - Matrix			
	Disiplin Kerja	Kepuasan Kerja	Kinerja Karyawan
Disiplin Kerja		0.996	0.074
Kepuasan Kerja			0.369
Kinerja Karyawan			

Model fit		
	Saturated model	Estimated model
SRMR	0.083	0.083
d_uls	2.807	2.807
d_g	2.516	2.516
Chi-square	562.607	562.607
NFI	0.636	0.636

Figure 2. Empirical Data

Intervariable Relationship Testing (Path Coefficient and Bootstrapping)

The results of the path coefficients test through the bootstrapping method showed that work discipline did not have a significant effect on employee performance (t-statistic $1.761 \leq 1.96$; $p = 0.078$). However, work discipline had a positive and significant effect on job satisfaction (t-statistic $12.482 \geq 1.96$; $p = 0.000$), and job satisfaction had a positive and significant effect on employee performance (t-statistic $5.098 \geq 1.96$; $p = 0.000$).

These results confirm that work discipline does not have a direct impact on performance improvement, but has an indirect effect through job satisfaction. The analysis of specific indirect effects reinforced this by showing a t-statistic value of $4.390 \geq 1.96$ ($p = 0.000$), which means that job satisfaction mediates the relationship between work discipline and employee performance significantly.

Path coefficients - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Kepuasan Kerja -> Kinerja Karyawan	0.559	0.576	0.110	5.098	0.000
Disiplin Kerja -> Kinerja Karyawan	0.251	0.245	0.143	1.761	0.078
Disiplin Kerja -> Kepuasan Kerja	0.706	0.719	0.057	12.482	0.000

Specific indirect effects - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Disiplin Kerja -> Kepuasan Kerja -> Kinerja Karyawan	0.395	0.414	0.090	4.390	0.000

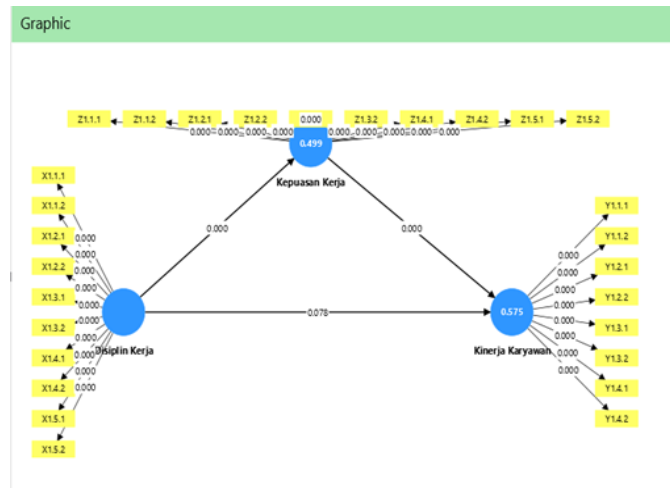


Figure 3. Performance Significantly

DISCUSSION

The results of the study show that work discipline does not have a direct effect on employee performance at PT. XYZ, however, has an important role in shaping job satisfaction. These findings are in line with the results of studies by Filiantoni et al. (2019), Akbar et al. (2022), and Husna et al. (2024) who explained that work discipline functions more as a factor that forms order and a sense of security at work, rather than as the main driver of performance improvement. Although most employees demonstrate a level of compliance with company rules and efficient use of working time, statistical testing results show that discipline has not had a significant impact on work outcomes directly. This condition can be explained by the characteristics of the work environment of PT. XYZ that is project-oriented and demands cross-division coordination; Formal discipline without the support of psychological factors, such as motivation and satisfaction, is not enough to produce a noticeable improvement in performance.

On the contrary, job satisfaction has been shown to have a positive and significant influence on employee performance. These findings are consistent with the theory of Robbins and Judge (2019) as well as the research of Wuisan et al. (2021) and Suryadinata et al. (2022) which states that job satisfaction is an intrinsic factor that is able to encourage employee loyalty, enthusiasm, and productivity. In the environment of PT. XYZ, job satisfaction is greatly influenced by harmonious interpersonal relationships, communicative leadership, and clear division of tasks. Employees who feel valued and receive fair evaluation from their superiors tend to show higher motivation and maintain the quality of work results according to company standards. This confirms that in the context of a project-based organization, affective aspects such as satisfaction and recognition of contributions have a greater impact on performance than mere compliance with procedures.

Academically, this study strengthens the conceptual model that job satisfaction plays a significant mediating variable between discipline and performance. The results of the hypothesis test prove that although discipline has no direct effect on performance (H1 is rejected), the effect becomes significant when mediated by job satisfaction (H4 is accepted). This suggests that discipline applied without complacency will only result in formal compliance, not

sustained performance improvement. On the other hand, when work discipline is accompanied by satisfaction with the environment and leadership, employees are encouraged to work more optimally and consistently. Thus, in the context of engineering companies such as PT. XYZ, job satisfaction has been proven to be a psychological bridge that transforms disciplinary behavior into motivation and actual performance, while strengthening the theory of organizational behavior regarding the important role of affective factors in mediating the relationship between work behavior and performance outcomes.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted at the Engineering Company PT. XYZ, it can be concluded that work discipline has a positive and significant influence on job satisfaction, but it does not have a direct effect on employee performance. Employees who demonstrate high discipline such as adhering to work rules, showing up on time, and being responsible for tasks tend to have better levels of job satisfaction. This is because a disciplined work environment creates order, a sense of justice, and clarity of responsibility for all employees.

Job satisfaction has been proven to play an important role in improving employee performance as well as being a mediating variable between discipline and performance. When employees feel satisfied with the compensation, leadership, and reward system in place, they will be more motivated and committed to achieving work goals. Thus, job satisfaction serves as a psychological factor that is able to strengthen the relationship between disciplined behavior and actual performance outcomes in a work environment that demands high precision and responsibility.

Work discipline also has an indirect influence on performance through job satisfaction as a partial mediation. This means that increasing discipline will have a greater impact on performance if accompanied by increased job satisfaction. The results of this study show the importance of a balance between the application of rules and psychological support for employees. Firmness in discipline needs to be balanced with appreciation for contributions and providing space for employees to develop professionally.

As a suggestion, the management of PT. XYZ is expected to strengthen the culture of discipline by implementing a fair and consistent reward and punishment system across divisions, including field divisions where supervision is often more difficult. Companies also need to put job satisfaction as a top priority in human resource policies. Transparency of the performance appraisal system, clarity of career paths, and compensation commensurate with the workload will strengthen a sense of fairness and increase employee loyalty.

In addition, companies need to strengthen leadership roles and two-way communication between superiors and subordinates. Supportive and open leadership can create a harmonious work atmosphere and motivate employees to discipline consciously, not out of coercion. Coordination between divisions must also be improved so that collaboration runs effectively and work responsibilities are more well distributed. With these measures, work discipline and job satisfaction will strengthen each other, resulting in continuous

performance improvement and supporting the achievement of the company's strategic goals.

ADVANCED RESEARCH

Future research is suggested to expand the study objects in different industrial sectors to obtain more representative results. Additionally, research can add variables such as work motivation, organizational culture, leadership style, or reward system to build a more comprehensive conceptual model. A longitudinal approach is also recommended to observe changes in discipline levels and job satisfaction in the long term, so as to provide a deeper picture of the dynamics of employee behavior. With this development, the next research is expected to make a stronger theoretical and practical contribution to the development of human resource management, especially in project-based and engineering companies such as PT. XYZ.

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