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An Analysis On The Effect Of Employee Satisfaction In Business Organizations

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ABSTRACT

This research aims to study the effect of independent variables (Colleagues Support) on the dependent variable (Job Satisfaction) through one intervening variable (Discipline). The data analysis is *path analysis* using Partial Least Square (PLS) with *single-mediator*. The data processing uses software Warp PLS 5.0. The respondents in this research are all employees in three business organizations which are in the same neighborhood and have 61 neighbors. The results showed that there are influences of Colleague Support on Discipline, Colleague Support on Job Satisfaction, Discipline on Job Satisfaction, and Colleague Support on Job Satisfaction with Discipline as the intervening variable.

Keywords: Colleague Support, Discipline, Job Satisfaction.

BACKGROUND

The word service is not a word that is rarely unheard in a daily life. It is used in the market to the office, needed by children to parents. Service is a matter that is absolutely needed by all levels of society in this world. In fact, every role in services, government, and other sectors competes to provide excellent service for its customers or public. It is due to the service providers get the recognition and are continually being asked to serve. Meanwhile, the customers are satisfied, cared for, valued, and respected because they get good services. Business agencies / organizations can also be considered as service provider organizations for the community. Business organizations are at the forefront as service providers to support the economy. They have many correspondences, administration, and various other interests in the social sector, even cooperation between government and non-government institutions, in carrying out their daily activities of personal interests, development, and the general public.

Job satisfaction is from the person's interpersonal (expecting, willing, and trying to make something happen) or from outside the individual (a stimulus, a good appearance, and a pleasant situation). Job satisfaction is a multidimensional concept consisting of personality characteristics and environmental factors. (Roelen, Koopmans, & Groothoff, 2008). Therefore, it is important to develop and ensure the employee job satisfaction to benefit the individuals and organizations

(Munir & Rahman, 2016). Why is job satisfaction beneficial? It is because when a worker gets the job satisfaction, he will work without a burden because he loves it. In addition, he will feel home when working so the organization does not need to look for another workers replacing those who choose to leave or stop working. Some researchers such as Matthiesen, Pratkanis and Turner as well as Spector, believe that a job satisfaction is important. First, a job satisfaction is an indicator of an employee's psychological well-being or mental health. In addition, there is reason to believe that workers who are unhappy are often not unhappy people. Second, a job satisfaction influences the behavior triggering which arise an assumption that a job satisfaction often motivates employees and, as a result, influences the performance positively. (Olaniyan & Hystad, 2016)

Job satisfaction is very important for every employee to have. As noted above, personality traits will change or make individuals more diligent, feel home, and will even work more seriously with feelings of happiness and pride in their abilities. Other than it, environmental factors play an important role in helping employees have the job satisfaction. One of the factors is the colleagues' support. According to Sedarmayanti, "Non-physical work environment is all conditions that occur relating to work relationships, both relationships with superiors and relationships with colleagues or relations with the juniors". (Norianggono, *et al.*, 2014). For example, colleagues who works with an employee who is very enthusiastic at work, or truly absorbed in his job can imitate the employee's enthusiasm and absorption. Mathieu *et al.* states that coworkers depend on each other to complete their tasks. Teamwork requires a frequent interaction between coworkers, such as giving advice or motivating each other (Brummelhuis, *et al.*, 2010). The number of the co-workers' support, a little more or less, will help an employee in work, both positively and negatively. Of course, all parties agree that the colleagues' support will provide a moral 'injection' for an employee to behave in a positive direction. Employee relations with colleagues and supervisors will increase the employees' psychological meaningfulness and involvement in the workplace. The relation will increase the friendship and the sense of belonging increases the psychological meaning (Ariani, 2015). Some experts such as Dutton, Frost, Worline, Lilius & Kanov, Wilson, agree that the care or compassion shown by colleagues can strengthen the emotional connections in the workplace and enhance the people's ability to function as productive employees. (Lilius *et al.*, 2008) If employees support each other as fellow colleagues, they will help the organization to run well due to the good supportive climate among colleagues who support each other.

If an employee gets the job satisfaction because of the colleague support, it is also able to make an employee be disciplined. Discipline is a term that, by most employees, is easy to remember; it is even often conveyed everywhere on various occasions because it is very important, but it is very difficult to apply in reality. Positively, discipline helps employees to be neat, diligent, organized, and focused to achieve the organizational goals. Another thing is that discipline directs individuals to conform to the established rules or procedures. Meanwhile, a pessimist will consider discipline as a pressure, coercion, and specter that is difficult to do. Discipline should be used as a need that is needed / awaited / desired to be carried out, not as an obligation that burdens the workers. Therefore, every person who applies discipline will feel comfortable with the discipline which has become his daily routine, not making it uncomfortable and disturbed. Self-discipline is one of the common personality attributes besides self-esteem (Gollwitzer & Oettingen, 2008). It is not surprising that in various workplaces, discipline is used as an indicator of evaluation or as a reason and consideration for superiors to determine and decide choices, especially when it comes to promotion or one of the strategic positions.

Sub-district Office staffs who work in government agencies also need job satisfaction; they have to work as much as possible in providing good services to the people in the administrative area. In fact, many employees seem not to work as a team; they work individually because they are busy with their own activities. This is not wrong, but giving attention by helping, reminding, and even giving advice to the colleagues is also not wrong and does not violate work discipline. Instead, the support of colleagues is expected to help employees behave better than before and emulate colleagues who work well and are disciplined. Based on the background reviewed above, the researchers are interested in analyzing how Discipline intervenes the Colleagues Support and Job Satisfaction of Sub-District Office Staffs in South *Nias*. Therefore, the topic analyzed is the Job Satisfaction of Sub-district Office Staffs in South *Nias*.

THEORETICAL REVIEW

Colleague Support

Co-worker is a person or persons who consciously work with other workers on a work team, one area / section of work, or within the same organization and are willing to cooperate with other workers in completing a mission / task / certain work burden / operations or other matters relating to their work. Working within a government agency requires teamwork between employees and across positions to support successful governance in providing good services to the community. The support of co-workers is largely a reflection of relationships between colleagues; providing daily contact with fellow employees and support from co-workers can also contribute substantially to an assumption that it is a place that everyone cares each other in working (Shanock, *et al.*, 2012). Working together with colleagues is a good experience to improve the work ability.

The presence of co-workers is a part of enthusiasm support for the employees in competing to work well. If a colleague is clever, smart, and expert in working in a particular field, it will encourage an individual to get involved in a particular job; it is because the co-worker can give opinions when he has difficulties; someone else will help him. The employee relations with co-workers and supervisors will increase psychological meaningfulness and employee involvement in the workplace (Ariani, 2015). It means that an employee feels involved and wants to involve himself in a job, even though the job is very difficult or not challenging. The presence of co-workers makes these employees want to work and be motivated to work with good results because they think they are supported by their coworkers. This is in line with the statement which mentions that managers (superiors) and coworkers provide support, then the perception of juniors and colleagues on their work makes them feel competent in their work in which probably will improve their work results. (Jungert, 2012)

The measurement of the co-workers support variable uses *Perceived Coworker Support Scale* which consists of two indicators, namely:

Affective Support

1. Your coworkers really care about you;
2. You feel close to your coworkers;
3. Your coworkers take a personal interest in you;
4. You feel appreciated by your coworkers;
5. Your coworkers are friendly to you.

Instrumental support

1. Your coworkers would fill in while you're absent;
2. Your coworkers are helpful in getting your job done;
3. Your coworkers give useful advice on job problems;
4. Your coworkers help with unusual work problems;
5. Your coworkers will pitch in and help) (Kopp, Lauren R, 2013)

Discipline

Discipline is a concept that organizes and trains employee awareness to behave, act according to the rules set in a particular work area, so that the employee works regularly, neatly, smoothly and tries to avoid negligence, mistakes, and job losses. As a community servant, the sub-district office employees are required to have good discipline. It is because their presence is seen as a role model in the midst of the community whose behavior is often highlighted and monitored (both at work and outside the office when working hours are finished) by the wider community since they are considered as *public figures* who need to be assessed for their behavior and, if necessary, emulated for his attitude and behavior. Nowadays, many criticisms are directed to the sub-district office employees who are considered to often ignore the discipline aspects at work, one of which is discipline offences. Discipline is a focus in the implementation of bureaucratic reform. Whereas, the bureaucratic reform is carried out in order to realize a good governance. (Triyono *et al.*, 2013) The discipline variable measurement needs assessment indicators of the research variables and statement items. The following are discipline indicators based on the type of discipline theory (Duha, 2018), namely:

1. Time Discipline, a discipline based on employee attitudes in optimizing the use of time.
The statement items on the questionnaire consist of : arrive not late; go home when work hours are over; keep coming to work during the working hours (indoor and outdoor), do not delay and stall or expedite the working time; not leave the workplaces for no apparent reason; not go / come to the office for no apparent reason.
2. Procedure Discipline, a discipline that refers to the rules and regulations set by the organization.
The statement items on the questionnaire consist of : work in accordance with the tasks, principles, and functions (job description); work in a fixed place / position / not take the authority of someone else's work; feel ashamed when making a work mistake; not add / reduce / replace the work materials without the superiors' permission and without approval (oral and written) from the relevant parties, submit of work reports on time.
3. Attributes Discipline, a discipline based on the use of frills and work tools that are uniform and consistent in use every day.
The statement items on the questionnaire consist of : wear uniforms (if any) on the organizational standards and culture; wear identification; wear work safety devices (if needed); not use official vehicles outside the working hours; not 'seize' inventory or company property.
4. Correction Discipline, a discipline that leads to the awareness of obeying various rules and correcting procedural errors.
The statement items on the questionnaire consist of : be careful in doing the work (not underestimating), always try to avoid the potential for mistakes; coordinate between lines / sections and between levels of work to avoid misunderstanding and work overlap; evaluate at the end of the task / mission; be fast and responsive in solving problems /

mistakes in work; be willing to undergo the punishment and sanctions received (if any) consciously and sportive.

Job Satisfaction

Job Satisfaction is something abstract and needs to be achieved by those who expect it. Job Satisfaction is needed and expected by employees; both voluntary and permanent workers (Lewig, *et al.*, 2007). Perhaps, the voluntary workers can be considered the casual daily laborers, temporary workers, contract employees, or other terms. Whereas, the permanent workers are considered as workers who have a fixed salary table every month and have the opportunity to increase income periodically, get benefits / incentives, have the opportunity to occupy structural and strategic positions (if feasible and needed), and have permanent status in a workplace. Job satisfaction can come naturally according to the working conditions and the impact dynamics that occur in the job, but it can also be fought to be obtained by first expected to exist. However, a job satisfaction cannot be made up, because it involves attitudes and feelings expressed honestly and objectively. Weiss defines a job satisfaction as an attitude which is a positive and negative evaluative assessment on the job or situation in work (O'Meara, *et al.*, 2014). Meanwhile, Cable and De Rue state that a job satisfaction which is often associated with the finding suitability of a person is a phenomenon of compatibility between an individual and his work (Gambrell, *et al.*, 2011). Thus, it can be said that a job satisfaction will be obtained if an individual (employee or other term for workers) feels compatible with their work and is able to carry out their routine work diligently. Therefore, a satisfaction is an expression of feeling happy, having a positive attitude, and acting correctly with whatever he does because he likes his work.

The Job Satisfaction variable measurement takes an evaluation indicator of research variable and statement items. Job satisfaction is measured by 5 factors based on the *Job Description Index* (JDI), namely: *The Job In general/* the job itself, *Supervisor/* employer, *Salary/* Payment, *Colleagues/* coworkers, and *Opportunities for promotions /* promotion opportunities. (Tasios & Giannouli, 2017). Each indicator contains 4 item statement items.

The Effect of Colleague Support on Job Satisfaction

According to Razak *et al.*, "A work environment that is comfortable, flexible, and gets a social support from the management and coworkers will encourage the employees to work in harmony as well as to reduce the stress and conflict" (Rozak, *et al.*, 2016). It is seen that the role of coworkers is very helpful in reducing conflict. Meanwhile, conflict is synonymous with indiscipline. Strong support from colleagues and supervisors eliminates the employee stress, which increases the job satisfaction and performance and then reduces the absence in companies and organizations. (Yang *et al.*, 2016)

The Effect of Colleague Support on Job Satisfaction

The colleagues support will have a positive relationship with a job satisfaction and a negative relationship with a job stress and intention to quit (Bateman, 2009). The presence of coworkers gives an impression that fellow employees are able to integrate themselves with their work because their coworkers are capable so that they should also be able to do so. When an employee gets difficulty in working and has a work deadlock, if it only relies on him and he is unable to solve it, he will lose his mind and get an impact on work difficulties and can cause stress. Meanwhile, the opinions of experts such as Erickson, Wharton, and Pugliesi, states that emotional labor negatively

affects the workers' perceptions of work stress, decreases the job satisfaction, and increases distress (Belhassen & Shani, 2012). Whilst, Ducharme and Martin conduct a large-scale investigation of issues related to the job satisfaction issues targeted by international service provider employees. The results find that the work group interaction factor and coworker support have a significant positive correlation on the job satisfaction (Lin & Lin, 2011). It is supported by the statements of several experts such as Beehr, Pollock, Whitbred, and Contractor who assume that the employee job satisfaction can increase when the coworkers actively support one another (Kopp, Lauren R, 2013)

The Effect of Discipline on Job Satisfaction

Discipline is very important in the workplace! Work discipline can expedite the implementation of work so that organizational goals can be achieved well (Maryadi, 2012). Whereas, someone who is able to help the organization achieve its goals will be proud of his abilities and self; it encourages him to have job satisfaction because the work atmosphere is pleasant. It is supported by a statement that a Job Satisfaction is what makes people want and like in his work because they feel happy in doing their work. If the organization is run by applying discipline, the work situation is positively good and can encourage employees to have the job satisfaction. It is supported by a statement that can be said simply that the satisfied employees prefer the work situations rather than dislikes it (Arifin, 2012). The Job Satisfaction is what makes people want and like their work because they feel happy in doing their work. The existing work discipline is the most dominant factor to increase the existing work discipline so that the employees' hope can be accomplished; the employees can get the satisfaction at work in which increase the employee performance (Rofi, 2012)

CONCEPTUAL FRAMEWORK

The conceptual framework in this research explains that some variables have direct and indirect influences between the latent variables. X1 influences X2, and X2 influences Y. Likewise, X1 and X2 together influence Y. Based on the information above, the influence between the latent variables (both exogenous / causative variables and endogenous variables) is recursive (unidirectional, not reciprocal).

Research Hypothesis

In this research, there are several hypotheses that are adapted to the conceptual framework, namely:

1. Allegedly there is an influence of Colleague Support on Discipline,
2. Allegedly there is an influence of Colleague Support on Job Satisfaction,
3. Allegedly there is an influence of Discipline on Job Satisfaction,
4. Allegedly there is an influence of Associate Support on Job Satisfaction by Discipline,

Research Methods

This research is designed to provide answers to the existing hypotheses. This type of research is explanatory research. The population in this research is all employees whose work locations are neighbors. The sample uses *probability sampling techniques* and choose to use a simple random sample method (Sugiyono, 2016). Thus, the number of samples is 61 persons as samples or respondents.

The type of data primary data, i.e. the data that is collected at the research location is data that has not been processed at all (raw data). The data sourced from the distribution of questionnaires to respondents are 72. The questionnaire filled / returned is in accordance with the sample 61. The data analysis methods to obtain the results in this research carry out a data analysis through *path analysis* using Partial Least Square (PLS) with *single-mediator*. The processing data uses *software Warp PLS 5.0*. The number of samples is based on the assumption, "The number of samples is 10 times to the size of the most formative indicators used to measure 1 latent variable" (Sarwono and Narmawati, 2015). While the variable that has the most indicators is Job Satisfaction with 5 indicators. Thus, it is $5 \times 10 = 50$. Therefore, the use of PLS to process data meets the requirements.

STATISTICAL TEST RESULTS

Table 1. Path Coefficients and P Values

Variable ↓ →	Path Coefficients			Variable ↓ →	P Values		
	X1	X2	Y		X1	X2	Y
Colleagues Support (X1)				Colleagues Support (X1)			
Discipline (X2)	0.522			Discipline (X2)	<0,001		
Job Satisfaction (Y)	0.500	0.185		Job Satisfaction (Y)	<0,001	0.065	

Note: Figures in the table are the results after the two indicators on the Disciplinary variable are deleted, while the numbers inside the asterisk brackets in the description below are the results before the two indicators of the Disciplinary variable are deleted!

Source: processed Primary Data

The Colleagues Support (DRK) has a positive and significant effect on Discipline because the path coefficient is 0.522 (* 0.545) and the magnitude of P value <0.05. the Colleagues Support (DRK) has a positive and significant effect on Job Satisfaction because the path coefficient value is 0.500 (* 0.532) and the magnitude of P value <0.05. While Discipline only has a positive effect on Job Satisfaction with a path coefficient value of 0.18 (* 0.126) but it is not significant because the magnitude of P value is 0.065 (* 0.155) which is greater than 0.05. Due to the main effect of this research, the DRK on Job Satisfaction has been significant; then, the mediating effect can be continued.

Table 2. Standard Errors for Path Coefficients and Effect Sizes for Path Coefficients

Variable ↓ →	Standard Errors for Path Coefficients			Variables ↓ →	Effect Sizes For Path Coefficients		
	X1	X2	Y		X1	X2	Y
Colleagues Support (X1)				Colleagues Support (X1)			
Discipline ((X2)	0,107			Discipline (X2)	0,273		
Job Satisfaction (Y)	0,108	0,120		Job Satisfaction (Y))	0,295	0,079	

To find out the mediation effect directly
 Magnitude of effect size:
 <0.35 = large; <0.15 = medium; <0.02 = weak

Note: the Numbers in the table are the results after the two indicators on the Disciplinary variable are deleted, while the numbers inside the asterisks in the star below are the results before the two indicators of the Disciplinary variable are deleted!

Source: processed Primary data

The results of the estimation on the Effect Size of DRK on Discipline and DRK on Job Satisfaction are classified as large. Each has a value of 0.273 and 0.295 (* previously 0.279 and 0.314). It means that DRK provides an important role from a practical perspective in increasing the discipline and job satisfaction. Meanwhile, the value of the effect size of Discipline on Job Satisfaction is relatively small because it is only 0.079 (*0.047). It means that the variable of discipline is still not able to contribute greatly in producing the employee job satisfaction.

Table 3. Latent Variable Coefficients

Description Results	X1	X2	Y
R-Squared, ≤ 0.25 = weak; ≤ 0.45 = moderate; ≤ 0.70 = strong; ≥ 70 = very strong		0.273	0.375
Adj. R Squared, ≤ 0.25 = weak; ≤ 0.45 = med; ≤ 0.70 = strong; ≥ 70 = very strong		0.260	0.353
Composite Reliability, requirements: > 0.70	0.898	0.841	0.876
Cronbach Alpha, requirements: > 0.60	0.773	0.621	0.821
Avg. Var. Extrac, requirements: > 0.5	0.815	0.725	0.592
Full Collnearity VIF, requirements: < 3.3	1,616	1,325	1,474
Q-Squared, requirements: > 0		0.288	0.384
Note: Figures in the table are the results after two indicators on the Disciplinary variable are deleted, while the numbers are enclosed in brackets marked with an asterisk below, are the results before the two indicators of the Discipline variable are removed!			

Sources: processed Primary data

The test on the outer model that links between the latent variables with the indicators as presented above are the value of R^2 that are categorized as moderate, as it is seen from the value that appears 0.273 and 0.375 (* Previously 0.297 and 0.361) as well as the value of $AdjR^2$, respectively 0.260 and 0.353 (* previously 0.285 and 0.39). It means that the ability of the independent variable in this case is Support Colleagues and Discipline is capable to explain the Job Satisfaction as the dependent variable of 27.3% and 37.5%. The three value of the Composite Reliability is 0.898; 0.841; and 0.876 (*previously 0.898; 0.740; and 0.876); all of them have fulfilled the requirements above 0.70. It shows that each indicator has consistency when the construct value is measured, or in other words, the instrument has fulfilled the internal consistency reliability. The each value of the Cronbach Alpha is 0.773; 0.621; and 0.821 (*previously 0.773; 0.532; and 0.821). It means that all instruments can be trusted as data collection tools (reliable) because they meet the requirements. Previously, the Cronbach Alpha value for the Discipline variable was only 0.532. Since it is not reliable, there are two indicators on the variable that have been removed from the model, so the Cronbach Alpha value is corrected to 0.621. Meanwhile, the other variables did not experience any changes. To obtain a fit model, the researchers drop (erase) a low indicator of reliability (Latan & Ghozali, 2017). For this opinion, the researcher deleted two indicators (the Disciplinary variable) in the model, namely the Time Discipline and Procedure Discipline indicators.

The three data in AVE display are 0.815; 0.725; and 0.592 (*previously 0.815; 0.428; and 0.592); all of which are above 0.50. It means that they have met the requirements. Previously, the AVE value for the Discipline variable was only 0.428; since it did not meet the requirements, there were two indicators on the Disciplinary variable that were removed from the model, so the AVE value was corrected to 0.725. The VIF value also meets the requirements, meaning that there are no symptoms of multi linearity. The full linearity VIF Value of 1.616; 1,325; and 1,474 (*previously

1,708; 1,358; and 1,445) shows that the three values were below 3.3, meaning that there was no colonic problem. Meanwhile, the Q-Squared Coefficients value of 0.288 and 0.384 (* previously 0.312 and .375) shows both values above 0.00. Then, the data presented has good predictive validity.

Table 4. Correlations Among I.v.s with Square Roots of AVEs and P Values for Correlations

Variables ↓ →	Correlations Among I.v.s with Square Roots of AVEs			Variables ↓ →	P Values For Correlations		
	X1	X2	Y		X1	X2	Y
Colleagues Support (X1)	(0.903)	0.472	0.549	Colleagues Support (X1)	1,000	<0.001	<0.001
Discipline (X2)	0.472	(0.851)	0.385	Discipline (X2)	<0.001	1,000	0.002
Job Satisfaction (Y)	0.549	0.385	(0.769)	Job Satisfaction (Y)	<0.001	0.002	1,000
Note: Square roots of average extracted variants (AVEs) shown on diagonal							
Note: the Numbers in the table are the results after the two indicators on the Disciplinary variable are deleted, while the numbers inside the asterisk brackets in the description below are the results before the two indicators of the Disciplinary variable are deleted !							

Source: processed Primary data

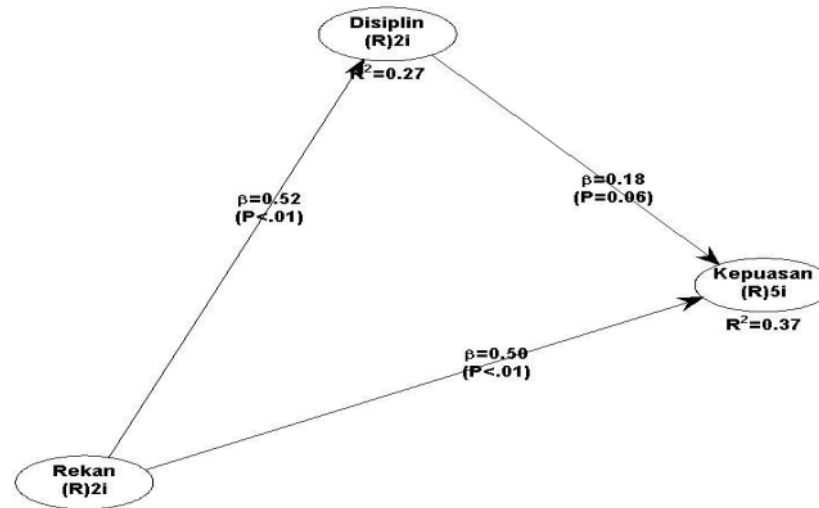
The results in the table above indicate that the construct discriminant validity has been fulfilled because the square root value of the AVE produced > correlation between the latent constructs: 0.903 > 0.472 and 0.549 (*previously 0.903 > 0.507 and 0.549). In the second line, it is 0.851 > 0.472 and 0.385 (*previous 0.654 > 0.507 and 0.348). Then, in the third line, it is 0.769 > 0.549 and 0.385 (* previous 0.769 > 0.549 and 0.348). The use of this criterion does not only apply to formative constructs, but also to the constructs of testing for moderation and reflective effects (Sholihin & Ratmono, 2013). Whilst, this study uses reflective types.

Table 5. Block Variance Inflation Factors

Variables ↓ →	Block Variance Inflation Factors		
	X1	X2	Y
Colleague Support (X1)			
Discipline (X2)			
Job Satisfaction (Y)	1,320	1,320	
Note: These VIFs are for the latent variables in each column (predictors), with reference to the latent variables on each row (criteria).			
Note: Figures in the results table are after the two indicators on the Disciplinary variable are deleted, while the numbers inside the asterisk brackets in the description below are the results before the two Indicators of the Disciplinary variable are deleted!			

Source: processed Primary data

The criteria / conditions have been fulfilled because the VIF block value is 1,320 (*1,279) so there is no vertical (classical) linearity problem or there is no linearity between the predictor variables in the same block.



DISCUSSION / EXPLANATION

This stage explains the results of the path analysis that has been tested to answer the hypotheses in this research. Based on the results of the picture above, it is necessary to display an explanation of the test results above. The explanation is as follows:

The Effect of Colleague Support on Discipline

The colleagues support (DRK) has a positive and significant effect on Discipline. It means that the colleagues support variable plays an important role for Discipline. In this case, the presence of co-workers both passively (coworkers' behavior is imitated by employees) and actively (coworkers tell, demonstrate their abilities to friends / employees) is able to make other employees to turn into discipline. It is because the employee will observe their co-workers and are willing to correct mistakes, eliminate negligence, and change the attitudes and perspectives of employees towards their work. Feeling helped, supported, cared for, and given the opportunity to work together by a colleague makes the employee consider himself "accepted" and get supports from his coworkers. Hence, the employees also assume that the presence, attitudes, traits, and abilities of their colleagues felt to have a positive impact. It also will direct the employees to behave, act, and behave like these co-workers. Accordingly, the stigma that reflects honest, obedient, orderly and regular employees will lead to him. In this situation, the employee is finally considered to be disciplined.

The Effect of Colleague Support on Job Satisfaction

The variable of colleague support is very important for Job Satisfaction. The presence of coworkers puts the employees in a pleasant situation and atmosphere because they feel closed, and suitable to work together. The role of coworkers is considered as the party that directs, reminds, and helps the employees while working. The employee feels himself cared for (his coworkers care about him). The ability of coworkers to work along with their strengths makes the employees imitate the good and positive things of these coworkers. Colleagues have become a source of inspiration! For employees, the presence, role, and abilities of their coworkers is a support for an employee to learn, try, and struggle to organize and improve the ways, methods, skills of work. An employee who is

always eager to learn, try, and struggle to achieve something will be relieved, happy, and will express an expression of excitement for achieving what he hoped. Being satisfied is a feeling of pleasure, relief, and comfort. If an employee can change and improve his work ability because of being inspired by his colleagues support, the employee will have a job satisfaction.

Influence of Discipline on Job Satisfaction

In most research conducted by researchers, most are based on the theory and opinion that if an employee has Job Satisfaction, it will influence the employee to have Discipline at work. One of Job Satisfaction indicators is Salary. If the salary is bigger, it will encourage the employee to feel home in working because he has a job satisfaction. This is normal and, obviously, the employee feels home because of the high salary. Automatically, to keep his salary be big, he stays at his job (not necessarily other jobs elsewhere that offers the same salary), then he needs to show good attitude and be praiseworthy; one of them is being disciplined at work.

However, in this research, it shows that an employee does not only act because there is a cause, but more than that, an employee also needs to have a *sense of belonging* in behaving and doing. Employees who are sincere, responsible, and have integrity will be happy to do anything even though most of it may be difficult to do so. Discipline is considered as a frightening scourge to do and seems like forced and there is no strong intention to do it. In this research, Discipline is able to influence Job Satisfaction. However, this is clearly an indication that there are still employees who love Discipline in working and hope to be an inspiration for their coworkers to discipline as they do; this is what results or even increases the Job Satisfaction of Employees.

The Effect of Colleague Support on Job Satisfaction through Discipline

Although the role of discipline seems small, the presence of discipline is able to correct the influence of peer support on job satisfaction. If only discipline is not just a slogan, discourse, or only carried out at certain times, as well as obligations that need to be reminded of, perhaps discipline can also play more roles. To increase job satisfaction; the low role (seen from the small value of influence) of discipline on job satisfaction that the employees consider discipline as a frightening scourge and make employees be reluctant or difficult to apply discipline is the employees' apathy towards discipline (inevitably). Discipline should be regarded as a need that must be fulfilled at all times, every time, and every day without waiting, delaying, overruling, ignoring, forgetting, or worse, eliminating it.

The main statement in this research is that if the employee is used to being disciplined, then of course the employee's activities are neat, organized, orderly, and based on the procedure. It becomes a beautiful condition. Hence, basically an employee who works in beautiful conditions will feel satisfied (imagine if you work in conditions that are not beautiful, will you be comfortable for a long period of time? Once again, are you comfortable for a long period of time with the ugliness of the situation? Or are you just covering up your feelings as in fact you are forced to be satisfied with such an unfortunate situation? If you are always comfortable in these unflattering conditions, are you just surviving or do you actually have job satisfaction with such an unfortunate situation?) Therefore, discipline indeed results on the satisfaction.

CONCLUSION

From the three indicators of model fit test plus the average AVIF block, the results are obtained: the Average Path Coefficient (APC) = 0.402, $P < 0.001$, Average R-squared (ARS) = 0.324, $P = 0.002$, Average Adjusted R-squared (AARS) = 0.307, $P = 0.002$. Hence, the model fit test indicators have been met, or have met the model match requirements. The Average block VIF (AVIF) = 1,320, and Average full linearity VIF (AFVIF) = 1,472 acceptable because the value is less than 5 and ideal because the value is less than 3.3. It means that there are no symptoms of multi linearity between indicators and between exogenous variables. Tenenhaus GoF (GoF) = 0.480, (small > = 0.1, medium > = 0.25, large > = 0.36) means 0.448 is greater than 0.36, which fits the model very well. Simpson's paradox ratio (SPR) = 1,000, (acceptable if > = 0.7, ideal = 1), R-squared contribution ratio (RSCR) = 1,000, (acceptable if > = 0.9, ideal = 1) and Statistical suppression ratio (SSR) = 1,000, (acceptable if > = 0.7), and Nonlinear bivariate causality direction ratio (NLBCDR) = 1,000, (acceptable if > = 0.7) all three produce values = 1, which means there is no causal problem in the model.

The colleague support (DRK) has a positive and significant effect on Discipline because the value of the direct effect coefficient is 0.522 and P value is < 0.05 (< 0.01). It means that the Colleague Support variable plays an important role for Discipline. Furthermore, the Colleague Support (DRK) has a positive and significant effect on Job Satisfaction because the value of the direct effect coefficient is 0.50 and P value < 0.05 (< 0.01). It means that the Colleague Support variable is very important for the Job Satisfaction. Meanwhile, Discipline only has a positive effect on Job Satisfaction with a path coefficient of 0.18 but it is not significant because P values is above 0.05 (0.065). Finally, the indirect effect of Colleagues Support on Job Satisfaction through Discipline is 0.0925 (0.500 X 0.185), with the total effect becomes 0.592.

Directly, the variables of colleague support and discipline, respectively, have a positive and significant effect on the job satisfaction. However, among the effects of both variables, it turns out that the magnitude of the influence the Support Colleagues variable on Discipline with the value of the *direct effect* of 0.52. It means that the sub-district office employees in the three districts will be disciplined if they have the support of colleagues. The employees will imitate the advantages or what is good of their coworkers and feel helped because they are directed, warned, and assisted by their coworkers. However, the value of the Colleagues Support influence on Job Satisfaction can be corrected when it is mediated by Discipline. The results of this research prove that the Sub-District Office Employees apply discipline because the Colleagues Support increases the Job Satisfaction; it is proved from the total effect of colleague Support on Job Satisfaction of 0.592.

Implication

Based on the conclusions above, this research has the following implications: (1) the existence of colleague support has implications on the discipline of the Sub-district Office employees; (2) the support obtained from coworkers has implications for the satisfaction of the Sub-district Office employees; (3) The more obvious the support of coworkers, the more discipline implications is on the Sub-district Office employees; (4) Discipline needs to be continuously socialized and it is necessary to carry out a persuasive direction at an early stage so that it is expected that in time, the employees will become aware of discipline.

SUGGESTION

Based on the conclusions and implications above, the researcher conveys some suggestions for the employee job satisfaction in business organizations as follows: (1) Every employee should be able to show support to his coworkers because it is very good for the organizational climate where every employee shares shoulder to shoulder working together and help each other so that each employee will complement and remind one another when there is negligence, mistakes in working. It will encourage all employees to learn and correct themselves to be more disciplined; (2) In order to further emphasize the opinions on suggestions in item number one above, it is necessary to conduct further research on the colleagues support on an organizational climate. (3) Peer support is very effective in inviting an employee to be more active in working, thus the peer support is not limited to discourse and is only carried out at certain times. Peer support should be valid every day during the working hours without disturbing their duties, responsibilities and activities; (4) Discipline implemented in the three sub-districts is not yet realized. This is proved by the value of the discipline's direct effect on job satisfaction which is only 18%. Thus, there are not many employees who are satisfied in being discipline in working. For this reason, the application of discipline that has been applied (persuasively) has to be continually maintained in a family spirit. More than that, the effect value of the discipline variable can be greater if it is projected with other variables. For this reason, further research on discipline is recommended. (5) Satisfaction should be a target to be realized by discipline; do not wait for getting satisfaction to do discipline. Hence, it requires serious efforts to apply as suggested in the fifth item to change the paradigm of needing factors / reasons for being discipline to be an awareness to apply discipline.

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