EMPLOYEE'S ENGAGEMENT, WORK DISCIPLINE TOWARD WORK SATISFACTION AND ITS IMPACT ON HUMAN RESOURCE PERFORMANCE (STUDY IN JAMBI OF TRANSPORTARTION AGENCY, INDONESIA)

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Abstract

Government agencies are required to observe and manage human resources as the most important element that directly affects the effectiveness of organizational work, especially in the long term. The purpose of this research is to analyze the variable employee engagement, working discipline, job satisfaction on the performance of employees of the DISHUB Jambi. The variables to be researched are Employee's Engagement (X1),working discipline (X2), job satisfaction (X3), employee performance (Y). Research using Fishbone Diagram (fishbone diagram), data collection is done with questionnaires, observations, and interviews. Population in this study amounted to 164 employees of the DISHUB city of Jambi, the size of the samples used in this study amounted to 116 respondents, the final result was 99 respondents who submitted questionnaires to the research team. Data is further processed using SmartPLS programs. From the structural model and the loading value of the item statement, there are several indicators of variables that have a loading value below 0.5. Technical analysis involves the determination of the correlation coefficient and multiple linear regression, then the results are interpreted through the discussion, suggestions, and conclusions of the examined variables.The results gained in this study showed that in variable Employee's engagement, work discipline and job satisfaction were influential positivity and significant to the performance of employee's of the DISHUB Jambi City.

Keywords: Employee's Engagement, Working Discipline, Job Satisfaction, Human Resource Performance
　　　　　Employee's Transportation Office

Introduction

Government agencies both cities and provinces at this time are required to pay attention to the management of human resources as the most important element that directly influences the effectiveness of the organization's work, especially in the long run. By carrying out good management of human resources, it also produces good output for these government agencies. One of the methods used in managing human resources is by conducting various internal surveys that aim to measure the capacity, engagement, competence, job satisfaction and performance of its employees.

Employee's engagement appears as an effort to develop from previous concepts such as employee commitment and organizational citizenship behavior (OCB). Research from several researchers that have been conducted says there is a positive relationship of employee engagement with the organization that can lead to good performance and profitability (choo et al, 2013). To encourage employees to behave wisely and be bound in the workplace, it requires work discipline. Employee discipline is the nature of someone who consciously, complies with certain organizational rules and regulations, it greatly affects employee performance and agency. The more disciplined the higher employee productivity and company performance cateris paribus. Work discipline for employees is an absolute thing, therefore it is necessary to take appropriate disciplinary action for each employee. One indicator of a company's success in developing its business is the presence of high discipline in its employees.

The level of employee work discipline in the Jambi City Transportation Department when observing in the field looks good enough can be illustrated in the following situations: the high sense of employee concern in serving in the field to regulate vehicle traffic both in the office location and around the school location in the city of Jambi, the magnitude of the responsibility of Jambi City Transportation Department employees to carry out the tasks and burdens best, the development of a sense of belonging and a high sense of solidarity among employees, high employee initiative in doing work, and high morale and enthusiasm for work. Work discipline must be owned by each individual working in the company, in order to achieve continuity and harmony in the work. However, employees often display behaviors that exhibit indiscipline, for example a) violating break rules and picket work schedules, b) being late for work, being absent, especially before and after Eid, c) working carelessly or damaging official equipment, d) quarreling , do not want to cooperate, e) openly shows non-compliance, for example refusing to carry out the task.

As it is known that performance is the work that can be achieved by a person or group of people in an institution, in accordance with the authority and responsibilities of each employee, in order to achieve the agency's goals legally, not violating the law and in accordance with morale and ethics. Noting the above

description, it becomes an important thing for the Jambi City Transportation Agency especially to maintain road traffic safety and parking, considering that Jambi City is one of the big city areas and often has quite heavy traffic problems, so that success in managing road traffic become the main demands in supporting the success of security and order activities in traffic as well as realizing the vision, mission and objectives of the jambi city government. The purpose of this study was to analyze whether there is an influence of employee's engagement, work discipline, and job satisfaction variables on the performance of the Jambi City Transportation Department employee.

Literature Review
Employee's Engagement

Gibbons (2008) argues that employee engagement is a high emotional and intellectual relationship that employees have towards their work, organization, manager, or coworkers which gives effect to increase discretionary effort in their work. Another public company Hewitt (hewittassociates.com) states that employees who feel bound consistently show 3 common behaviors namely: Say, Stay, Strive. Employees who have Employee's Engagement will demonstrate three general behaviors that are constantly improving organizational performance: 1) Speak (Say). Employees encourage their coworkers to the organization and refer to potential employees and customers; 2) Stay. Employees have a great desire to become a member of the organization despite having the opportunity to work elsewhere; 3) Work hard (Strive). Employees work hard for longer periods, trying and taking initiatives to contribute to the success of the business. (Baumruk ana Gorman, 2006).

Table 1. Dimensions and Indicators of Employee Engagement

Dimensions	Indicators
- Vigor	Will
	Energetic work spirit
	To contribute
- Dedication	Enthusiasm
	Inspiration
	Pride
- Absorption	Concentration
	Time
	Difficuties

Work Discipline

Discipline is a word that we often interpret in the form of regulations which explicitly also include sanctions that will be accepted if there is a violation of these provisions. Singodimedjo (2009: 90) reports that discipline is an attitude of willingness and willingness to obey and adhere to the regulatory norms that apply in the surroundings. Good employee discipline will accelerate to accelerate the goals of the company or agency, while the declining discipline will become a barrier and slow down the achievement of company or agency goals. Based on this opinion, it can be concluded that employee work discipline is an attitude or behavior that shows the loyalty and obedience of a person or group of people to the rules set by the agency or organization, both written and unwritten so it is expected that the work carried out is effective and efficient.

In general it can be mentioned that the main purpose of work discipline is for the continuity of the organization or company in accordance with the motives of the organization or company concerned both today and tomorrow. According to Siswanto Sastrohadiwiryo, specifically the objectives of the employee's work discipline include: 1)That employees comply with all labor regulations and policies as well as applicable organizational policies and regulations, both written and unwritten, and carry out management orders properly; 2) Employees can carry out the work as well as possible and are able to provide maximum service to certain parties with an interest in the organization in accordance with the field of work provided to him; 3) Employees can use and maintain the facilities and infrastructure, goods and services of the organization as well as possible; 4) Employees can act and participate in accordance with applicable norms; 5) Employees are able to produce high productivity in accordance with organizational expectations, both in the short and long term.

Indicators of work discipline proposed by Malayu S.P Hasibuan (2007: 194) explains the indicators of employee work discipline are as follows : 1) Purpose and Ability; 2) Modeling Leadership; 3) Reply Services; 4) Justice; 5) Beware; 6) Legal Sanctions; 7) Assertiveness; 8) Human Relations

Job Satisfaction

The general term of employment, job satisfaction is the degree of satisfaction that can be felt by employees in meeting important personal needs through work experience. These needs can include adequate and equitable compensation, a safe and healthy work environment, the development of human capabilities that enable employees to use and develop their skills and knowledge and maintain self-interest in higher

interests, growth and security (opportunities to develop in career), the protection of employee rights, being able to meet reasonable work demands, and so on. (http://www.nakertrans.go.id).

Robbins (2001: 148) suggests that job satisfaction is as a general attitude of an individual towards his job. Work requires interaction with coworkers and superiors, follows organizational rules and policies, meets performance standards, lives in working conditions that are often less than ideal, and other similar things. This means that an assessment (assessment) of an employee of his satisfaction or dissatisfaction with the work is a total addition of a number of discrete work elements. There are several reasons why companies must really pay attention to job satisfaction, which can be categorized according to the focus of the employee or company, that is : 1) First, humans have the right to be treated fairly and with respect, this view from a humanitarian perspective; 2) Second, the perspective of expediency, that job satisfaction can create behaviors that affect company functions.

Robbins (2009) states that the indicators that determine job satisfaction are as follows: 1) Work that is mentally challenging; 2) Supporting working conditions; 3) Salaries or appropriate wages; 4) Suitability of personality with work; 5) Supporting fellow workers

Performance

Robbins (2001: 171) suggests that performance is a function of the interaction between ability, motivation and opportunity. Anwar Prabu Mangkunegara, (2006: 67) shows that performance is the result of work in terms of quantity and quality achieved by an employee in carrying out their duties and in accordance with the responsibilities given. Performance is the result of work from employees who are carried out with a certain time limit. This employee performance will be achieved if supported by employee attributes, work effort (work effort) and organizational support. Performance can be measured through indicators such as knowledge, work initiatives and dedication, skills, human relations and honesty. The performance in question is the employee's performance as measured by several elements, namely employee knowledge of the product and its tasks, employee skills in providing services to consumers and skills to advance the company, human relations, namely the ability of employees to collaborate both colleagues and superiors or subordinates, work initiatives and dedication that is realized with sincerity in carrying out work and honesty is the ability of employees to be honest and fair to their rights and obligations in carrying out their duties (Winardi, 2000: 128). Performance dimensions proposed by Gomes (2003: 134) that is: 1) Quality of Work, including accuracy, expertise and perfection in work; 2) Quantity of Work, includes the number of forms processed, the length of time used and the number of mistakes made; 3) Job Knowledge, employee understanding of facts or factors related to work; 4) Cooperation, ability and willingness to work with colleagues, supervisors and subordinates to achieve shared organizational goals; 5) Initiative, is seriousness in asking for responsibility, starting yourself and not generic to start; 6) Creativeness, the authenticity of ideas raised and actions to solve problems that arise; 7) Dependability, is an aspect of performance appraisal where workers follow company instructions and policies without supervision from the supervisor; 8) Personal Qualities, including personality, appearance, sociability, leadership and integrity.

While referring to the survey conducted by Kuratko, Hornsby and Naffziger in Watson, et al (2006) of entrepreneurs, they identified four dimensions consisting of 15 indicators as follows: 1) Extrinsic reward, consisting of seeking and cultivating personal wealth, increasing sources of income and increasing income opportunities; 2) Intrinsic reward, consisting of obtaining public awards, seeking and finding challenges, enjoying excitement or pleasure and personal development; 3) Independent / autonomy, consisting of maintaining or maintaining personal freedom, personal security, personal responsibility and self-employment; 4) Family security, consisting of guarantee members for the future of family members and to build a business to bequeathed.

Framework

Based on previous literature reviews, a theoretical thinking framework was developed stating the influence of employee's engagement, work discipline, job satisfaction and employee performance as illustrated in the following theoretical framework .
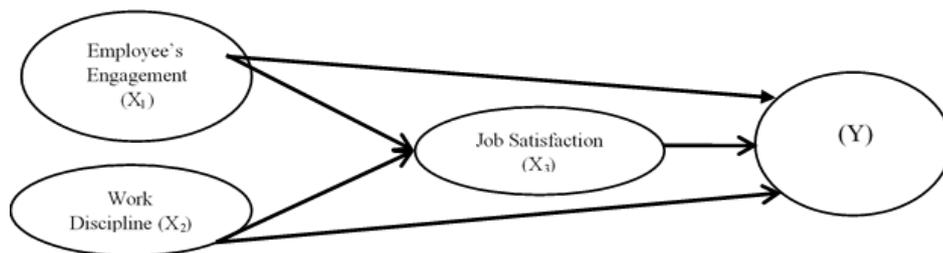
Figure 1. Research Thinking Framework

Research Method

The research flow uses fishbone diagrams that will illustrate the research map starting from what is done in the research, how to do the research, what variables are studied, where the research is carried out up to the achievements to be achieved in the research in accordance with the research period. The main data in this study are primary data obtained directly by distributing questionnaires to selected respondents. To supplement primary data, this study also uses secondary data obtained from literature and journals both national and international from previous research. The population in this study amounted to 164 employees of the Department of Transportation (Dishub) Jambi City. In this study, the process of sampling is done by proportional random sampling, which is as follows :

$$n = \frac{N}{1+(Nd^2)}$$ Description :   n = sample size

N = population size

d = degree of precision (set of 10% with a confidence level of 90%)

$$n = \frac{N}{1+(Nd^2)} = \frac{164}{1+(164)(0,05)^2} = \frac{164}{1,41} = 116 \text{ respondents}$$

Based on the calculation formula, the sample size used in this study was 116 respondents. The data collection method in this study was through a questionnaire with a Likert scale of 1-5. Data analysis tools used in the form of SEM (Structural Equation Modeling) with a variance based SEM approach or better known as PLS (Partial Least Square), the software used is smart-PLS.

Result and Discusssion

The unit of analysis in this study is the individual. Respondents in this study were TKK employees of the Jambi City Transportation Department, which were scattered in several service offices in the city of Jambi, including rawasari terminal, UPTD Vehicle Testing, freight transportation terminal, operational control office. Data collection was carried out by survey method with a research instrument in the form of a questionnaire. Questionnaires distributed to TKK employees amounted to 116 questionnaires and not all of the questionnaires were distributed successfully returned intact, so that the last questionnaire that researchers could collect and to process the data amounted to 99 questionnaires, while the remaining 17 questionnaires, respondents were not willing to fill out the questionnaire on the grounds interfering with employee activities in carrying out tasks.

From the questionnaire distributed 99 answers were collected. Of the 99 answers, the completeness and variation of the answers were selected. Detected there are 2 answers that provide the same answer from the beginning to the end of the question item. Thus, there were 97 answers that were passed to be processed by the data in this study. The following is the respondent profile:

Table 2. Respondent Profile

Information	Frequency	Persentage (%)
Age		
- 24 s.d 29 th	34	35,05
- 30 s.d 35 th	35	36,08
- 36 s.d 41 th	25	25,77
- 42 s.d 47 th	3	3,09
Total	**97**	**100**
Gender		
- Male	73	75,25
- Female	24	24,75
Total	**97**	**100**
Last Education		
- SMU/SMK	43	44,33
- Diploma	12	12,37
- Bachelor	42	43,30
Total	**97**	**100**
Placement		
- Staf	63	64,95
- Executive officer	27	27,84
- Retribution Post	7	7,21
Total	**97**	**100**
Work Unit		
- - Operations	37	38,15
- - Parking lot	40	41,25
- - UPTD Sarpras	13	13,40
- - Traffic Field	3	3,01
- - TU	4	4,12
Total	**97**	**100**

| Information	Frequency	Persentage (%)
Length of work		
- < 2 th	2	2,06
- 2 s.d 7 th	34	35,05
- > 7 th	61	62,89
Total	**97**	**100**
Marital Status		
- Marry	57	58,76
- Single	40	41,24
Total	**97**	**100**
Salary (Rp. 1.603.500,-)	**97**	**100**

Source: Data Processing, 2019

The table above explains that the profile of respondents based on age is more dominant for employees aged 30 to 35 years, male gender more than women. Respondents with male sex numbered 73 people more than respondents who were female as many as 24 people, it was seen that the percentage of male respondents was 75.25%, greater than female respondents. Respondents with the last education level were more dominant in high school / vocational school than undergraduate education level. For placement data, employees are more dominantly placed in the staff section than implementing officers and retribution posts. The transportation department employee work unit is more dominant in the parking area, which is 41.25% compared to the employee work unit placed. Respondents based on length of work were more dominant working over 7 years, and for marital status showed respondents were married at 58.76. It is hoped that the responses obtained can represent the sex characteristics of respondents in responding to statements on research variables.

Validity and test Reliability Test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. Validity test can be seen from the correlation between the score of statement items with the construct score. The indicator is considered valid if it has a loading value above 0.50 (Ghozali,2015).

The results of questionnaire data processing from 97 employees in the Jambi City Transportation Department show that the initial model of loading values for each item statement with the constructs of employee's engagement, work discipline, job satisfaction and performance can be seen in Figure 2 below:
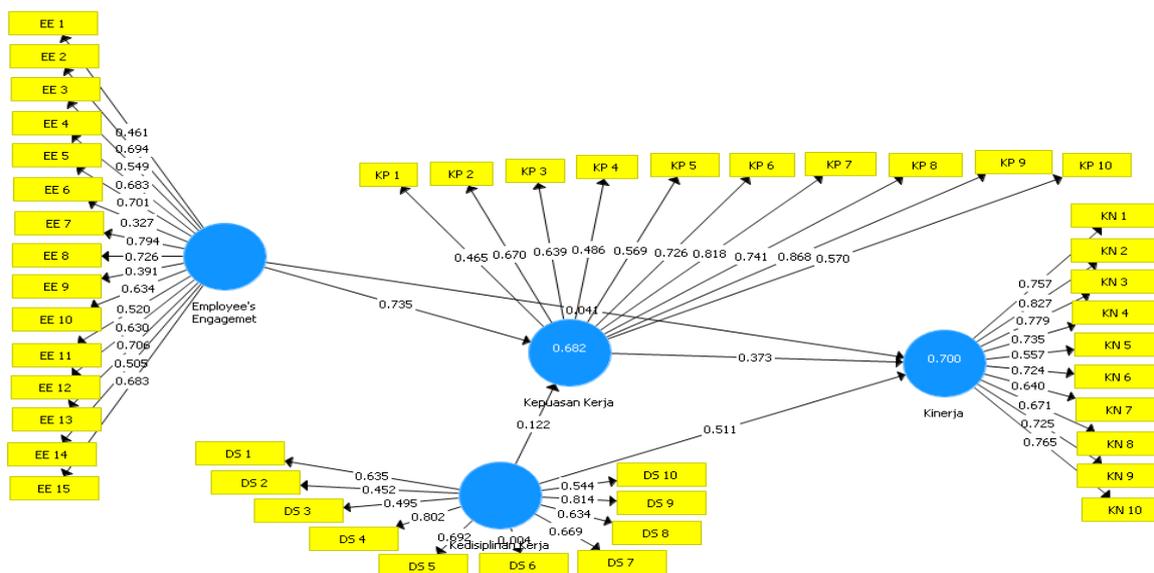
Source: Data Processing, 2019

Figure 2. Structural Model and Value of Loading Item Statement with the construct of Employee's Engagement, Work Discipline, Job Satisfaction and Performance

The picture above explains that not all statement items have loading values above 0.50 which means that some items below 0.50 must be excluded from the model because they have a loading value of less than 0.50 and are not significant. Then the model is re-estimated by removing the indicators EE1, EE6, EE9, DS1, DS3, DS6, KP1, KP4 so the output results look like the following figure :
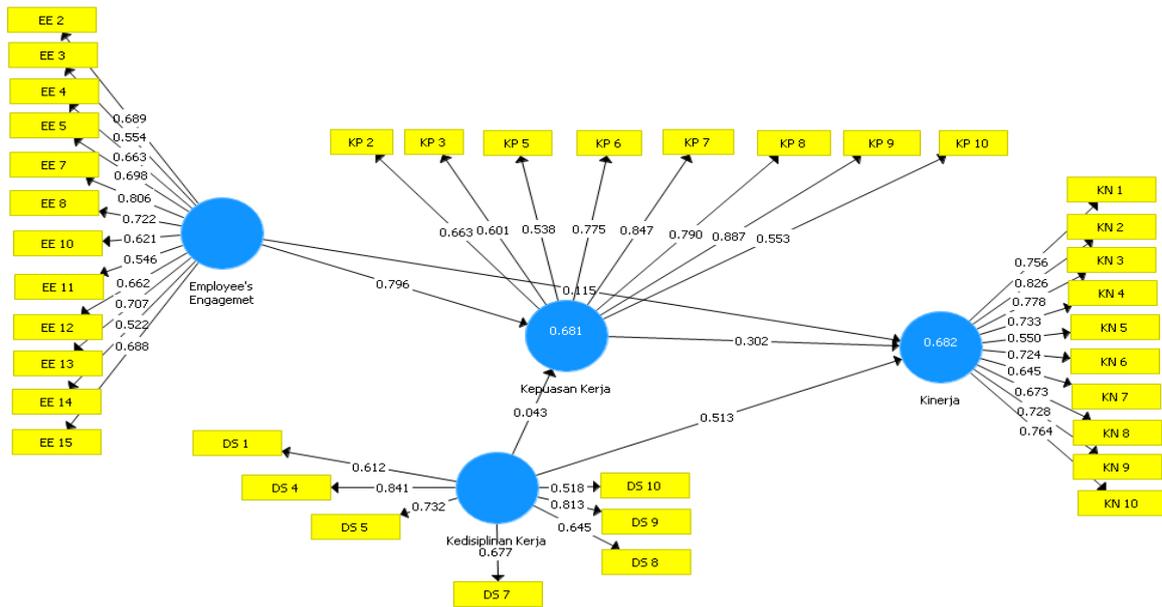
Source: Data Processing, 2019

Figure 3. The Second Structural Model and Loading Value after issuing several Statement Items with the construct of Employee's Engagement, Work Discipline, Job Satisfaction and Performance

The picture above explains that all statement items are above 0.50 which means the items are all valid, to ensure that there are no problems with measurement then the next step is towards the unidimensionality of the model. Unidimensionality test is carried out using composite reliability and Cronbach's alpha indicators. Composite reliability tests the value of indicator reliability in a construct. A construct or variable is said to meet composite reliability if it has a composite reliability value> 0.7. The output describing the relationship between latent variables and indicators is as follows:

Table 3. Outer Model (Weights of Loading)

	EE(X1)	DS(X2)	KP(X3)	KN(Y)
EE2	0.689			
EE3	0.554			
EE4	0.663			
EE5	0.698			
EE7	0.806			
EE8	0.722			
EE10	0.621			
EE11	0.546			
EE12	0.662			
EE13	0.707			
EE14	0.522			
EE15	0.688			
DS1		0.612		
DS4		0.841		
DS5		0.732		
DS7		0.677		
DS8		0.645		
DS9		0.813		
DS10		0.518		
KP2			0.663	
KP3			0.601	
KP5			0.538	
KP6			0.775	
KP7			0.847	
KP8			0.790	
KP9			0.887	

KP10	0.553	
KN1		0.756
KN2		0.826
KN3		0.778
KN4		0.773
KN5		0.550
KN6		0.724
KN7		0.645
KN8		0.673
KN9		0.728
KN10		0.764

Source: Data Processing, 2019

The analysis that can be raised is that all variables are able to move actively if there are other variables, which in this study are variables that have been used. Therefore, all variables are expected to be able to maximize their work, so that in the end can improve employee performance. Discriminant validity is comparing the value of square root of average variance extracted (AVE) of each construct with the correlation between other constructs in the model, if the square root of average variance extracted (AVE) is greater than the correlation with all other constructs, it is said to have good discriminant validity. It is recommended that the measurement value be greater than 0.50, the output that shows accuracy, the consistency of the accuracy of the composite reliability measuring instrument is a reliability test in PLS which shows the accuracy, consistency of the accuracy of a measuring instrument in making measurements. Here are the composite reliability values of each construct or variable :

Table 4. Value Composite Reliability and AVE Measurement Model

	Composite Reliability	AVE
Employee's Engagement	0.880	0.384
Work Discipline	0.815	0.395
Job Satisfaction	0.859	0.440
Performance	0.891	0.462

Source: Data Processing, 2019

Composite reliability is a group of indicators that measure a variable that has good composite reliability if it has composite reliability ≥ 0.7. although it is not an absolute standard. The results of the above study indicate the value of composite reliability for all constructs of employee's engagement, work discipline, job satisfaction and performance above 0.7 so that it meets the requirements. The better convergent validity value is shown by the higher correlation between indicators that compose a construct. The AVE value shown in Table 5.4 shows that the four latent variables have the AVE value below the minimum criterion, that is 0.5 so that the convergent validity size is not good or can be said to have not met the convergent validity criterion.

Table 5. Correlation Between Latent Variables

	EE(X1)	DS(X2)	KP(X3)	KN(Y)
EE(X1)	1.000	0.773	0.936	0.785
DS(X2)	0.773	1.000	0.671	0.876
KP(X3)	0.936	0.671	1.000	0.775
KN(Y)	0.785	0.876	0.775	1.000

Source: Data Processing, 2019

Based on this interpretation, it can be analyzed that all latent variables in this study have a relationship of more than 70% and close to 100%, it can be concluded that all latent variables in this study have a large enough relationship, and the relationship is in accordance with the analysis model in research that has been described in this study. In addition, the reliability value is also supported from the Cronbach's alpha value as follows :

Table 6. Cronbach Alpha

	Cronbach Alpha
Employee's Engagement	0,881
Work Discipline	0,822
Job Satisfaction	0,858
Performance	0,897

Source: Data Processing, 2019

The table above shows the results of Cronbach's alpha construct construct employee's value, work discipline, job satisfaction and performance above 0.6 which proves that the measurements in this study are reliable.

In evaluating the model analysis on the PLS program, it is carried out to ensure that the structural model that is built is robust and accurate.

Coefficient of determination (R2)

The coefficient of determination is between zero and one. If R = 0 means that the independent variable (Independent variable) and the dependent variable (dependent variable) has no relation, whereas if R = 1 means that the independent variable (Independent variable) and the dependent variable (Dependent variable) has a strong relationship. The first evaluation of the model is seen from the value of R Square. Based on data processing with SmartPLS, the resulting R Square and R Square Adjusted values can be seen in the following table :

Table 7. R Square

	R Square
Job Satisfaction	0.681
Performance	0.682

Source: processed researcher 2019

Table 8. R Square Adjusted

	R Square Adjusted
Job Satisfaction	0.880
Performance	0.840

Source: Data Processing, 2019

The table above shows the value of R Square for job satisfaction is 0.681 which means that the percentage of the influence of employee's engagement, work discipline on job satisfaction is 68.1% which shows the effect of employee engagement, work discipline on job satisfaction is a moderate model, the R Square value for performance is 0.682 which means that the percentage of the effect of job satisfaction on performance is 68.2% which shows the effect of job satisfaction on performance is a strong model. The next table shows that the Adjusted R Square value is the adjusted R Square value, the value of 0.880 and 0.840.

Testing data or analyzing data in this study uses path analysis. This analysis is used to examine the pattern of relationships that analyze the effect of a variable or set of variables on other variables, both direct and indirect. The magnitude of the effect value is indicated by the path coefficient. In the path analysis, the direct effect is expressed by the coefficient ñi, while the indirect effect and the total effect can be calculated by making a separate calculation. Regression analysis will be used to estimate parameters. Estimation results of the parameters can be seen in the following figure.

Figure 4. Calculation Result for Estimating Parameters in the Model

The employee's engagement construct is formed by indicators namely vigor, dedication, absorption. Based on data analysis statistically prove that employee's engagement has no direct and insignificant effect on employee performance with a path coefficient value of 0.041 and a p value less than a significance level of 0.05 because the data collected does not succeed in proving the relationship between X1 and Y, and does not mean X1 does not affect Y, but the sample data did not prove the relationship. This is due to not directly attachment employees have not been able to improve direct performance felt by employees. However, employee's engagement is directly and significantly to employee job satisfaction with a coefficient value of 0.735, because there are several indicators that can make employees feel job satisfaction. Whereas the construct of work discipline is formed by indicators of goals and abilities, leadership model, remuneration, justice, blessing, legal sanctions, assertiveness, human relations and based on data analysis statistically prove that work discipline directly and significantly influences the performance of the employees of Jambi City Department of Transportation with the path coefficient value of 0.551. Same thing with work discipline has

direct and significant effect on job satisfaction where the path coefficient value is 0.122. This is because there are several indicators of work discipline that make employees bound. The construct of job satisfaction is formed by indicators - the attitude of superiors, colleague relations, compensation systems, career systems, and work environment.

Based on data analysis statistically prove that employee job satisfaction has a direct and significant positive effect on employee performance, with a path coefficient of 0.373. This indicates the lower employee job satisfaction, the employee will show the worst performance. If the agency continues to carry out its career system and compensation well, there is a good relationship between co-workers, the attitude of superiors who always motivate, and a conducive physical work environment will increase employees to feel safe and comfortable working. The impact is that employees will work as well as possible and always try to provide the best service to customers, in this case the general public.

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