

The Impact Of Work Discipline, Leadership Style, Teamwork On Employee Performance Through Satisfaction

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Abstract. The aim of this research is to determine the direct and indirect influence of work discipline, leadership style, team collaboration on employee performance through job satisfaction. The motorbike taxis for this research are the State Electricity Company (PLN) Persero Distribution of Central Java and DIY. The population of this research is all PLN employees distribution in Central Java and DIY, totaling 140 employees. The sampling technique used in this research was the census sampling technique which obtained 115 samples. Research data was obtained from questionnaires distributed to respondents. The research method is quantitative using the Structural Equation Model (SEM) using AMOS version 26 software. The research results show that work discipline, collaboration time has a direct effect on employee performance, while leadership style has no direct effect on employee performance. The results further show that work discipline and collaboration time have an indirect effect on employee performance through job satisfaction, whereas leadership style has an indirect effect on employee performance through job satisfaction.

Keywords: work discipline, leadership style, teamwork, job satisfaction, employee performance

INTRODUCTION

As a resource in a company, employees are really needed by the company to improve the quality of products and services. An employee can be said to improve the company's performance if the quantity and quality of work produced are in accordance with the responsibilities given to him (Juliati, 2021). According to Haryadi et al., (2022) performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision, and mission as outlined through an organization's strategic planning. Employee performance plays a vital role in achieving the organization's vision and mission. Companies can use various treatments to manage the performance of their employees in order to support the achievement of the company's vision and mission.

One of the things that companies can do to maintain and improve employee performance at optimum levels is to stimulate employee attitudes and behavior, including work discipline. Work discipline is an attitude or action to comply or not comply with the rules determined by the company, whether in the form of attendance, being late or arriving on time, dressing according to what is determined by the company, and other provisions that apply in

the company. Discipline is an employee's awareness and willingness to obey all regulations and social norms that apply in the company (Milliana et al., 2023). Several previous studies found that work discipline influences employee performance (Juliati, 2021; Sutaguna et al., 2020). However, a study conducted by Aryata & Marendra, (2023) did not find any significant influence between work discipline on employee performance.

The next factor that is predicted to influence the level of job satisfaction on employee performance is leadership style (Bagus et al., 2021). Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved, or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader (Dastane, 2020). The level of employee performance in a company can be influenced by the leadership style applied by their leaders. If an employee is not satisfied with the leadership style applied by their leader, this will affect the employee's performance level. This is supported by the results of Dastane's study (2020); In Indrayani & Mahfud, (2022); Umair Mughal, (2020), which stated that leadership style influences employee performance. On the other hand, several studies do not find evidence of the role of leadership style in influencing employee performance (Astuti et al., 2023).

Employee performance will be indirectly influenced by the extent to which the cohesiveness of fellow employees in one company is built through teamwork (Usman et al., 2021). Umair Mughal (2020) said that teamwork is an activity carried out by a group of people who are one in an organization. Teamwork will produce higher performance than the sum of efforts acting individually (Adil & Hamid, 2020). Empirical evidence from the study of Adil & Hamid (2020) shows that teamwork can improve employee performance. However, other evidence shows that teamwork does not affect employee performance (Lawasi & Triatmanto, 2022).

We suspect that there are various gaps in the research results because there are several factors that were not included in the testing. We assume that in an effort to improve employee performance, satisfaction is what determines how the output will be produced later. An employee with a high level of job satisfaction shows a positive attitude toward his work, and conversely, an employee who shows a negative attitude toward his work indicates a low level of job satisfaction (Fatmasari & Badaruddin, 2022). Birbirsara & Lakew (2020) state that job satisfaction is a pleasant or unpleasant emotional feeling based on how an employee views their job. Therefore, we propose the variable job satisfaction as a mediator in the relationship between work discipline, leadership style, and teamwork on employee performance. This research has several objectives, namely: 1) testing the influence of work discipline, leadership style, and teamwork on employee performance, 2) testing the influence of work discipline, leadership style, and teamwork on job satisfaction, 3) testing the influence of job satisfaction on performance and 4) tested the mediating role of job satisfaction.

LITERATURE REVIEW

The Relationship between Work Discipline and Job Satisfaction

An employee can be said to feel satisfied with his work if his work discipline is high. His presence or absence can be seen in the office, whether he is rarely absent (not coming in without explanation), obeying office rules such as always coming to and leaving work on time, as well as good behavior at work (Fatmasari & Badaruddin, 2022). An employee who always obeys all the regulations determined by the company can be said to be satisfied with his job (Milliana et al., 2023). Because an employee with high work discipline means he maximizes his abilities at work, maximizing his abilities can be said to be because the employee likes and

enjoys his work (Aryata & Marendra, 2023). This agrees with Sutaguna et al., (2020); Lisma & Budirianti, (2020) stated that work discipline has a positive effect on job satisfaction.

H1: Work discipline has a positive effect on job satisfaction.

The Relationship between Leadership Style and Job Satisfaction

The relationship between leaders and employees plays an important role in employee job satisfaction. A leader must have his style in leading his employees. The leadership style applied by a leader can influence employee job satisfaction (Hajiali et al., 2022). If the leadership style applied by a leader is a style that his employees like, then these employees will be satisfied with the work given by their leader because the employee is comfortable with their leader's leadership style, and in this way, they will complete his work within the specified time. Has been determined (Adil & Hamid, 2020). This agrees with Birbirsa & Lakew, (2020), who state that leadership style has a positive effect on job satisfaction.

H2: Leadership style has a positive effect on job satisfaction

The Relationship between Teamwork and Job Satisfaction

Relationships between co-workers play an important role in an employee's job satisfaction. The teamwork implemented by the company will really help the performance of its employees because teamwork will unite the abilities of each individual into one team (Alarafat & Doblaz, 2021). If a company implements good teamwork and the relationships between its members are good, employees will feel satisfied with their work and their team. With this team collaboration, it is also hoped that it can create a place to work together in terms of work (Umair Mughal, 2020). This is confirmed by research by Monroe et al., (2021), which states that teamwork has a positive effect on job satisfaction.

H3: Teamwork has a positive effect on job satisfaction.

The Relationship between Work Discipline and Employee Performance

Good work discipline from an employee will influence the level of an employee's performance (Juliati, 2021). The higher an employee's work discipline, the higher the employee's performance. If an employee always obeys the rules set by the company, such as always coming to work on time and rarely being absent (not leaving), this will, of course, improve the employee's performance (Milliana et al., 2023). Because an employee with a high level of attendance means that he is always responsible for his work and does his job as optimally as possible, so this will affect the employee's performance level. This is confirmed by research by Lisma & Budirianti, (2020); Maryani et al., (2021) stated that work discipline has a positive effect on employee performance.

H4: Work discipline has a positive effect on employee performance.

The Relationship between Leadership Style and Employee Performance

The relationship between leaders and employees is very important in influencing employee performance (Hajiali et al., 2022). The leadership style applied by a leader greatly influences the performance of his employees. Basically, the function of a leader is to act as a driver of employee morale in order to improve employee performance, so every leader needs to pay attention to the leadership style applied (Dastane, 2020). If an employee likes the leadership style applied by their leader, they will also like the work given by their leader and complete the work within the specified time so that the employee's performance will increase. This agrees with Dastane, (2020), who states that leadership style has a positive effect on employee performance.

H5: Leadership style has a positive effect on employee performance.

The Relationship between Teamwork and Employee Performance

Implementing good teamwork can influence the performance of each employee to increase (Monroe et al., 2021). The relationships between team members also greatly influence how teamwork will develop. If fellow members of a team respect each other, this can create good team collaboration and improve the performance of each employee (Alarafat & Doblax, 2021). By implementing teamwork, it is hoped that it can help employees who are unable to do their work so that other employees will work together to help the employee's work. This agrees with Berber et al., (2020), who stated that teamwork has a positive effect on employee performance.

H6: Teamwork has a positive effect on employee performance.

The Relationship Between Job Satisfaction and Employee Performance

Employee job satisfaction is something that every company really needs to pay attention to because it will influence the level of employee performance (Badrianto & Ekhsan, 2019). The higher the level of employee job satisfaction, the higher the level of employee performance. If an employee likes their job and the tasks given are in accordance with their abilities, it can be said that the employee is satisfied with their job, so the employee's performance level will be high (Hajiali et al., 2022). This is reinforced by research by Riyanto et al., (2022), which states that job satisfaction has a positive effect on employee performance.

H7: Job satisfaction has a positive effect on employee performance.

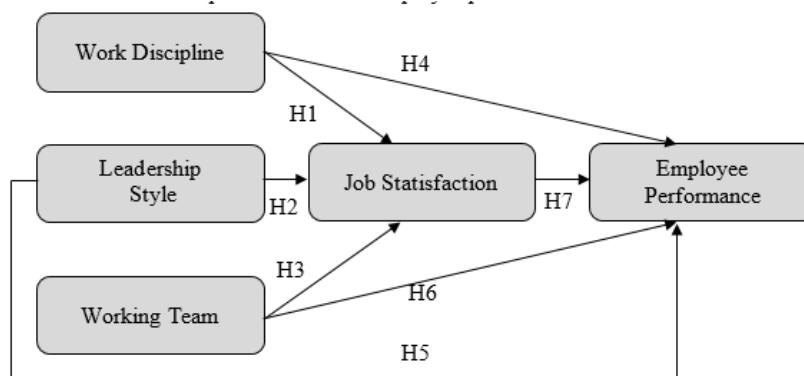


Figure 1. Conceptual Model

METHOD

The research was conducted in January-June 2023 in Semarang, Indonesia. The object of this research is the Perusahaan Listrik Negara (PLN) Persero Distribution of Central Java and D. I. Yogyakarta. The population in this study was PT office staff. PLN (Persero) Distribution Central Java and D. I. Yogyakarta have 140 employees. The sample for this research was 140 employees. The sample calculation of 23 indicators refers to a minimum sample size of 5 x 23 or 115 samples. The sampling technique in this research uses a non-probability sampling technique, namely saturated sampling (census), which is a sample determination technique when all members of the population are used as samples. So, the sample in this study was 140 respondents.

This research is confirmatory research where the proposed model requires confirmation by data analysis. The method used in this research is a quantitative method using the Structural Equation Model (SEM). Data analysis was carried out using AMOS version 26 software. Research data was obtained from respondents' answers by distributing questionnaires. The questionnaire used uses a 1-5 Likert scale starting from (1= strongly disagree.....5= strongly agree) (Nabila et al., 2023). The demographics of the respondents in this study provide

a picture of the actual situation of the respondents. Respondent demographics are presented in several categories, such as gender, age, and education. Respondent demographics can be seen in Table 1.

Four indicator items measure the work discipline variable. Five indicator items measure the leadership style variable. Five indicator items measure the teamwork variable. Four indicator items measure job satisfaction variables. 5 indicator items measure employee performance variables.

Table 1. Demografi Respondent

Variable	Frequence	%
Gender		
Male	60	49%
Female	63	51%
Age		
20-30	38	31%
31-40	38	31%
41-50	30	24%
>50	17	14%
Education		
Senior High School	7	6%
Diploma Graduate	45	37%
Bachelor	71	58%

Source: Primary Data 2023.

ANALYSIS AND DISCUSSION

Reliability and Validity Test

The first data analysis carried out in this research was to test the reliability and validity of research indicator items. The reliability test shows how strong the indicator item is on the latent variable in testing the data. If it is re-examined, item reliability can be met if the composite reliability (C.R) value is more than 0.7 (Hair et al., 2014). The validity test can be seen by the average variance extracted (AVE) value, which must be more than > 0.5 (Sarstedt et al., 2020). In this study, all data used has met the reliability and validity tests, can be seen in Table 2:

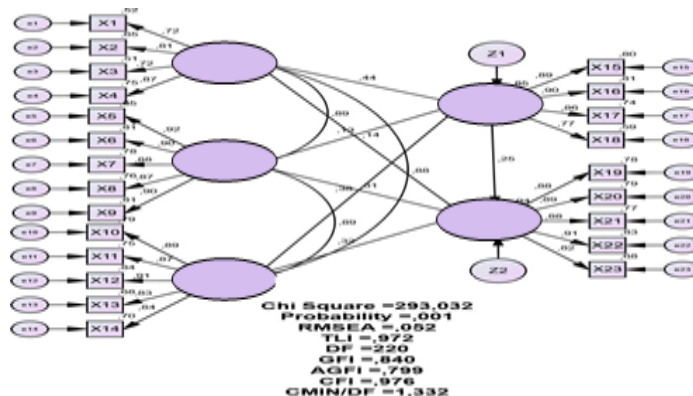
Table 2. Reliability and Validity

Variable	Indicator	Loading Factor	C.R	AVE
Work Discipline	X1	0,722	0,799	0,610
	X2	0,807		
	X3	0,716		
	X4	0,868		
Leadership Style	X5	0,920	0,833	0,800
	X6	0,901		
	X7	0,881		
	X8	0,871		
	X9	0,898		
Workingteam	X10	0,891	0,833	0,753
	X11	0,865		
	X12	0,914		
	X13	0,828		
	X14	0,839		
Job Satisfaction	X15	0,894	0,799	0,736
	X16	0,901		
	X17	0,861		
	X18	0,770		
Employee Performance	X19	0,881	0,833	0,770
	X20	0,891		
	X21	0,880		
	X22	0,912		
	X23	0,822		

Source: AMOS 2023

Full Model Test

Simultaneous equation structural model testing (SEM - Structural Equation Modeling) involves evaluating the relationship between latent (construct) and observational variables within a theoretical framework. In model testing, the goodness of the model used can be seen. The full model test can be seen in Figure 2:



Note: WD work discipline; LS leadership style; WT= workingteam; EP= employee performance.

Source: AMOS 2023.

Figure 2. Full Model

Hypothesis Testing

Hypothesis testing in this research is to show whether the proposed hypothesis is accepted or rejected (Hair et al., 2014). The testing criteria in this research is to look at the significance value in hypothesis testing, which must be below <math><0.05</math>. In this study, the results of direct influence hypothesis testing showed that two hypotheses were rejected, and five hypotheses were accepted. Hypothesis testing in this research can be seen in Table 3. The results of indirect hypothesis testing show that 1 hypothesis is rejected. Indirect influence hypothesis testing can be seen in Table 4:

Table 3. Hypothesis Testing

Hypothesis		P	Result
Work discipline	-> Work Satisfaction	0,010	Accepted
Leadership style	-> Work Satisfaction	0,390	Decline
Work team	-> Work satisfaction	0,009	Accepted
Work discipline	-> Employee performance	0,034	Accepted
Leadership style	-> Employee performance	0,311	Decline
Work team	-> Employee performance	0,005	Accepted
Work satisfaction	-> Employee performance	0,005	Accepted

Source: AMOS 2023.

Table 4. Mediation Test

Hypothesis				P	Result	
Work discipline	->	Work satisfaction	->	Employee performance	0,045	Accepted
Work team	->	Work satisfaction	->	Employee performance	0,04	Accepted

Source: AMOS 2023.

The results of this research show that work discipline has a positive effect on job satisfaction ($p= 0.010$, $\beta= 0.438$), so H1 is declared proven. A high level of attendance, compliance with regulations, and a good attitude with co-workers have been proven to be quite capable of creating a sense of job satisfaction for the employee. The results of this research are under research conducted by (Fatmasari & Badaruddin, 2022), which states that work discipline has a positive effect on job satisfaction, which means that the higher an employee's work discipline in complying with the regulations that apply in the company, the higher the job satisfaction. They. The results of this study show that leadership style does not have a positive effect on job satisfaction ($p= 0.390$, $\beta= 0.438$), so H2 is rejected. The lack of influence of leadership style on performance can be caused by several things, including employee perceptions of the leader's lack of ability to control subordinates, poor communication, lack of leader responsibility, and lack of motivation that employees receive from the leader. These results contradict previous research conducted by Birbirsa & Lakew, (2020), which stated that leadership style influences job satisfaction. Data analysis provides results where teamwork has a positive effect on job satisfaction ($p= 0.009$, $\beta= 0.383$), so that H3 is declared proven. This means that employee satisfaction will increase if team members provide support to each other at work. This support at work will motivate employees who want to give up their work, and this means that employees will feel satisfied having colleagues who support each other at work and happy to continue the work they are doing. These results strengthen the results of previous research conducted by Monroe et al., (2021).

Based on the results of data analysis, evidence was obtained that work discipline does not have a positive effect on employee performance ($p= 0.311$, $\beta= 0.137$), so H4 is declared rejected. Not all employees who arrive on time according to office hours are also punctual in carrying out their duties, likewise, a high level of attendance does not mean their performance level is also high because not all employees who are always present at work can complete their tasks every day. These results are in line with research conducted by Aryata & Marendra, (2023), which states that work discipline does not affect employee performance. The results of data analysis show that the leadership style perceived by employees has a positive effect on their performance ($p= 0.005$, $\beta= 0.308$), so H5 is accepted. The ability to control subordinates, conducive two-way communication, and the ability to motivate employees and make decisions that accommodate employee aspirations will be able to encourage increased employee performance. These results are per research conducted by Umair Mughal, (2020). The study results show that teamwork has a positive effect on improving employee performance ($p= 0.005$, $\beta= 0.319$), where these results support the proposed H6. The main factor in teamwork that has a big influence on employee performance is support from colleagues. These findings strengthen previous studies by (Mendonça et al., 2021).

H7 is supported by evidence of the influence of job satisfaction on employee performance ($p= 0.034$, $\beta= 0.248$). This can happen because employees who love their work will feel satisfied with it, so a high level of satisfaction will help improve their performance. The results of this research are similar to those conducted by Riyanto et al. (2022), who stated that job satisfaction has a positive effect on employee performance. The results of the analysis show that the job satisfaction variable can mediate between the work discipline variable and employee performance, although partially ($\text{sig}= 0.04$), so H8 is declared not supported. It can be said that if the work discipline of each employee is high, of course, this means that the level of satisfaction with their work is also high, and this high level of job satisfaction will increase the level of performance of each employee. These results are supported by research by Alfarizi et al., (2022). The results of the analysis show that the job satisfaction variable is able to partially mediate the influence of the teamwork variable on employee performance ($\text{sig}= 0.04$).

If an employee feels satisfied with the collaboration between their team members and feel happy with the work they do, then this will improve employee performance for each member. The results of this research are in line with research conducted by (Usman et al., 2021).

CONCLUSION

This research succeeded in proving most of the hypotheses proposed. There are only two hypotheses that are rejected based on the results of data analysis, namely H2 and H4. Theoretically, the findings of this research contribute by enriching the literature by providing empirical evidence of various antecedents that influence performance, as well as proving the existence of factors that do not influence job satisfaction and individual employee performance. In addition, these results answer the previous theoretical gap by proving that job satisfaction can mediate work discipline and teamwork and improve employee performance. In the practical world, this research has implications for company management to pay attention to employee work discipline, selecting the ideal leadership style, and the need to build solid teamwork to improve employee performance. These various efforts will encourage employees to have high job satisfaction, which will then encourage them to provide the best performance for the company.

LIMITATIONS AND RECOMMENDATION

We provide several suggestions for further research to improve the results of this study, including the need to test other factors that are thought to influence job satisfaction and employee performance, such as work motivation, work environment, and competence. Apart from that, future researchers are advised to increase the number of research samples to increase statistical power, which can contribute to strengthening the model to make it more robust.

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