

# The Role of Job Satisfaction, Time Management and Work Discipline on Employee Performance (Study at Warmadewa University Rectorate Office Denpasar)

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## Abstract:

This study aims to examine the role of job satisfaction in mediating the relationship between time management and work discipline on employee performance. Human resource management (HR) is becoming increasingly important in modern organizations, therefore everyone must have awareness and good relations with the organizations served, because the ability of an organization is very dependent on the availability and ability of human resources in carrying out tasks or jobs. The sample was determined using the saturated sample technique and 58 employees were sampled. The data were analyzed using the Smart-PLS 3.2.9 analysis technique. The results showed that all paths in the model showed a positive and significant relationship. Job satisfaction partially mediates between time management and employee performance. Job satisfaction mediates the full effect of work discipline on employee performance. The implication of this research is that it has been able to develop a model by identifying, integrating and explaining the relationship between variables which is expected to be useful for the development of management science, especially human resource management. This study provides an indication of the importance of the role of job satisfaction and work discipline in each employee and encourages the growth of good time management in improving employee performance for the better. integrate and explain the relationship between variables that are expected to be useful for the development of management science, especially human resource management. This study provides an indication of the importance of the role of job satisfaction and work discipline in each employee and encourages the growth of good time management in improving employee performance for the better. integrate and explain the relationship between variables that are expected to be useful for the development of management science, especially human resource management. This study provides an indication of the importance of the role of job satisfaction and work discipline in each employee and encourages the growth of good time management in improving employee performance for the better.

*Keywords* — Time Management, Work Discipline, Job Satisfaction, Employee Performance

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## **I. INTRODUCTION**

Human resource management (HR) is becoming increasingly important in modern organizations, therefore everyone must have awareness and good relations with the organizations served, because the ability of an organization is very dependent on the availability and ability of human resources in carrying out tasks or jobs. [1],[2]. Human resources in this case are employees who have the knowledge and skills in carrying out their duties and responsibilities[3].

Based on [4] to build quality public service performance, the organization should be organized to be able to provide space for all employees to improve their best performance and use time as efficiently as possible in completing tasks and responsibilities. Employee performance is the result of one's efforts achieved by the presence of abilities and actions in certain situations, while work performance is the result of the relationship between effort, ability and task performance. The role of time management has a positive effect in improving employee performance for the achievement of organizational goals[5]

In addition to time management, discipline can also improve employee performance. Based on[6], argues that good discipline reflects the magnitude of one's responsibility that encourages morale and the realization of goals. The lower one's discipline is followed by the lower one's responsibility for his work. Discipline is the awareness and willingness of a person to comply with all applicable company regulations and social norms so as to support the achievement of company goals, employees and society. Based on[7]succeeded in proving that work discipline has a positive effect on the performance of employees of PT. Angkasa Pura. The discipline of a company is said to be good if most of the employees obey the existing regulations. Work discipline can be seen as something that has great benefits, both for the benefit of the company and the interests of employees. For companies, the existence of work discipline will ensure the

maintenance of order and the smooth implementation of tasks so that optimal results are obtained and the company's targets will be achieved.

This research was conducted on employees of the Warmadewa University Rectorate Office. Symptoms that arise in organizations related to employee performance are that there are still obstacles where some employees are late in doing the tasks that have been given by the leadership so that other work is delayed. Through the results of interviews with a limited number of respondents to Warmadewa University employees in Denpasar in order to understand the phenomena in the field, a number of facts were obtained that support that employee performance is still low due to 1) employees coming late and leaving early, 2) employees being absent and working less appropriately. predetermined working hours; 3) employees often leave work during working hours; 4) employees often delay work; 5) employees are more concerned with outside activities or social activities. This causes the employee's performance to be unable to meet the work target in terms of quantity and quality and has an impact on the performance of the employees of Warmadewa University in Denpasar.

The results of research on time management on employee performance do not show consistent results, so that it becomes a research gap to get a clear understanding of the effect of time management on employee performance. This indicates that it is still possible for other factors to mediate the effect of time management on employee performance. In the context of public services, in addition to time management and employee performance, it must also be driven by high job satisfaction, so as to create good work performance and quality.[8],[9]and [10]. Everyone who works expects to get satisfaction from his workplace, but it takes employee performance that is assessed in terms of quality and quantity based on work standards determined by the company.[11]. Job satisfaction is a combination of psychological, physiological and environmental

conditions that cause a person to tell the truth that he is satisfied with his job. Job satisfaction is an affective reaction to work that results from comparing a person's actual results with those desired, anticipated, or appropriate[12].

Based on [13], job satisfaction can be measured by satisfaction with workload, compensation, promotion, supervision (supervisor), things that affect job satisfaction consist of five dimensions, namely: 1) salary/wages, employees want fair policies in terms of payment; 2) promotion, employees feel valued if they are promoted to a higher level in their work; 3) co-workers, employees will feel more flexible in filling needs in terms of social interaction and 4) supervision.

Based on the phenomenon and the results of the study of previous studies described above, there are still contradictions, this research is intended to fill this gap with an integrated model approach to analyze employee performance through the concepts of time management, job satisfaction and work discipline. This issue also underlies the formation of the research model/concept, which is a model that integrates time management, job satisfaction, and work discipline, in relation to employee performance. The most important thing in this study is the existence of research that specifically positions job satisfaction as a mediating factor for the effect of time management and work discipline on employee performance.

## **II. THEORITICAL REVIEW**

### **1. RESOURCE BASED VIEW THEORY**

Resource Based View Theory of The Firm (RBV) is a theory that emerged towards the 1990s in the field of strategic management. This RBV theory tries to explain why in the same industry there are companies that are successful while many are not. Based on[14], the success or failure of a company will be largely determined by the strengths and weaknesses that exist within the company's internal, not its external environment, assuming the heterogeneity of resources within the company; Some resources within the company are difficult to

imitate or are inelastic in supply[15]. The heterogeneity of company resources means that in an industry it is impossible for all companies to be able to have exactly the same resources. There are some company resources that will be difficult for competitors to copy, especially in terms of human resources. In other words, the company's success is largely determined by the resources it has and the company's capability to turn those resources into an economic benefit. The essence of the RBV theory is competitive advantage, when a company has unique resources that are difficult to imitate by its competitors, which are superior resources which are then processed through good company capabilities, the company will be able to gain competitive advantage which will then lead to superior performance.[14], [15], [16]

One approach that can be applied by companies to face various challenges and opportunities is an approach based on the resources based view (RBV). Through RBV, companies can build a sustainable competitive advantage through the use of heterogeneous resources. The resource-based view is promising and provides insight into how important internal resources are in achieving a sustainable competitive advantage. This perspective states that company performance is a function of the success of a leader (manager) in building his organization in order to maintain valuable, rare, difficult to imitate and difficult to replace resources.[14]. Companies that have valuable and rare competencies will get a greater competitive advantage compared to their competitors.

### **2. EMPLOYEE PERFORMANCE**

One way that can be used to see organizational development is by looking at the results of performance appraisals. From the results of the assessment can be seen the performance of employees or in other words that performance is the result of concrete work that can be observed and measured. Employee performance is the work achieved by each employee so that they can make a

positive contribution to the company/institution[6]. The indicators used to measure the construct of employee performance are 1) Quality of Work, 2) Quantity of Work, 3) Knowledge, 4) Reliability, 5) Cooperation.[17].

### 3. EFFECT OF TIME MANAGEMENT ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE

Time management came to the fore in the 1950s and 1960s. The term time management comes from the industrial revolution, which is when there is concern about time management as well as effective and efficient control of one's time.[18]defines time management as self-regulation in using time effectively and efficiently by planning, scheduling, having control over time, always making priorities and not delaying work that must be completed.

Based on [19], defines time management as the ability to prioritize, schedule, carry out individual responsibilities of individual satisfaction which is used to 1) control and regulate the pressure and flow of daily tasks, 2) reduce individual anxiety and stress, 3) time management techniques and technologies it is better to be expected to have an effective role in improving operations, and also how to make time controllable so as to ensure the creation of an effectiveness and efficiency as well as productivity

Next[20], also describes how individuals use time as efficiently as possible to work according to their wishes and interests in achieving organizational goals and develop a concept for a time management training program, which provides insight into activities that take up time, change time expenditure and improve work efficiency. Based on findings[5], also found that time management is positively related to employee performance.

Time management efficiently realizes a job or task, which prioritizes important tasks and is based on available resources, and develops plans and uses the available time in the most efficient way possible[5]. Based on[12]states that the relationship between good time management in the organization

will make employees feel satisfied in carrying out the tasks assigned to them and has proven time management is able to increase employee job satisfaction. The results of this study are supported by[21] who found that time management had a positive and significant effect on job satisfaction.

H1: Managementtime has a positive and significant effect on employee performance

H2: Time management has a positive and significant effect on job satisfaction.

### 4. THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

Based on [22], discipline is a management action to encourage members of the organization to meet the demands of these various provisions. The same opinion was also put forward by [23]which explains that discipline is divided into 2 (two) namely 1) Preventive discipline is an activity carried out to encourage employees to follow various standards and regulations so that violations can be avoided, 2) Correction discipline is an activity taken to overcome violations of standards and strive to avoid further violations. To find out more about work discipline, further according to[6] States that indicators that affect employee work discipline in a company, are 1) Complying with company regulations, 2) Effective use of time given by the company, it is hoped that individuals can use it as well as possible to pursue targets given by the company by not wasting too much time. time in the company's standard of work, 3) Responsibilities in work and tasks, 4) Absenteeism rate

Based on [24] and [25]succeeded in proving that work discipline has an effect on employee job satisfaction, which means that various rules or norms set by an institution have a very important role in creating discipline so that employees can comply with these regulations. The rules or norms are usually followed by sanctions given in the event of a violation. In addition to having an impact on job satisfaction, discipline also has a positive and

significant effect on employee performance [26], [27]

- H3: Work discipline has a positive and significant effect on job satisfaction
- H4: Work discipline has a positive effect and significant to employee performance.

5. THE ROLE OF SATISFACTION AS A MEDIATOR OF THE RELATIONSHIP BETWEEN TIME MANAGEMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

Job satisfaction is defined as a combination of psychological, physiological and environmental conditions that cause a person to honestly say he is satisfied with his job. Next based on [28] states that job satisfaction is believed to be an attitude that reflects how well employees can contribute to the work itself in the organization [29]. While based on [30] States that Job satisfaction is a positive or negative perspective on the job.

Based on [31] defines things that affect job satisfaction consisting of five dimensions, namely: (1) salaries and wages, employees want fair policies in terms of pay, (2) the work itself, employees tend to prefer jobs that provide opportunities to use freedom, abilities and skills as well as feedback on the work done. Based on [3], states that employees' co-workers will feel more flexible in filling needs in terms of social interaction. Next [4], revealed that in job promotion, employees will feel valued if they are promoted to a higher level in their work. Finally [5] emphasizes that supervision (supervision), has an important role in management, generally employees prefer to have fair, open and cooperative supervision.

Based on [8], provide evidence stating that the higher the level of job satisfaction, the better the performance. The same opinion was expressed by [32] states that a high level of job satisfaction can create a high quality of work as well. This shows that job satisfaction is one of the important factors in employee performance as well as [33]

H5: Satisfaction work has a positive and significant effect on employee performance.

H6: Job satisfaction mediates the effect of time management on employee performance.

H7. Job satisfaction mediates the effect of work discipline on employee performance.

Based on the theoretical description and previous research studies, the conceptual framework of the research can be described as follows:

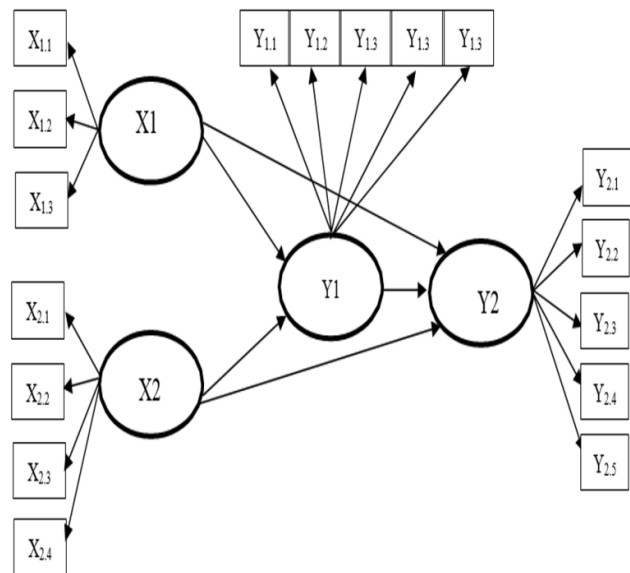


Fig. 1 Conceptual Framework

**III. METHOD**

This research is an explanatory research that is testing hypotheses between variables and focuses on explaining the relationships between variables. The research location was conducted at Warmadewa University, using a saturated sample obtained 58 employees as respondents. All questionnaires returned intact and can be processed and analyzed further. Collecting data using a questionnaire using a five point Likert. In this study, data analysis used the Partial Least Square (PLS) approach with the help of SmartPLS 3.2.9 software. SEM-PLS is a component-based structural equation

model which is more predictive. PLS is a powerful analytical method, because it is not based on many assumptions[34]

from measuring data quality (outer model), model structure (inner model) and hypothesis testing. Before the model is declared eligible for further analysis, it is necessary to look at the loading factor value. The results obtained from several tests are shown in Table 1 and Figure 2 which show that all indicators have met the requirements, because the indicator has an outer loading above 0.5 and this already has convergent validity so that the model is feasible for further analysis.

**IV. RESULTS AND DISCUSSION**

**1. DATA ANALYSIS**

In this study, inferential analysis was measured using Smart PLS software version 3.2.9, starting

TABLE I  
 FACTOR LOADING

Construct	Original	T Statistics	P Values
X.2.3.1 <- Work Discipline	0.885	33,047	0.000
X.2.3.2 <- Work Discipline	0.892	42,642	0.000
X.2.4.1 <- Work Discipline	0.872	16,008	0.000
X.2.4.2 <- Work Discipline	0.819	12,766	0.000
X.2.4.3 <- Work Discipline	0.816	12,274	0.000
X.2.5.3 <- Work Discipline	0.854	16,513	0.000
X.3.1.1 <- Job Satisfaction	0.631	5,442	0.000
X.3.2.1 <- Job Satisfaction	0.880	14,820	0.000
X.3.2.2 <- Job Satisfaction	0.796	9,838	0.000
X.3.3.1 <- Job Satisfaction	0.904	23,252	0.000
X.3.4.1 <- Job Satisfaction	0.811	20,259	0.000
X.3.5.1 <- Job Satisfaction	0.821	13,299	0.000
X1.1.2 <- Time Management	0.852	9,643	0.000
X1.2.3 <- Time Management	0.657	4,485	0.000
X1.3.4 <- Time Management	0.726	4,961	0.000
X2.1.3 <- Work Discipline	0.697	8,921	0.000
X2.2.2 <- Work Discipline	0.720	13,100	0.000
X2.3.3 <- Work Discipline	0.867	29,566	0.000
X2.5.1 <- Work Discipline	0.828	13,782	0.000
Y.1.2.1 <- Job Performance	0.677	7,069	0.000
Y.1.2.2 <- Job Performance	0.935	10,789	0.000
Y.1.2.3 <- Job Performance	0.916	10,697	0.000
Y.1.2.5 <- Job Performance	0.824	10,566	0.000

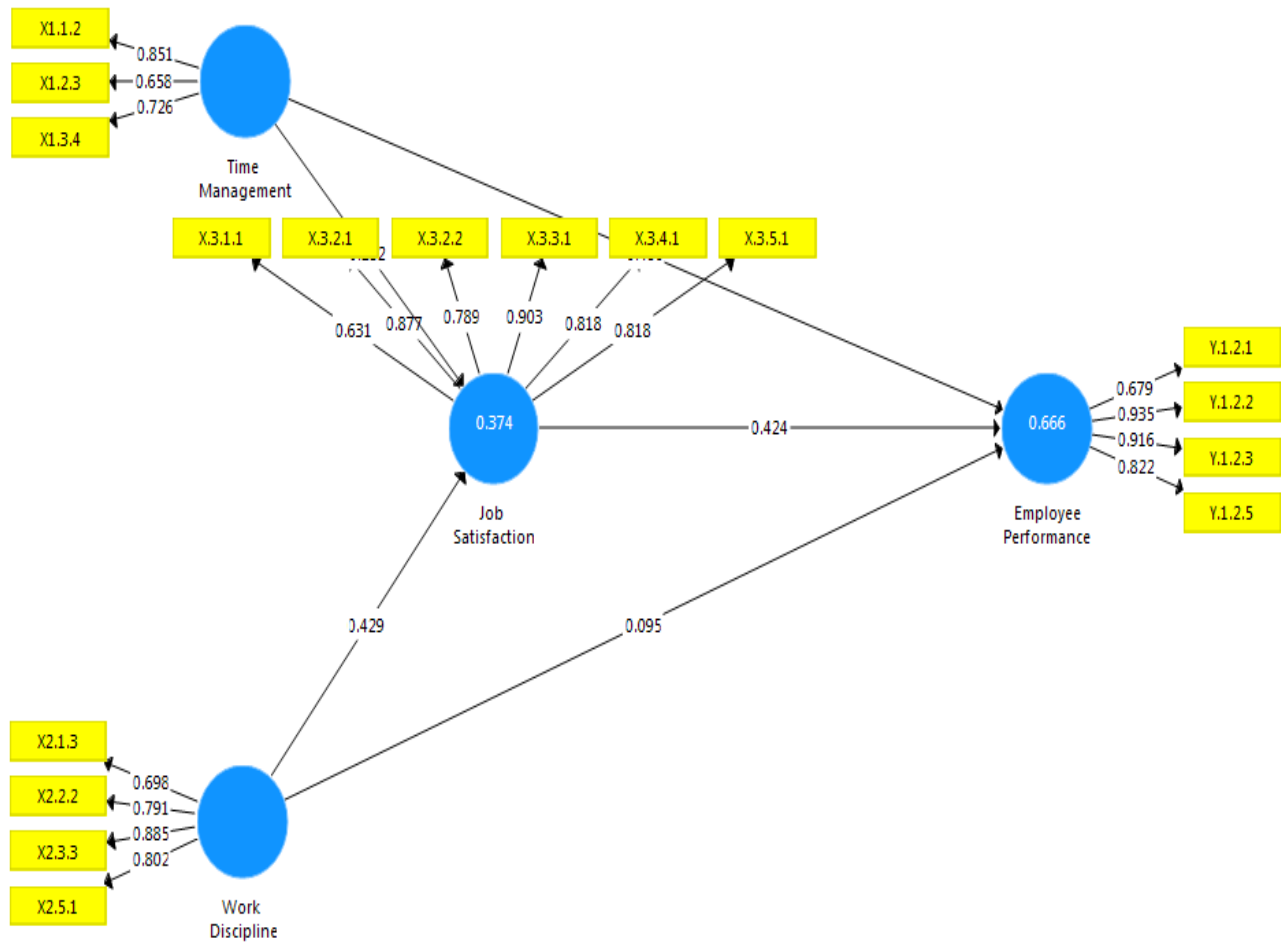


Fig. 2 Result Model PLS Algorithm

## 2. DATA QUALITY TEST RESULTS

After seeing the value of the loading factor and meeting the feasibility, then look at the results of testing the quality of the data. The results obtained in data quality testing are used outer model analysis to specify the relationship between latent variables

and their indicators or it can be said that this defines how each indicator relates to its latent variables.

The following is a summary of the results of the outer model testing which includes discriminant validity, composite reliability and Cronbach alpha.

TABLE II SUMMARY ROLE OF THUMBS OUTER MODEL

Validity and Reliability	Parameter	Construct	Results	Criteria	Information
Concergent Validity	Loading Factor		0.631-0.916	.> 0.60	Accepted
	Average Variance Extracted (AVE)	Work Discipline	0.685	.> 0.50	Accepted
		Job Satisfactio	0.659	.> 0.50	Accepted
		Employee Performance	0.713	.> 0.50	Accepted
		Time Management	0.562	.> 0.50	Accepted
	Communality	Work Discipline	0.974	>0.50	Accepted
		Job Satisfaction	0.918	>0.50	Accepted
		Employee Performance	0.884	>0.50	Accepted
		Time Management	0.716	>0.50	Accepted
	Discriminant Validity	Cross Loading		0.631-0.916	.> 0.60
Square root of AVE Greater correlation between Latent constructs		0.749-0.827	0.472-0.701	Accepted	
Heterotrait-Monotrait Ratio (HTMT)		0.434-0.808	<0.90	Accepted	
Reliability	Cronbrach Alpha	Work Discipline	0.950	.> 0.60	Accepted
		Job Satisfaction	0.897	.> 0.60	Accepted
		Employee Performance	0.861	.> 0.60	Accepted
		Time Management	0.647	.> 0.60	Accepted
	Composite Reliability	Work Discipline	0.956	.> 0.60	Accepted
		Job Satisfaction	0.920	.> 0.60	Accepted
		Employee Performance	0.907	.> 0.60	Accepted
		Time Management	0.792	.> 0.60	Accepted

### 3. MODEL STRUCTURE TEST RESULTS

The results obtained in testing the structure of the model used inner model analysis. This describes the relationship between latent variables based on substantive theory. The following is a summary of the results of testing the structural model which includes R square, f square for effect



size and the relevance of Q2 predictions.

TABLE III  
 SUMMARY OF THE ROLE OF THUMBS STRUCTURAL MODEL

Parameter	Construct	Results	Criteria	Information
R square		0.673	0.19 Weak 0.33 Moderate 0.67 Strong	Moderate Model
Effect size	Work discipline	0.045	0.02 Small 0.15 Medium 0.33 Big	Small Influence
	Job satisfaction	0.281	0.02 Small 0.15 Medium 0.33 Big	Medium Influence Pengaruh
	time management	0.499	0.02 Small 0.15 Medium 0.33 Big	Big Influence
Q2 predictive relevance		0.800	0.02 Weak 0.15 Moderate 0.33 Strong	Strong predictive model

4. HYPOTHESIS TEST RESULTS

In testing the hypothesis, the results of the correlation between constructs are measured by looking at the path coefficients and their level of

significance which are then equated with the research hypotheses contained in the previous chapter. The following table shows the results of hypothesis testing based on PLS bootstrapping.

TABLE III  
 SUMMARY OF DIRECT EFFECT TEST RESULTS

Relationship Direction	Original	T.Statistics	P.Values	Information
Time Management -> Employee Performance	0.463	3,980	0.000	Significant
Time Management -> Job Satisfaction	0.307	3.043	0.002	Significant
Work Discipline -> Job Satisfaction	0.449	4,726	0.000	Significant
Work Discipline -> Employee Performance	0.148	1,435	0.152	Not significant

TABLE IV SUMMARY OF MEDIATION EFFECT TEST RESULTS

Relationship Direction	Original	T Statistics	P Values	Information
Time Management -> Job Satisfaction -> Employee Performance	0.120	2,466	0.014	Significant (partial mediation)
Work Discipline -> Job Satisfaction -> Employee Performance	0.175	2,454	0.014	Significant (perfect mediation)

## 5. DISCUSSION

### 5.1 Effect of time management on employee performance.

Based on the results of the SEM-PLS test, it can be shown that time management shows a positive and significant effect on employee performance, where the path coefficient shown is 0.463 with a t-statistic of 3.980 > of 1.96. The results of this test indicate that Hypothesis 1(H1) is accepted. This states that the better time management, the employee's performance will increase. The results of this study are in line with the findings of [5] and [20] who also found evidence that time management has a positive and significant positive effect on employee performance.

### 5.2 Effect of time management on job satisfaction

Based on the results of the SEM-PLS test, it can be explained that time management shows a positive and significant effect on job satisfaction, where the path coefficient shown is 0.307 with a t-statistic of 3.043 > of 1.96. The results of this test indicate that Hypothesis 2 (H2) is accepted. This means that the better time management, the job satisfaction will increase. The results of this study are in line with the findings of [5] and [21] who also found that time management had a positive and significant effect on job satisfaction. Based on the findings [12] also states the relationship between good time management in the organization, employees will feel satisfied in carrying out the tasks assigned to them and has proven time management is able to increase employee job satisfaction.

### 5.3 The Influence of Work Discipline on Employee Job Satisfaction

Based on the results of the SEM-PLS test, it can be explained that work discipline shows a positive and significant effect on job satisfaction, where the path coefficient shown is 0.449 with a t-statistic of 4.726 > from 1.96. The results of this test indicate that Hypothesis 3 (H3) is accepted. This means that the better the work discipline, the higher the job satisfaction of employees. The results of this study

are in line with the findings of [24] and [25] that get the results that work discipline has a positive and significant effect on employee job satisfaction.

### 5.4 Effect of work discipline on employee performance

Based on the results of the SEM-PLS test, it can be explained that work discipline shows a positive and insignificant effect on employee performance where the path coefficient shown is 0.148 with a t-statistic of 1.435 < 1.96. The results of this test indicate that Hypothesis 4 (H4) is rejected. This states that the better the work discipline, the employee's performance will increase. However, the statement that work discipline cannot be stated to have a significant effect on employee performance. This means that increasing work discipline does not necessarily increase employee performance. The results of this study support the findings of [35] that there is no significant effect between Work Discipline on Performance.

### 5.5 The effect of job satisfaction on employee performance

Based on the results of the SEM-PLS test, it can be explained that job satisfaction shows a positive and significant effect on employee performance, where the path coefficient shown is 0.390 with a t-statistic of 3.529 > of 1.96. The results of this test indicate that Hypothesis 5 (H5) is accepted. This states that the higher the job satisfaction, the employee's performance will increase. Based on the findings [28] and [32] states that the higher the level of job satisfaction, the better the performance. The same opinion was expressed by [33], that a high level of job satisfaction can create a high quality of work as well.

### 5.6 The Role of Job Satisfaction Mediates the Effect of Time Management on Employee Performance

Statistical test results show that job satisfaction mediates the effect of time management on employee performance. The results of hypothesis testing where job satisfaction is a significant partial mediation of the effect of time management on employee performance. Thus it can be concluded

that increasing the dimensions of time management has a positive impact on employee performance, it can be proven that job satisfaction is able to partially mediate. This indicates that it is still possible for other factors to mediate the effect of time management on employee performance. Supported by research results[36] In the context of public services, in addition to time management and employee performance, it must also be driven by high job satisfaction so that it can create good performance and work quality.

#### 5.7 The Role of Job Satisfaction Mediates the Effect of Work Discipline on Employee

## V. CONCLUSIONS

Time management and job satisfaction directly play an important role in improving employee performance, on the other hand it was found that work discipline indirectly through satisfaction can improve performance. This shows that work discipline has not been maximally applied by employees so that it has not contributed significantly to employee performance. Furthermore, it was found that job satisfaction was able to perfectly mediate the relationship between work discipline and employee performance, this can be reflected in the job satisfaction felt by employees of the Bureau and the office of the Rectorate of Warmadewa University is very high with the situation and condition of the employees so that high job satisfaction will result in increased performance.

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## Performance

Statistical test results show that job satisfaction mediates the effect of work discipline on employee performance. The results of hypothesis testing where job satisfaction is significantly perfect/full mediation. The effect of time management on employee performance. This means that job satisfaction is able to strengthen the influence of work discipline on employee performance. Better work discipline can improve employee performance for the better. Research[37] shows that job satisfaction can mediate the effect of work discipline on employee performance.

The limitation of this study is that the generalization of the results of this study is still low because it only uses a sample at one university as a case study. The next research is expected to use several universities or within the VIII region which includes Bali and Nusa Tenggara Barat. In addition, many indicators are excluded from the model, this is because the distribution of questionnaires is carried out during high busy hours, so it is possible for employees to become less focused and possibly have an impact on research results

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