

Original Article

Mediating Role of Discipline: Human Relation and Motivation as Antecedent of Employee Job Satisfaction

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Abstract: *The manufacturing sector has been acknowledged as the main contributor to nationwide GDP in previous years. Thus, organizations within the manufacturing industry need to maintain the company and its workforce's performance, which can be attained through employee satisfaction. The purpose of this study is not only to determine the direct effect of human relations and motivation on employee satisfaction but also to examine the indirect effect of the mediating role from discipline to employee satisfaction at the production unit in PT. WSU. The respondents are all 105 employees at the production unit, and this study uses a saturated sampling technique. Primary data were collected through online questionnaires and analyzed with structured equation modelling partial least square. The result showed that human relations and motivation directly affected employee satisfaction; discipline complementary mediates the effect of human relations on job satisfaction and discipline also complementary mediates the role of the effect from motivation to job satisfaction. The implication of this study to both literature and practical is to give deeper insight into managing and retaining employee job satisfaction through its antecedent variables.*

Keywords: *Human Relations, Discipline, Motivation, Employee Job Satisfaction.*

I. INTRODUCTION

A country's economic growth can be seen from various perspectives, some of which are through inflation rates and Gross Domestic Product trends. In sequence, Indonesia's inflation rate from 2021 to 2023 is 1.87%, 5.51% and 2.61% [1]. Meanwhile, the national GDP trend based on current prices sequentially from 2021 to 2023 has increased from IDR 16,976.8T, IDR 19,588.1T, IDR 20,892.4T [1]. Almost all components of GDP in terms of the industrial sector were contributed positively throughout the following years. Furthermore, the contribution of the manufacturing sector to GDP was 18.34% in 2022 and 19.25% of total national GDP in 2021 [2]. It is acknowledged that the manufacturing industry will be the largest contributor to national GDP in 2021-2022.

As one of the primary sectors that plays an important role in the economy, companies in the manufacturing industry barely avoid competition in order to maintain quality and competitive advantage [3]. Competitive advantage is a key success factor in maintaining company performance, especially within mature industries like the manufacturing industry (Figueiredo et al., 2023; Vrontis et al., 2022; Mamun, 2016). With a high level of competitive advantage, an organization can reach its best performance. Organizational performance is very important because it reflects the cumulative performance of the individuals and groups within it, as it is a cumulative core competence of the company [7]. One thing that is closely related to organizational and individual performance is employee job satisfaction. So, it can be inferred from here that in order to maintain performance, an organization must strategically manage employee satisfaction.

Employee job satisfaction that is well managed by the company will impact individual and company performance (Loan, 2020). Because company performance is correlated with individual performance (Fitriani & Ananda, 2023), human relations that imply interpersonal quality within an organization become matter. Human relations is a form of interpersonal communication by understanding the thoughts and feelings of others. Human relations in the workplace consist of factors such as intelligence, nature, needs alignment and behavior. Human relation stimulates the enthusiasm of employees to work harder and increase their job satisfaction (Adawiyah, 2019). Good quality human relations will promote individual motivation to perform in his or her working environment (Risaldy & Ananda, 2022). Motivation drives a person's enthusiasm for doing something in order to achieve goals. Motivation can come from within or outside the individual, such as honor, money, authority, workmates, family or superiors. With the right motivation trigger, an organization can create a better urge for their employee to achieve the best performance at work. Motivation in the work environment also plays an important role in shaping a person's discipline to complete their duties and responsibilities properly (Antika et al., 2021; Melinda & Ananda, 2023). Discipline is an attitude of respect and obedience to applicable regulations in order to maintain a high level of productivity, employee performance and job satisfaction (Nasir et al., 2021). From here, it can be seen that the role of discipline, motivation, and individual human relations



are intertwined factors that affect individual performance and job satisfaction in the company.

II. LITERATURE REVIEW

A) Motivation Theory and Employee Satisfaction

This study refers to the Expectancy Theory presented by Victor Vroom, which has been the subject of so many empirical studies about organization behavior at an individual level which explains a person's motivation in achieving his goals. The elements of motivation in Expectancy Theory are valence of value importance, instrumentality, and expectations. Specifically, valence is an individual's perception of the need and importance of performance, it assesses and determines the importance level of goals that want to be achieved. Valence can be measured in different dimensions [8]. According to [9], behavioral intentions are influenced by performance expectations and effort expectations. This is also stated by [10], who concludes that effort expectations and performance expectations as the antecedents of behavioral intention in using certain apps. In the context of organizational behavior at an individual level, the expectation is defined as specific behaviors with a certain effort that a person gives to achieve organizational goals; here is where motivation takes place. This intertwining concept also provides the idea of planned behavior to analyze the motivation aspect of a person. Motivation is a distinctive drive that encourages a person to complete tasks and strive to achieve certain goals [11]. With alignment, motivation drives satisfaction as a result when a person achieves performance [12], [13]. Job satisfaction is defined as a combination of positive feelings and attitudes about the work done and will affect one's performance (Latifah et al., 2024). According to [14], job satisfaction is a significant construct in organizational psychology, which is examined from three perspectives: first, as a predictor of organizational outcome; second, consequence of organizational condition; and third, according to [15], job satisfaction is influenced by individual trait. This study combines the second and third perspectives to get a deeper understanding of job satisfaction study.

PT WSU is one company within the manufacturing industry of plastic seed processing that is used as a basic material in four-wheeled vehicle bodies of various brands in Indonesia. The company is located in Lippo City Development Cikarang - Bekasi and supplies its product to several four-wheeled vehicle manufacturers. From in-depth interviews with internal sources, it is known that employee promotion has decreased in the last five months. Promotion is one of the company's ways of retaining employees and affects motivation [16]. Employee job satisfaction exists in clear career paths or promotions, even though employees must wait for a fairly long distance of up to years. (Abrori et al., 2024; Chen et al., 2006). As the world emerges from Covid 19 pandemic's shadow, organizations face the daunting challenge of employee disengagement and dissatisfaction [17], so it must foster strong human relations among employees. Since not so many studies elaborate on this urgency in the field of manufacturing industry with discipline as an intervening variable, thus the purpose of this study is to evaluate whether there is: 1a) a positive effect of human relations on employee job satisfaction, 1b) positive effect of human relations on discipline, 1c) a mediating role of discipline from the effect of human relation on employee job satisfaction, 2a) a positive effect of motivation on discipline, 2b) a positive effect of motivation on employee job satisfaction, 2c) a mediating role of discipline from the effect of motivation on employee job satisfaction and 3c) positive effect of discipline on employee job satisfaction.

Table 1 Number of Employee Promotions of Production Operations Division at PT. WSU

Year	Number of Employees	Number of Promotion
2019	152	41
2020	167	53
2021	171	39
2022	132	18
2023	105	16

Source: PT. WSU

B) The Effect of Human Relations on Discipline and Job Satisfaction

Human relations is one factor that can affect how satisfied employees are with their jobs. Identifying every relationship between an individual's behavior and the social behavior of a group is typically the goal of human relations [18]. According to [19], human relations is a link between companies and their employees that needs to be evaluated regularly in order to increase the potential of employees to promote their positions. According to [20] and [21], employee relations are explicitly defined as a component of HR approaches that are intended to guarantee that human resources are utilized efficiently in order to fulfill the objectives, mission, and vision of a firm by attending to their physical, psychological, and mental needs. Human relations can also be defined as how employees interact with one another in a work environment by communicating, understanding one another's feelings, and acting in ways that increase satisfaction with work [22]. Another study that is relevant is conducted [23] which measures discipline with five dimensions that include facing social pressure. This means that without a good human relation, discipline and employee job satisfaction can be affected and vice versa. There is a study by [24] concludes that there is a positive influence of human relations on individual job satisfaction and performance at state state-owned construction company in Binjai. However, research conducted by [25] states that human relations do not affect employee job satisfaction. The study of human relations recently developed in the post-Covid 19 era, which elucidated the significant correlation between supervisor-

employee relations and perception of employment conditions, as well as the value of dedication, employee circumstances, and relations with staff as constructs to assess employee engagement [21]. Also, considering other important aspects, such as mental health issues that arose during post COVID-19 pandemic, it is necessary to improve antecedent factors that lead to job satisfaction in the organization. From some of the explanations above, there are still inconsistencies in the research results, so the first hypothesis proposed in this study:

- a. H1a: There is a positive influence of human relations on employee job satisfaction.
- b. H1b: there is a positive influence of human relations on discipline
- c. H1c: there is a mediating role of discipline on the effect of human relations on employee job satisfaction

C) The Effect of Motivation on Discipline and on Job Satisfaction

According to [13], motivation is the key to success, and it empowers employees to work with an affection that contributes to the accomplishment of hierarchical objectives. According to [21], a person's feeling of satisfaction on the job can be explained as acts of motivation to work. There are two sources of motivation, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation arises because there are internal motives within a person. Extrinsic motivation arises because there is a stimulus from outside a person. A recent study conducted by [26] evaluates the mediating role of motivation and its relation to the business performance of young students. It can be inferred from here that motivation is closely related to job satisfaction. Other studies related to the relationship between discipline and job satisfaction include the following. The results of research [27] state that motivation has a positive influence on teacher discipline in a Madrasah in Kepahiang. The results of other studies on indicators of measuring employee job satisfaction include leadership discipline, compensation, career development, decision making and opportunities to use their skills [28] [29]. This is supported by research [30], which states that motivation has a positive influence on work discipline. Based on the explanation above, the second hypothesis raised in this study is:

- a. H2a: There is a positive influence of motivation on discipline
- b. H2b: there is a positive influence of motivation on employee job satisfaction
- c. H2c: there is a mediating role of discipline on the effect of motivation on employee job satisfaction

D) Mediating Role of Discipline on Job Satisfaction and Effect of Discipline on Job Satisfaction

According to discipline has a positive and significant impact on employee performance at the Fire Department in Indonesia. Discipline, as defined by [31], is defined as an employee's knowledge of and willingness to follow all policies and procedures that are in place in a government organization. This will promote a passion or excitement for what one does as well as the achievement of organizational objectives. Discipline can be measured with focus, intention, responsibility, structure and time [23], which then become the basic theoretical foundation of self-determination [32], goal setting [33], self-efficacy, self-regulation, and time management. Therefore, discipline is a picture of one's responsibility to remain aware of the attitude towards the rules that have been set. Other research on discipline is held by [34] who noted that an employee's sense of accountability for the duties they are given is reflected in their level of discipline. This can help build morale and help achieve goals for the company, employees themselves and society. Based on research conducted [35], discipline significantly and positively affects the job satisfaction of PT PLN P3B Sumbagut employees. However, there is research according to [36], states that discipline has no effect on employee performance. There are different results in other studies conducted by [37], where he states that a factor that can reduce employee job satisfaction is the behavior of superiors who like to spend time outside the workplace after working hours. This means that a poor relationship with a supervisor will negatively affect one's job satisfaction. Another study that places discipline as a mediator [30] found that discipline can act as a mediator of motivation on employee performance in a private automotive company in Jakarta.

Based on the inconsistency of previous research results, the third hypothesis proposed in this study is H3a: There is a positive influence of discipline on employee job satisfaction.

E) Operational Definition and Measurement

Here is the operational definition and measurement of the variable used in this article. The first independent variable is human relations, which, according to [18], is a harmonious relationship created on awareness and availability of individual desires for the unity of common interests and higher purpose. In this article, this human relations variable is measured by indicators of communication between employees, supervisor direction, collaboration between employees, coordination between employees, and effective communication with and without intermediary media [19]. Work motivation in this study is defined as an internal drive that comes from within a person so that they can complete their responsibilities and tasks well. In this study, motivation is measured by compensation, health insurance, good colleagues, career development and self-development [12], [13]. Job satisfaction is a feeling of pleasure and gladness felt by individuals when the work is done in alignment with the needs and interests of the worker. In this study, job satisfaction is measured by diligence at work, available promotion opportunities, supervision, co-worker interaction and work environment. [12], [38], [39]. Discipline is a conscious attitude within a person to act to obey the rules according to a predetermined time [27], [30]. In this study, discipline is measured using indicators of human

relations, reward, attendance, obeying regulations and assignment according to function. The 1-5 Likert scale used in this study measures the opinions, behavior and perceptions of individuals and groups on a social phenomenon that occurs.

F) Method

This research is quantitative descriptive research, which provides numerical analysis as a description and validation of the phenomenon under study. The population and sample of this study were 105 employees of the production unit of PT. WSU, with the employment status of permanent and non-permanent employees at the non-managerial level. The unit's main responsibility is to produce plastic seed processing as a basic material used in four-wheeled vehicle bodies with certain types of tools and machines. According to (Sugiyono, 2017) population is an object that has certain qualities and characteristics set by research to study and draw conclusions, and a sample is a part of the population that represents the whole population. The sampling technique used is the saturated sampling technique. The saturated sampling method is a non-probability sampling technique that uses all members of the population to be sampled (Sugiyono, 2017). This study uses the saturated sampling method because the production unit has the largest number of employees within PT. WSU. Primary data is obtained through distributing google forms to employees in the production division. Secondary data were obtained from the company website and articles in scientific journals. Descriptive statistics in this article are used to provide respondents' characteristics, which are divided by gender, age, latest education and length of employment. The data collection technique uses a questionnaire with a Likert scale measurement of 1-5, which represents opinion and perception of a social phenomenon. In this study, the steps of data testing include validity, reliability, determination of the model, interpretations and testing of hypotheses, and structural equation modeling (SEM).

III. RESULTS AND DISCUSSION

The data testing are here explained in Table 2, Figure 1, Table 3 and Table 4. Based on the data collected, it is known that all respondent has permanent employee status, which is divided into 53% women and 47% men. Based on the length of work, it is known that 18% of working age < 2 years, 23% of working age between 3-5 years, 12% of working age between 6-8 years, and 47% of working age above 8 years. As for education level, it is known that 36% have the last education of high school and the remaining 64% have vocational college. From Table 2, it is known that the convergent validity test results from the loading factor numbers for each variable indicator are greater than 0.7. Convergent validity can also be seen from the AVE number, the results of which show that all numbers are greater than 0.5. This means that each statement in the questionnaire as an indicator used is correct in measuring the existing variables.

Furthermore, the results of the reliability test can be seen from the Cronbach Alpha and composite reliability numbers, all of which are greater than 0.7, which means that the statements in the questionnaire have consistently measured the research variables. The results of the R2 coefficient of determination test show that the discipline number is 0.399, which is classified as weak, and the R2 number for the job satisfaction variable is 0, 586, which is classified as moderate. This means that 58.6% of changes in the job satisfaction variable at PT. The variables in the research model can explain WSU, while the rest is explained by other variables that are not in the study

Table 2. Structural Model Evaluation

Question items	Loading Factor	Info	CA	AVE	CR	R2	Adj R2
Human Relation			0,950	0,833	0,951		
X1.1	0,932	Valid					
X1.2	0,931	Valid					
X1.3	0,926	Valid					
X1.4	0,863	Valid					
X1.5	0,909	Valid					
Motivation			0,960	0,863	0,962		
X 2.1	0,948	Valid					
X 2.2	0,943	Valid					
X 2.3	0,949	Valid					
X 2.4	0,935	Valid					
X 2.5	0,865	Valid					
Discipline			0,950	0,835	0,950	0,399	0,388
Y 1.1	0,935	Valid					
Y 1.2	0,936	Valid					
Y 1.3	0,923	Valid					
Y 1.4	0,929	Valid					
Y 1.5	0,842	Valid					
Employee Job Satisfaction			0,943	0,815	0,944	0,586	0,574
Y 2.1	0,907	Valid					
Y 2.2	0,922	Valid					

Y 2.3	0,912	Valid				
Y 2.4	0,914	Valid				
Y 2.5	0,858	Valid				

Source: data processing result

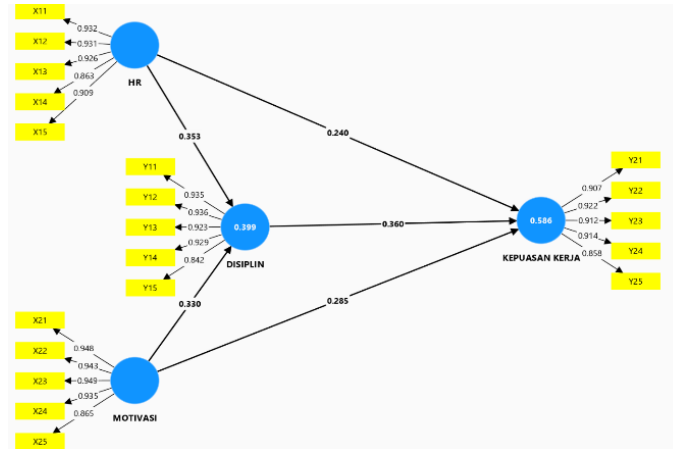


Figure 1 Structural Model Analysis (source: data processing result)

Table 3 shows that based on the p-value of $0.000 < 0.05$ and t statistic $2.122 > 1.96$, H1a is accepted, which means that human relations have a positive influence on employee job satisfaction at PT. WSU. This is indicated by the existence of good communication between employees, the availability of superior direction, good collaboration and coordination between employees and between sections and the existence of effective communication with and without intermediary media within the company. Furthermore, based on the p-value of $0.004 < 0.05$ and t statistic $2.909 > 1.96$, it is concluded that H1b is accepted, which means that there is a positive influence of human relations on employee discipline at PT. WSU. This can be seen from the availability of a good relationship between individuals, including the availability of direction from superiors, which will be able to increase the level of discipline. Furthermore, based on the p-value of $0.008 < 0.05$ and t statistics of $2.648 > 1.96$, it can be concluded that H2a is accepted, which means that motivation has a positive effect on employee discipline at PT WSU. This can be seen in the existence of self-development and career development in a person will make him more disciplined in carrying out his duties and responsibilities. Next, it can be seen that H2b is accepted, which means that motivation has a positive effect on job satisfaction based on the p-value of $0.004 < 0.05$ and the t statistic of $2.980 > 1, 96$. Based on the results of the study, it can be seen that good colleagues will encourage the creation of a positive work environment, and the presence of colleagues and good interactions between colleagues will encourage the growth of employee job satisfaction, as well as the existence of self-development and career development will expand promotion opportunities which is one of the indicators of employee job satisfaction. The last direct effect hypothesis is H3, which can be seen from Table 2 and is also accepted, which indicates that discipline has a positive effect on job satisfaction based on the p-value of $0.000 < 0.05$ and t statistic $4.352 > 1.96$. It can be concluded that punctual attendance, assignment according to function and obedience to regulations will affect discipline through diligence at work, expand promotion opportunities and create a conducive work environment.

Table 3 Direct Effect Hypothesis Test Result

	Hypothesis	P value	T statistic	OS	information
H1a	HR → KK	0,000	2,122	0,285	supported
H1b	HR → D	0,004	2,909	0,353	supported
H2a	M → D	0,008	2,648	0,330	supported
H2b	M → KK	0,004	2,890	0,285	supported
H3	D → KK	0,000	4,352	0,360	Supported

Source: data processing result

Table 4 explains a positive mediating role of discipline on job satisfaction, both from the influence of human relations (H1c, p-value = 0.01) and motivation (H2c, p-value = 0.04), both of which are accepted, based on the significance number of both < 0.05 . So, it can be concluded that the nature of the mediating role in this article is complementary mediation, where there is a mediating role of discipline in both direct and indirect effects on job satisfaction. The meaning that can be seen from this is that with discipline, the influence of human relations seen from open communication between employees, supervisor direction, collaboration between employees and sections, coordination between employees, as well as motivation seen from salaries and

bonuses provided by the company, the availability of insurance, good co-workers, open opportunities for self-development and career development; will increase job satisfaction of PT. WSU production division employees.

Table 4. Indirect Effect Hypothesis Test Result

		OS	Mean	Std. Dev	T stat	P value	Information
H1c	HR → D → KK	0,127	0,124	0.049	2,575	0,010	supported
H2c	M → D → KK	0,119	0,121	0.058	2,059	0,040	supported

Source: data processing result

IV. CONCLUSION

Based on the results of the analysis that has been done, the conclusion of this study states that there is a positive and significant relationship between human relations and job satisfaction. Thus, H1a is accepted. It is also known that there is a positive and significant relationship between human relations to work discipline, so H1b is accepted. It is also known that there is a positive and significant relationship between motivation to discipline, where the higher the motivation, the higher the employee discipline; thus, it is answered that H2a is accepted. It is also known that there is a positive and significant relationship between motivation to job satisfaction, where the higher the motivation will increase employee job satisfaction. This means that H2b is accepted. While the hypothesis of the direct relationship between discipline and job satisfaction is known to have a positive and significant relationship, it is concluded that H3 is also accepted. For the indirect effect, it is known that there is a positive and significant complementary mediating role of discipline on the effect of human relations on job satisfaction. Thus, H1c is accepted. For the second indirect effect, it is also known that there is a positive and significant complementary mediating role of discipline on the effect of motivation on job satisfaction, which means H2c is accepted.

The theoretical implications of this research contribute to the development area of motivation theory in the relationship between individuals to achieve employee job satisfaction. At the same time, the practical implications are seen in the role of this research, which contributes to the company's ability to pay more attention to strategies for increasing employee job satisfaction through existing motivation and human relations. Suggestions for future research are to conduct research on increasing employee job satisfaction outside the production division or in industries outside of manufacturing. The recommendation for practical consideration is that the management of the organization needs to improve the strategy of retaining employee job satisfaction through motivation factors and strengthening human relations among employees.

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