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The Effect of Performance Benefits and Employee Engagement on Work Discipline with Job Satisfaction as a Mediator Variable (Study on Employee XXX)

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Abstract

Human resource development is the most important component, especially in terms of work discipline. The purpose of the study is to determine and analyse how the Effect of Performance Allowances and Employee Engagement on Work Discipline with Job Satisfaction as a Mediator Variable (Study on Employees of the XXX). This study observes and analyses using a descriptive quantitative approach which is defined as a tool to describe the situation and condition of their facts and symptoms obtained while the analytical tool used is using partial least square. The population in this study were 51 employees at the West Java Regional Staffing Agency. The research sample is part of the generalisation area, so the samples taken are all using purposive sampling. The results of the study state that Work Allowance has a significant effect on Work Discipline, Employee Engagement has a significant effect on Work Discipline, Job Satisfaction has a significant effect on Work Discipline, Work Allowance has a significant effect on Employee Engagement, There is a mediating effect of Job Satisfaction in the relationship of Work Allowance to Work Discipline, There is a mediating effect of Job Satisfaction in the relationship of Employee Engagement. on Work Discipline.

Keywords: *Employee Engagement, Job Satisfaction, Work Allowance, Work Discipline*

Introduction

Institution XXX is a regional apparatus that carries out the main tasks of supporting government affairs in the field of personnel, including procurement, dismissal and personnel information, promotion mutations, development of apparatus and assessment of apparatus performance and awards that are the authority of the West Java Province region, carrying out deconcentration and formation tasks according to their field of duty based on the provisions of laws and regulations (Abdullahi et al., 2022; Aziez & Khuan, 2022). XXX is responsible for implementing the management of the State Civil Apparatus in assisting the main tasks of the Regional Personnel Development Officer concerning overall efforts to improve the efficiency, effectiveness, and degree of professionalism in carrying out personnel duties, functions, and obligations, which include planning, procurement, quality development, placement, promotion, payroll, welfare, and dismissal of the State Civil Apparatus (Bakker & Schaufeli, 2014; Bale & Pillay, 2021).

All of these tasks will certainly not be free from various problems. Problems arise related to allowances, employee engagement and employee job satisfaction which are

marked by the level of fluctuation in employee presence, the level of mutation, and other indications that have an impact on decreasing work discipline from the decreasing motivation. In accordance with Presidential Regulation Number 21 of 2023 concerning Working Days and Working Hours of Government Agencies, it is explained that the number of working hours in government agencies ASN is 37 (thirty seven) hours 30 (thirty) minutes in one week (Budirianti, 2020). However, in fact there are still many problems both lateness to work and apla, the problem of absence or lateness is often a challenge in the public sector, including in XXX. Employees may face problems with repeated attendance or not in accordance with the established working hours. In XXX, compliance with administrative procedures and policies is often a problem. Employees may not follow established operational standards or procedures, which can hinder work efficiency (Bhatt & Sharma, 2019).

The following is data regarding employee delays at XXX Province of West Java.

Table 1. Work Discipline Data XXX

	Unit	2020	2021	2022	2023
Late	Minute	173,428	124,091	96,645	149,909
Alpha	Day	325	279	80	93

Source: XXX, 2024

Table 2. Discipline Data Gap Work Time Achievement

Type		Late	Alpha
Unit		Minute	Day
2020	Target	15,327,000	34.06
	Achievements	15,153,572	33,735
	Gap	173,428	325
2021	Target	15,327,000	34.06
	Achievements	15,326,876	33,781
	Gap	124,091	279
2022	Target	15,327,000	34.06
	Achievements	15,326,903	33.98
	Gap	96,645	80
2023	Target	15,327,000	34.06
	Achievements	15,326,850	33,967
	Gap	149,909	93

It is known that there are many who are late and late every year, this is a problem of work discipline and shows the absence of work commitment and indicators of dissatisfaction at work that originate from the amount of benefits given, where employees are less serious about working hours, especially in the morning, many are late and many are late, this is also due to the lack of encouragement from superiors in the form of proper supervision in overcoming work delays which have an impact on decreasing work discipline (Wang et al., 2021).

Below is a research gap regarding job satisfaction, employee engagement and benefits.

Table 3. Job Satisfaction Employee Engagement And Benefits

Regional Devices	Number of Votes	Average Rating
XXX	93	3
Regional Revenue Agency	8	4
Regional Financial and Asset Management Agency	1	4
Human Resource Development Agency	1	4
Liaison Agency	1	4
Development Planning Agency at Sub-National Level	2	4
Bureau of Law and Human Rights	1	4
General Bureau	1	4
Department of Energy and Mineral Resources	1	4
Department of Population and Civil Registration	1	3
Department of Communication and Information	1	4
Department of Environment	1	4
Department of Community and Village Empowerment	1	4
One-Stop Investment and Integrated Services Agency	1	4
Department of Plantation	1	4
Regional Library and Archives Service	1	4
Social Services	1	4
Regional Inspectorate	2	3
Regional Secretariat (Outside the Bureau)	1	4

Source: XXX XXX, 2024

Based on Table 3 , there is dissatisfaction in working where the satisfaction rating shows 3, meaning that many are said to be dissatisfied, but many choose, meaning that there is a mismatch between benefits and employee expectations, especially in working, on the one hand, many choose XXX in terms of work, but on the other hand, in terms of *Employee Engagement,* there are several employees who like other institutions (Cankir & Arikan, 2019).

Based on Wang et al., research (2021) that work allowances have a significant influence on increasing work discipline, but different from Nuryati's research (2023) that inappropriate work allowances do not have any influence on work discipline. Mujob's research (2023) that *Employee Engagement* has a positive influence on increasing work discipline, while Anita et al. research (2024) *Employee Engagement* has no influence on work discipline. Manurung et al., research (2025) job satisfaction has an influence on work discipline while Kartika's research (2024) job satisfaction does not show any influence on work discipline.

Through this research, of course, there is a research gap where when all XXX governments implement comprehensive benefits, but the level of work discipline is decreasing, this is a significant problem faced by XXX in resolving work indiscipline (Concepcion, 2020). In terms of job satisfaction and work engagement, where those who

work at XXX but some want to work in other institutions with unknown reasons. This is a research gap, further research on XXX is very rarely done (Hejjas, 2019).

Research on the Influence of Performance Allowance and *Employee Engagement* on Work Discipline with Job Satisfaction as a Mediator Variable is very relevant in efforts to improve organizational effectiveness and efficiency (Kamensky, 2020). The results of this study can provide insight for management in developing strategies to improve employee competence, loyalty, and motivation. By understanding how these factors interact and influence performance, organizations can design training programs, incentive policies, and a more conducive work environment to improve employee performance.

The novelty of the current research lies in its comprehensive examination of the interconnectedness between performance benefits, employee engagement, work discipline, and job satisfaction within a specific organizational context (XXX). While previous studies, such as those conducted by Pratama (2022) and Mujob (2023), have explored elements of work allowances and employee engagement's influence on work discipline, this research distinguishes itself by incorporating job satisfaction as a mediating variable. This approach allows for a more nuanced understanding of how these factors interact, providing insights that address the diminishing work discipline observed despite the implementation of comprehensive benefit programs. Furthermore, this study is unique in its focus on a regional staffing agency in West Java, which has been under-researched, thereby contributing new empirical data to the field of human resource management in the public sector (Kim & Koo, 2017).

The purpose of this research is to develop effective strategies for enhancing organizational efficiency through improved work discipline and employee satisfaction, contributing to overall workplace productivity (Lee, 2018). By identifying the significant relationships between performance benefits, employee engagement, and job discipline, the study aims to inform management practices that foster a motivated and engaged workforce. The potential benefits of this research extend beyond the immediate organizational context, as the findings may serve as a benchmark for similar institutions facing challenges with employee retention and work commitment. Consequently, the study's outcomes could offer valuable insights for policy development and management strategies aimed at maximizing employee performance in the public sector (Metzenbaum, 2019).

Research methods

According to Sugiyono (2018) quantitative descriptive research methods aim to describe a phenomenon, event, symptom and incident that occurs factually, systematically and accurately. Phenomena can be in the form of forms, activities, relationships, characteristics and similarities or differences between phenomena regarding the Influence of Performance Allowances and Employee Engagement on Work Discipline with Job Satisfaction as a Mediator Variable (Study on XXX West Java Employees).

This study has an "ex-post de facto" nature, a study of exogenous variables or variables that provide influence, while endogenous variables are variables that are influenced or receive influence and moderator variables are variables that provide assistance to exogenous variables in increasing endogenous variables. The author uses the Effect of Performance Allowances and Employee Engagement on Work Discipline with Job Satisfaction as a Mediator Variable (Ritel, 2018).

Population is the entire generalization area (Ritel, 2018). The population in this study was 51 executive employees in XXX West Java. The research sample is part of the generalization area, so the samples taken are all using purposive sampling or samples based on research criteria, where the criteria taken are employees who often work technically in the group of executive employees as many as 51 XXX employees.

Data analysis was conducted using the Partial Least Square (PLS) method using SMART PLS 3.0 software. SEM is often used by researchers in social science systems because of the high degree of research freedom that links theory and data, and its ability to analyze paths using potential variables. Partial least squares method .

Results and Discussion

Work Allowances for Employees in XXX West Java

The cumulative value of the Work Allowance score owned by Employees in XXX West Java is 893 with a fairly good assessment, meaning that the amount of allowances in XXX must be increased in line with the development of current needs that are very expensive. Allowances of that amount may have been adequate in previous conditions, but with the increasing cost of living due to inflation and increasingly complex needs, the amount of allowances needs to be reviewed

Employee Engagement in Employees in XXX West Java

The cumulative value of *Employee Engagement score* owned by Employees in XXX West Java is 1515 which has good criteria. This means that employees feel quite connected to their work and organization, although there still needs to be regular evaluation to maintain or improve their level of engagement in the future. Encourage employee engagement from good to very good through training programs, awards, or employee empowerment. If there are aspects of work or facilities that are still lacking, this needs to be improved to ensure engagement is maintained.

Job Satisfaction of Employees in XXX West Java

Job Satisfaction owned by Employees in XXX West Java amounted to 2132 with good criteria, meaning that employees feel satisfied with various aspects of work, including the work environment, relationships with superiors and coworkers, and organizational policies that support welfare. Employees in XXX feel satisfied with their work. This is a good basis for further improving aspects of job satisfaction, so that employees can make a greater contribution to the organization.

Work Discipline XXX West Java

Work Discipline owned by Employees in XXX West Java amounted to 1126 with Fairly Good criteria. This means that work discipline in XXX has been running well at the basic level, but still needs improvement to reach a more optimal level. Efforts to improve work discipline will have a positive impact on the efficiency, quality, and professionalism of organizational performance. Employees generally comply with the rules, procedures, and work schedules, but there are still some shortcomings that need to be fixed. This level of discipline is sufficient to maintain operational continuity, but is not yet fully optimal to support maximum performance.

DISCUSSION

SEM Type Partial Least Square (PLS) Based on Variance

In this study, hypothesis testing was conducted using the partial least squares (PLS) analytical method in the smartPLS 3.0 program. Below is a schematic diagram of the PLS program model being tested:

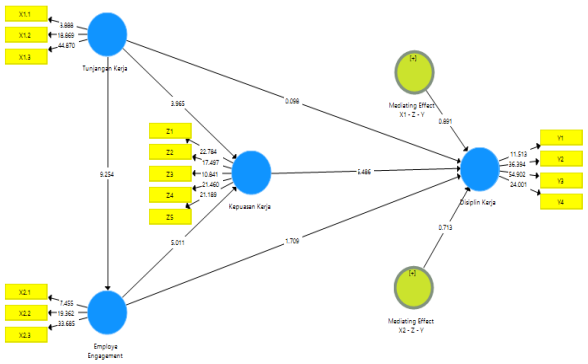


Figure 2. PLS SEM Model

Path Coefficient Test

Path factor assessment is used to show the effect or intensity of the effect of independent variables on dependent variables. On the other hand, determinants (R-square) are used to measure how other variables affect endogenous variables.

Table 4. Path Coefficient

	Original Sample (O)
Employee Engagement -> Work Discipline	0.523
Employee Engagement -> Job Satisfaction	0.413
Job Satisfaction -> Work Discipline	0.580
Mediating Effect X1 - Z - Y -> Work Discipline	0.376
Mediating Effect X2 - Z - Y -> Work Discipline	0.461
Work Allowance -> Work Discipline	0.634
Employment Benefits -> Employee Engagement	0.627
Job Benefits -> Job Satisfaction	0.306

Source: Processed Primary Data (2024)

Based on the research results, it is known that the greatest influence is dominated by the influence of allowances on work discipline of 0.634 or 63.4%, then allowances on employee engagement with a large influence of 0.627 or 62.7%, then the influence of job satisfaction on work discipline of 0.548 or 54.8%, then the influence of employee engagement on job satisfaction of 0.491 or 49.1, then the influence of employee engagement on work discipline of 0.414 or 41.4%.

Good Of Fitness

Based on data processing carried out using the smartPLS 3.0 program, the R-Square value was obtained as follows:

Table 5. R-Square Value

	R Square	R Square Adjusted
Work Discipline	0.653	0.639
Employee Engagement	0.393	0.388
Job satisfaction	0.580	0.574

Source: Processed Primary Data (2024)

It is known that the R-Square value for the variables of work benefits, employee engagement and job satisfaction has a large influence of 0.653 or 65.3%, the influence of work benefits on employee engagement is 0.393 or 39.3% and the influence of work benefits and employee engagement on job satisfaction is 0.580 or 58.0%.

F Square Test (effect size): The f square value in this study shows the magnitude of the influence of endogenous variables on exogenous variables. The endogenous variables in this study are Work Discipline, while the exogenous variables in this study are Work Allowances, *Employee Engagement* and work discipline (Musyaffi et al., 2022). The F-square value consists of 3 categories, namely the small category of 0.02, the medium category of 0.15 and the large category of 0.35 (Musyaffi et al., 2022).

Table 6. F-Square Value

	Work Discipline	***Employee Engagement***	**Job satisfaction**
Work Discipline			
Employee Engagement	**0.358**		**0.349**
Job satisfaction	**0.303**		
Mediating Effect X1 - Z - Y	**0.497**		
Mediating Effect X2 - Z - Y	**0.460**		
Work Allowance	**0.409**	**0.647**	**0.178**

Source: Processed Primary Data (2024)

Based on the F-Square test, it is known that the value of work benefits on employee engagement has a value of 0.647 with a large influence category.

Predictive relevance is a test conducted to show how good the observation value is produced using the blindfolding procedure by looking at the Q square value . If the Q square value > 0 then it can be said to have a good observation value, while if the Q square value <0 then it can be stated that the observation value is not good (Hair, 2011).

Table 7 Prediction Relevance Values (Q-Square)

	Q^2 predict	**RMSE**	**MAE**
X1	0.215	0.724	0.541
X2	0.135	0.711	0.502
Z	0.355	0.732	0.511

Source: Processed Primary Data (2024)

Hypothesis Testing and Significance

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared tested if the T-Statistics value is > 1.96 and P-Values < 0.05.

The following are the results of the hypothesis test obtained in this study through the inner model:

Table 8 T-Statistics and P-Values

	T Statistics (|O/STDEV|)	**P Values**
Work Allowance -> Work Discipline	4,227	**0.002**
***Employee Engagement* -> Work Discipline**	3,877	**0.006**
Job Satisfaction -> Work Discipline	5,433	**0,000**
Employment Benefits -> *Employee Engagement*	8,742	**0,000**
Mediating Effect X1 - Z - Y -> Work Discipline	3,147	**0.003**
Mediating Effect X2 - Z - Y -> Work Discipline	2,552	**0.005**

Source: Processed Primary Data (2024)

Hypothesis 1: The Effect of Work Benefits on Work Discipline has a T-Statistic value of 4.227> 1.96 with a probability value of 0.002> 0.05, so the first hypothesis is accepted stating that Work Benefits have a significant effect on Work Discipline. This result is in line with the theory that states that work benefits often increase employee motivation and job satisfaction. Research shows that adequate benefits can increase job satisfaction, which in turn can improve work discipline. When employees feel appreciated and their needs are met, they are more likely to demonstrate disciplined and committed behavior. Good work benefits can increase employee commitment to the organization. Higher commitment is usually associated with better levels of discipline. Employees who feel that there are benefits in the form of benefits tend to have a greater desire to maintain their jobs and comply with company rules. Work benefits can affect work discipline directly, for example through increased motivation, or indirectly, such as through increased job satisfaction and organizational commitment. Research shows that both financial and non-financial benefits can have a positive impact on work discipline (Abayomi, 2019).

Hypothesis 2: The Effect of *Employee Engagement* on Work Discipline has a T-Statistic value of 3.877> 1.96 with a probability value of 0.006 <0.05, so the second hypothesis is accepted stating that *Employee Engagement* has a significant effect on Work Discipline. This result is in line with the theory that engaged employees usually have higher levels of motivation. They feel more excited and connected to their work, which often has a positive impact on work discipline. High motivation encourages employees to comply with company rules and procedures (Murtini, 2024). Employee engagement is often associated with an increased sense of responsibility. Employees who feel engaged tend to feel more responsible for their work and for the organization as a whole, which contributes to better disciplinary behavior. Employee engagement often leads to a greater commitment to the goals and values of the company. Engaged employees feel more connected to the company's vision and mission, so they are more likely to demonstrate discipline and comply with company regulations. Engaged employees tend to be more cooperative and there is less conflict in the workplace. A harmonious and conflict-free work environment often contributes to higher levels of work discipline (Hermawati & Mas, 2017).

Hypothesis 3: The Effect of Job Satisfaction on Work Discipline has a T-Statistic value of 5.433> 1.96 with a probability value of 0.000 <0.05, so the third hypothesis is accepted stating that Job Satisfaction has a significant effect on Work Discipline. This result is in line with the theory that employees who are satisfied with their jobs tend to be more motivated to work well and obey the rules. Job satisfaction often encourages employees to show greater commitment and responsibility, which contributes to good disciplinary behavior. High job satisfaction is usually associated with lower absenteeism. Employees who are satisfied with their jobs are more likely to be present regularly and adhere to work schedules because they feel happy and motivated to come to work (Masdaini, 2024).

Hypothesis 4: The Effect of Work Benefits on *Employee Engagement* has a T-Statistic value of 8.742> 1.96 with a probability value of 0.000 <0.05, so the fourth hypothesis is accepted stating that Work Benefits have a significant effect on *Employee Engagement* . This result is in line with the theory according to Saks (2006) that employee engagement is influenced by organizational support, including adequate compensation. Benefits provided according to employee expectations will increase the desire to participate actively. Hayday (2004) stated that work benefits affect the emotional aspect of employee engagement. When employees feel appreciated and treated fairly, they are more likely to show loyalty and dedication. Leiter (2001) argues that adequate work benefits can reduce the risk of burnout, which is an inhibiting factor in employee engagement. Good benefits help employees feel more prosperous and motivated. Gallup (2013) shows that having competitive benefits can increase employee engagement by up to 21% higher. According to Gallup, benefits provide a positive signal from the organization, creating an environment where employees feel appreciated and financially secure.

Hypothesis 5: The mediating effect of Job Satisfaction in the relationship between Work Benefits and Work Discipline has a T-Statistic value of 3.147> 1.96 with a probability value of 0.003 <0.05, so the fifth hypothesis is accepted stating that, Performance Benefits affect discipline through Job Satisfaction. This result is in line with the theory that states that job satisfaction often functions as a mediating variable in the relationship between work benefits and work discipline. This means that job satisfaction can mediate or explain how work benefits affect work discipline. Work benefits, both financial and non-financial, can increase employee job satisfaction. Benefits that are considered fair and beneficial by employees can make them feel more appreciated and satisfied with their jobs. For example, bonuses, health benefits, and good work facilities can increase job satisfaction. High job satisfaction due to good work benefits can function as a mediator that strengthens the relationship between work benefits and work discipline. Employees who feel satisfied with their jobs as a result of the benefits provided are more likely to demonstrate good disciplinary behavior (Maryani et al., 2021).

Hypothesis 6: The mediating effect of Job Satisfaction in the relationship between *Employee Engagement* and Work Discipline has a T-Statistic value of 2.552> 1.96 with a probability value of 0.005 <0.05, so the sixth hypothesis is accepted stating that *Employee Engagement* affects Discipline through Job Satisfaction. This result is in line with the theory that states that employee engagement usually increases job satisfaction. Employees who feel involved in their work tend to have more positive work experiences, feel appreciated, and get meaning from their work. High engagement is often associated with greater job satisfaction because employees feel more connected and contribute to organizational goals (Mukhsin, M, 2024).

Conclusion

The Work Allowances owned by Employees in XXX West Java are in the fairly good criteria, the lowest score is in the statement that the benefits provided are able to

cover needs. Employee Engagement owned by Employees in XXX West Java is in the good criteria. Job Satisfaction owned by Employees in XXX West Java has good criteria. Work Discipline owned by Employees in XXX West Java has fairly good criteria. Work Allowances have a significant influence on Work Discipline, meaning that the fairer and more appropriate the Performance Allowance, the better the employee's work discipline. The better the Employee Engagement, the better the employee's Work Discipline. The better the Job Satisfaction, the better the employee's Work Discipline. The better the Work Allowance, the better the employee's Employee Engagement. In the relationship between Work Allowances and Work Discipline, Performance Allowances have a significant influence on Work Discipline through employee Job Satisfaction. In the relationship between Employee Engagement and Work Discipline, Employee Engagement has a significant influence on Work Discipline through employee Job Satisfaction.

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