

THE INFLUENCE OF WORK DISCIPLINE AND COMMUNICATION ON EMPLOYEE PERFORMANCE WITH ACTIVITY SATISFACTION AS AN INTERVENING VARIABLE ON PT. DIGDJAYA GRAHA DEVELOPMENT

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ABSTRACT

PT. DigdjayaGraha Development is a company engaged in the contractor, supplier, architectural and developer sector. The company's vision is to become one the most reliable and reputable companies in providing services to consumers. The purpose of this study was to determine the effect of work discipline and communication on employee performance with job satisfaction as an intervening variable at PT. DigdjayaGraha Development. This study uses a quantitative research approach. The population of this study were 150 employees of PT. DigdjayaGraha Development. The sample of this research was 109 people from PT. DigdjayaGraha Development and taking 30 people from PT. DigdjayaGraha Development is used to test validity and reliability. The result of this study become conclusion was work discipline has a positive and significant effect on employee performance at PT. DigdjayaGraha Development. The communication has a positive and significant effect on employee performance at PT. DigdjayaGraha Development. Work discipline has a positive and significant effect on job satisfaction at PT. DigdjayaGraha Development. Communication has no effect and is significant on job satisfaction at PT. DigdjayaGraha Development. The activity satisfaction has an effect and is significant on employee performance PT. DigdjayaGraha Development. The work discipline has a positive effect on employee performance through activity satisfaction at PT. DigdjayaGraha Development. Communication has a positive effect on employee performance through job satisfaction at PT. DigdjayaGraha Development.

Keywords: Work Discipline, Communication, Job Satisfaction and Employee Performance

INTRODUCTION

Employees are one of the most important aspects in running a company to achieve the company's vision, mission and goals. Company activities can run continuously so that it requires employees who can work with a high level of loyalty from devoting themselves to the company. The development of these employees really depends on instructions to pay attention to the policies implemented by the company. Company policies that are not in accordance with employee expectations will have a negative impact on employee performance.

Low or high employee performance can be seen from the quality and quantity of employee work. Quality employees usually have skills and are proficient at work so that these employees are able to show high performance. Company bosses really need skilled and adept employees to work to complete the given quantity of work so that the job can be completed on time. Usually, high-performing employees are always satisfied with the company due to the provision of bonuses from their superiors. The purpose of giving bonuses is to provide employee satisfaction, but giving bonuses to employees also has an impact that is less supportive of performance because the bonuses given are too low. For employees who are not high-performing, it is caused by factors of less satisfied employees, low discipline and less active communication in the company organization.

PT. DigdjayaGraha Development is a company engaged in the contracting, supplier, architectural and developer sectors. The company's vision is to become one of the most reliable and reputable companies in providing services to consumers. The company's mission is to provide the best service to every consumer through the accuracy of service and the attitude of polite and friendly employees. The company in carrying out the construction of this project requires employees so that the project can be completed as planned.

Employees working in the shop construction sector are always given a schedule for completing their work so that the project can be completed on time. However, employees who carry out this project development often face problems that result in projects not being completed on time because employees often do not attend work, arrive late, employees are sick and are absent from work. The absence of employees in the construction of this project certainly resulted in the project not being completed on time resulting in the shop building project not being able to run properly due to a shortage of employees. Employee absence from work shows decreased employee performance. High or low employee performance is shown from the employee's attendance at work. Employees do not use work time to work properly so that work is completed on time. Communication that exists in the company is still low and not healthy both between superiors and employees. On the other hand, poor communication can hinder work and often lead to misunderstandings in completing work. This communication is of course closely related to the lives of employees in the company organization. Gaps between management and employees often occur in companies.

THEORETICAL BASIS

Work Discipline

According to Hamali (2016: 214) discipline is a force that develops in the body of employees and causes employees to voluntarily adjust to regulatory decisions and high values of work and behavior. Discipline in the narrow sense is usually associated with punishment. The act of punishing an employee is actually only part of a disciplinary issue and this action is taken when attempts at constructive approaches fail.

According to Sutrisno (2017: 88), work discipline can be seen as something of great benefit, both for the benefit of the organization and for its employees. For organizations, the existence of work discipline will ensure that order is maintained and the execution of tasks is smooth, so that optimal results are obtained. As for employees, a pleasant working atmosphere will be obtained so that they will increase their morale in carrying out their work. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible for the realization of organizational goals.

According to Singodimedjo in Sutrisno (2010: 89), there are several factors that affect discipline, that is the size of the compensation, whether or not there is exemplary leadership in the company, whether there are definite rules that can be used as guidance, leadership courage in taking action, whether there is leadership supervision or not, whether there is concern for employees, habits are created that support the upholding of discipline.

COMMUNICATION

According to Sutrisno (2013: 46) explains that in one-way communication, messages only flow from the sender of the message. On the other hand, in two-way communication, messages flow from both the sender and the receiver. Here in turn the sender of the message becomes the recipient and vice versa. In general, two-way communication shows better results than one-way communication.

According to Mangkunegara (2011: 148-150), there are two reviews of factors that can affect communication, namely factors from the sender party or also called communicators, and factors from the receiver or communicant.

PERFORMANCE

According to Sutrisno (2013: 170), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, does not violate the law, and is in accordance with with morals and ethics.

According to Sutrisno (2013: 176-178) several factors that influence employee performance are as follows: effectiveness and efficiency, authority and responsibility, discipline, initiative.

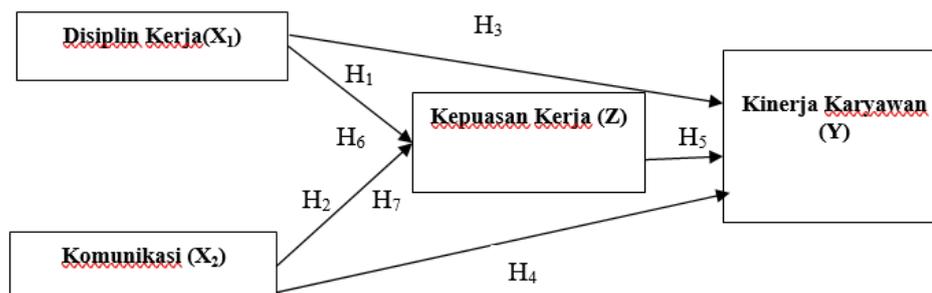
According to Sembiring (2012: 83-84) states, the benefits of performance are knowing there are deficiencies in performance, recognizing these deficiencies and their level of seriousness, identifying things that may be the cause of deficiencies, both related to the system and those related to the employees themselves. , develop an action plan, to tackle the causes of the deficiency, implement the action plan, evaluate whether the problem has been resolved or not, starting from the beginning if necessary.

JOB SATISFACTION

According to Badeni (2013: 43), employee job satisfaction is an important element in an organization. This is because the job satisfaction of organizational personnel can affect work behavior, such as laziness, diligence, productivity, etc. or have a relationship with several types of behavior that are very important in the organization.

According to Wibowo (2012: 504-505), there are five factors that can influence job satisfaction, namely fulfillment of needs, differences, value achievement, justice, genetic components.

CONCEPTUAL STRUCTURE



RESEARCH METHODS

Research Sites

Researchers conducted research at PT. DigidjayaGraha Development.

POPULATION, SAMPLE AND DATA DETERMINATION TECHNIQUES

According to Sujarweni (2014: 65), Population is the entire amount consisting of objects or subjects that have certain characteristics and qualities that are determined by the researcher to be investigated and then draw conclusions.

The population of this study were 150 employees of PT. DigidjayaGraha Development.

According to Sujarweni (2014: 65), the sample is part of a number of characteristics possessed by the population used for research.

According to Widodo (2017: 71), the formula or formula that is widely used is the Slovin formula with a margin error of 1%, 5% or 10%.

SOURCES AND DATA COLLECTION TECHNIQUES

This type of research includes quantitative research. Sources of data used in this study are primary data and secondary data. Primary data is in the form of direct company data obtained by researchers, while secondary data is in the form of literature review data and journals that support this research.

According to Augustine and Kristaung (2013: 90) primary data is data obtained from the first party without certain media such as questionnaires, interview lists, tests and experiments. Secondary data is data obtained from parties through certain media such as financial reports, company establishment deeds, brochures and so on.

DATA ANALYSIS TECHNIQUE

The data analysis technique of this research is using quantitative data. Before testing the classical assumptions and hypotheses, the validity and reliability were tested.

RESULTS AND DISCUSSION

The results of the study were obtained through the sobel test showing that:

The work discipline variable (X1) can have a direct effect on employee performance (Y) and can also be affected through the job satisfaction variable (Z) as an intervening variable on the employee performance variable (Y):

$$\begin{array}{ll}
 a & = 0,458 & a^2 & = 0,210 \\
 b & = 0,445 & b^2 & = 0,198 \\
 S_a & = 0,088 & S_a^2 & = 0,008 \\
 S_b & = 0,086 & S_b^2 & = 0,007 \\
 ab & = 0,458 \times 0,445 & & = 0,204 \\
 S_{ab} & = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \\
 & = \sqrt{(0,198) (0,008) + (0,210) (0,007) + (0,008) (0,007)} \\
 & = 0,00311
 \end{array}$$

$$\begin{aligned}
 t &= \frac{ab}{S_{ab}} \\
 t &= \frac{0,204}{0,00311} \\
 &= 65,59 \\
 &= 65,59 > 1,982
 \end{aligned}$$

From these calculations, it can be concluded that the t-count value is greater than the t-table value, which is $65.59 > 1.982$. This shows that there is an influence of job satisfaction variables in mediating the effect of work discipline (X1) on employee performance (Y), so it can be concluded that work discipline has a positive influence on employee performance through job satisfaction.

The communication variable (X2) can have a direct effect on employee performance (Y) and can also have an effect through the job satisfaction variable (Z) as an intervening variable on the employee performance variable (Y). This effect can be calculated using the Sobeltest :

$$\begin{aligned}
 a &= 0,088 & a^2 &= 0,008 \\
 b &= 0,445 & b^2 &= 0,198 \\
 S_a &= 0,100 & S_a^2 &= 0,01 \\
 S_b &= 0,086 & S_b^2 &= 0,007 \\
 ab &= 0,088 \times 0,445 & &= 0,039 \\
 S_{ab} &= \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \\
 &= \sqrt{(0,198)(0,01) + (0,008)(0,007) + (0,01)(0,007)} \\
 &= 0,002106
 \end{aligned}$$

$$\begin{aligned}
 t &= \frac{ab}{S_{ab}} \\
 &= \frac{0,039}{0,002106} \\
 &= 18,52 \\
 &= 18,52 > 1,982
 \end{aligned}$$

From these calculations, it can be concluded that the tcount value is greater than the ttable value, which is $18.52 > 1.982$. This shows that there is the influence of job satisfaction variables in mediating the influence of communication (X2) on employee performance (Y), so it can be concluded that communication has a positive influence on employee performance through job satisfaction.

The communication variable (X2) can have a direct effect on employee performance (Y) and can also have an effect through the job satisfaction variable (Z) as an intervening variable on the employee performance variable (Y). From these calculations, it can be concluded that the tcount value is greater than the ttable value, which is $18.52 > 1.982$. This shows that there is the influence of job satisfaction variables in mediating the influence of communication (X2) on employee performance (Y), so it can be concluded that communication has a positive influence on employee performance through job satisfaction.

Table 8. Summary of Hypothesis Test Results

Hypothesis	Research Hypothesis	Value Sig	Information
H1	Work discipline has a positive and significant effect on employee performance	0,000	Received
H2	Communication has a positive and significant effect on employee performance	0,000	Received
H3	Work discipline has a positive and significant effect on job satisfaction	0,000	Received
H4	Communication has a positive and significant effect on job satisfaction	0,431	Rejected
H5	Job satisfaction has a positive and significant effect on employee performance	0,000	Received
H6	Work discipline has a positive effect on employee performance through job satisfaction.	0,003	Received
H7	Communication has a positive effect on employee performance through job satisfaction.	0,002	Received

The results of the regression analysis of the sub-structure I show that the communication variable has no and significant effect on job satisfaction at PT. DigidjayaGraha Development. The results of the regression analysis of sub-structures I and II H1, H2, H3, H5, H6, H7 show that, there is a significant and significant effect on the performance of employees at PT. DigidjayaGraha Development.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of the analysis and discussion described in the previous chapter, the researchers took the following conclusions:

1. Work discipline has a positive and significant effect on employee performance.
2. Communication has a positive and significant effect on employee performance.
3. Work discipline has a positive and significant effect on job satisfaction.
4. Communication has no effect and is significant on job satisfaction.
5. Job satisfaction has an effect and is significant on employee performance.
6. Work discipline has a positive effect on employee performance through job satisfaction.
7. Communication has a positive effect on employee performance through job satisfaction.

SUGGESTION

Based on the pre-existing conclusions, several suggestions can be given by the researcher as follows:

1. The company management must periodically monitor employee attendance so that employees who have exceeded the company's regulatory limits will be immediately summoned and given sanctions in accordance with applicable company regulations.
2. It is better if the leadership is more open to employees, especially regarding communication so that employees also feel more needed and are more able to solve the problems they are facing. Organizational communication within the company should require employees to discuss with fellow colleagues and superiors in order to establish good two-way communication, which will result in better employee performance and improve communication within the company organization.
3. For companies to maintain and increase the influence of job satisfaction on performance by maintaining existing aspects of job satisfaction and always supervising employee performance.
4. To improve work discipline, the company management is advised to implement an electronic attendance system such as absenteeism and return hours with a thumbprint system to avoid cheating during absences, a salary deduction system according to the length of time the employee is late.

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