

THE ROLE OF JOB SATISFACTION AS A MEDIATOR OF WORK DISCIPLINE AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE

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Abstract:

The construction sector, including Indonesia, plays a vital role in a country's economic growth. There are very complex operational activities in the construction sector, so it is essential to consider factors that can encourage employees to be willing to work optimally for the company. This study analyzes the effect of work discipline and organizational climate on employee performance with job satisfaction as mediation. The object of this research is PT Tunas Jaya Sanur Group, which is one of the largest industrial sectors in Bali, and its projects have spread throughout Indonesia. The sample in this study was taken proportionally to employees, especially staff at PT Tunas Jaya Sanur Group. The data collection method is a survey method with a questionnaire. The analysis technique used is the inferential analysis technique with Partial Least Square (PLS). The results found that work discipline has a negative and insignificant effect on employee performance, work discipline has a significant positive effect on job satisfaction, organizational ClimateClimate has a significant positive effect on employee performance, organizational ClimateClimate has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on employee performance, job satisfaction partially mediates the relationship between work discipline and employee performance and, job satisfaction partially mediates the relationship between organizational ClimateClimate and employee performance. This confirms the two-factor theory that motivational and maintenance factors influence motivation. Management should focus on company rules to build work discipline and a positive organizational climate.

Keywords: Work Discipline, Organizational Climate, Job Satisfaction, Employee Performance

INTRODUCTION

The construction sector has a vital role in the economic growth of a country. In Indonesia, the construction sector is one of the sectors that contributes the most to the Gross Domestic Product (GDP) of the Indonesian economy, so its role is vital for development. These strategic roles include employment, a wide range of supply chains, drivers of supporting sectors, and even mobilizers of national product growth in goods and services. PT Tunas Jaya Sanur Group is a construction company from Bali, established in 1978 in Denpasar. Since its establishment, PT Tunas Jaya Sanur Group has developed into one of Indonesia's most trusted construction companies, as evidenced by the spread of branches and related company projects throughout Indonesia. The construction sector involves many parties from various areas of expertise, and PT Tunas Jaya Sanur Group has many employees with their respective expertise according to their fields. This expertise cannot be separated from the role of humans as the leading resource in a construction company.



A summary of the performance appraisal conducted by PT Tunas Jaya Sanur Group, carried out periodically through competency assessments by directly responsible superiors, shows several human resource problems that need attention. This indicates a need to improve the performance of employees, especially technical staff with a strategic role in a construction project. Employee performance is one of the critical aspects of organizational performance that requires proper attention for effective project implementation in the construction industry. Low performance from low individual performance has been seen as a significant factor contributing to inefficient productivity (Alhaji et al., 2017).

Employee work discipline is a critical factor that needs attention, given the importance of employee performance in helping companies achieve their goals. Employees with good work discipline are expected to be able to carry out and complete the work they are responsible for effectively, efficiently, and on time. Especially in the construction process, which has a high level of complexity and continuous, each process requires a high level of work discipline. Employees with work discipline tend to work according to the rules and obligations imposed on them. This is what was conveyed by Putra et al. (2019), Agbo (2020), Chewe & Taylor (2021), Juliarta et al. (2023), and Dewi et al. (2023), who obtained similar results that discipline has a significant positive effect on performance.

Discipline is the key to a company's success in achieving its goals. The ability to discipline oneself at work will benefit oneself, provide satisfaction, and impact company performance. Employees will feel safe at work, needs will be met, and company standards and targets will be achieved without problems. The existence of high discipline will lead to employee job satisfaction. Several studies have proven that job satisfaction is influenced by work discipline. The results of research by Firmani (2016), Sekartini (2016), Lusigita (2017), Sudiarditha et al. (2019), and Azar et al. (2020) state that work discipline plays a positive and significant role.

In addition to work discipline, organizational climate is one of the supporting factors for achieving individual performance. Organizational Climate refers to the shared perceptions, feelings, and attitudes of organizational members about the essential elements of the organization that reflect the norms, values, and attitudes of organizational culture and influence individual behavior either positively or negatively. The concept of organizational climate is the values individuals attribute to the practices and behaviors experienced in the company. This is to the research of Chewe u (2018), Goh et al. (2020), Pratama and Pasaribu (2020), Dharmanegara et al. (2022), Shoislomova (2022), and Pradesa et al. (2021) which state that organizational Climate has a positive and significant effect on performance.

Organizational Climate is specific to each organization, which can make an organization different from other organizations and affect the work behavior of employees in the organization. Organizational Climate can also leave perceptions in employees' minds towards managing their work units that create satisfaction. This is related to the employee's perception of himself and the effectiveness of other coworkers in carrying out work and tasks. Creating a positive organizational climate will encourage job satisfaction in the organization. Research by Pecino et al. (2019), Abedikooski et al. (2021), Ripoll et al. (2021), Khun et al. (2021), and Fischer & Riedl (2022) states that organizational Climate has a positive and significant effect on job satisfaction.

In addition, job satisfaction is a reason for employees to consider whether to work well. Through satisfaction, it will be able to describe a positive thing that is felt around work due to an evaluation of job characteristics. Employees with higher job satisfaction will feel positive things about their work; unsatisfied people will feel negative things. This can be seen in the employees'

positive attitude towards work and everything they face in the work environment. Satisfied employees will have positive feelings within themselves that will encourage them to work well. This positive emotion is indispensable in the organization, so management needs to pay attention to the needs of its employees. This is by the research of Lusigita (2017), Pratama and Pasaribu (2020), Kurniawati et al. (2021), Ngweny & Pelsler (2020), and Bayona et al. (2020) concluded that the increase in job satisfaction felt by employees would improve individual employee performance.

Job Performance. According to Mangkunegara (2017), performance results from work, both in quality and quantity, achieved by a person carrying out tasks according to the responsibilities given. Meanwhile, according to Hasibuan (2017), employee performance results from work achieved by a person in carrying out the duties imposed on him, which is based on skills, experience, seriousness and time. According to Cashmere (2016) states that one of the factors that affect performance includes:

1. Work motivation is an encouragement for someone to do work. If someone has a strong drive from within himself or a push from outside himself, he will be aroused or encouraged to do something well. In the end, encouragement or stimulation, both from within and outside a person, will result in good performance.
2. Job satisfaction is a feeling of pleasure or joy or liking someone before and after doing a job. If someone feels happy or happy or likes to work, the results of their work will be good. Likewise, if someone is unhappy and does not like their job, it will affect the work results.
3. The work environment is the atmosphere or conditions around your workplace. It can include rooms, layouts, facilities and infrastructure, and working relationships with coworkers. If the work environment can create a comfortable atmosphere and provide peace, it will make the work atmosphere conducive, improving one's work results because they work without interruption.
4. Work discipline is an effort to carry out work activities seriously. In this case, work discipline can be in the form of time, for example, always coming to work on time. Then, it can be disciplined to do what is ordered according to the orders that must be done.

Indicators of employee performance, according to Mangkunegara (2017), include:

1. Work quality is how well an employee does what should be done.
2. Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.
3. Task execution is how far employees can do their work accurately or without errors.
4. Responsibility for work is an awareness of the employee's obligation to carry out the work given by the company.

Robbins (2015) suggests that there are five indicators of employee performance, namely as follows:

1. Employee perceptions of the quality of work produced and the perfection of tasks are measured against employee skills and abilities.
2. Quantity is the amount produced, expressed in the number of units or activity cycles completed.
3. Timeliness is the degree to which activities are completed at the beginning of the stated time, seen from the angle of coordination with the output results and maximizing the time available for other activities.
4. Effectiveness is the degree to which the use of organizational resources (workforce, money, technology, and raw materials) is maximized to increase the output of each unit of resource use.
5. Independence is the level of an employee who can carry out his work functions.

The research of Bayona et al. (2020) measured with a self-assessment performance scale, namely:

1. Decision making
2. Performance without making mistakes
3. Goal achievement
4. Effort
5. Taking initiative
6. Take responsibility.

Work Discipline. According to Hasibuan (2017), work discipline is part of a person's conscience and willingness to follow all company rules and relevant social norms. Good employee discipline makes it easier for company organizations to achieve optimal results. Another opinion by Rivai (2014) explains that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase the awareness and willingness of a person to fulfill all company regulations. Work discipline is the level of compliance and obedience to applicable rules and is willing to accept sanctions or penalties if it violates the rules set in the discipline (Fahmi, 2016). According to Hasibuan (2017), work discipline assessment consists of four indicators, namely:

1. Comply with working hours.
2. Comply with work procedures.
3. Comply with superior orders.
4. Accurate in work

According to Agustini (2019), many indicators affect employee discipline in an organization. Some indicators of discipline are as follows:

1. Attendance rate, namely the number of employees present to carry out work activities in the company, is characterized by a low employee absence rate.
2. Work procedures, namely rules or regulations that all organization members must obey.
3. Obedience to superiors, namely following what is directed by superiors to get good results.
4. Work awareness is the attitude of someone who voluntarily does his job well, not because of coercion.
5. Responsibility, namely the willingness of employees to be responsible for their work, the facilities and infrastructure used, and their work behavior.

Indicators of work discipline in agbo's research (2020) include:

1. Disciplinary code of ethics
2. Disciplinary procedures
3. Disciplinary system
4. Disciplinary action.

Work discipline can be defined as implementing management to reinforce organizational guidelines. Discipline is an attitude, behavior, and actions based on written and unwritten company regulations, such as attendance, slow entry, and early return of employees. Discipline is an indisciplinary attitude that needs to be addressed by management. If employees ignore work discipline, their performance will decrease, and they cannot maximize their work performance. This is what was revealed by Agbo (2020), Chewe & Taylor (2021), Shoislomova (2022), Juliartha et al. (2023), and Dewi et al. (2023) obtained results that discipline has a significant positive effect on employee performance.

Discipline is the key to a company's success in achieving its goals. Regulations are needed to guide and counsel employees in creating good order in the company; with good order, morale, work efficiency, and employee work effectiveness will increase. This will support job satisfaction. The discipline of a company is said to be good if most employees obey the existing rules. Employee discipline can be realized if existing company regulations uphold the movements and steps of employees in carrying out their work. Employees who can discipline themselves at work will benefit themselves and the company. Employees will feel safe at work, needs will be met, and company standards and targets will be achieved without problems. Several studies have proven that job satisfaction is influenced by work discipline. The results of research by Firmani (2016), Sekartini (2016), Lusigita (2017), Sudiarditha et al. (2019), and Azar et al. (2020) state that work discipline plays a positive and significant role in job satisfaction. Based on this, the proposed hypothesis is as follows:

H1: Work discipline has a positive and significant effect on the performance of PT Tunas Jaya Sanur Group employees.

H2: Work discipline has a positive and significant effect on the job satisfaction of PT Tunas Jaya Sanur Group employees.

Organizational Climate. According to Wirawan (2012), organizational climate is the quality of the internal environment that is relatively ongoing, experienced by members of the organization, influencing the behavior of each member. Organizational ClimateClimate is a collection and pattern of work environment that determines the emergence of motivation from organizational members. According to Kusnan in Darodjat (2015), organizational climate can be measured in the work environment, which both directly and indirectly affects employees and the work where they work. Indicators of organizational ClimateClimate, according to Kusnan in Darodjat (2015), are as follows:

1. Responsibility means the implementation of tasks and the achievement of employee results within the company.
2. Individual identity in the organization means that employees carry out their work according to Standard Operating Procedures (SOP) to be equally disciplined and achieve company goals.
3. The warmth between employees is how the interaction between employees establishes good communication within the company.
4. Support is interpreted as employees helping each other and providing support between employees.
5. Conflict is how employees solve problems in differences of opinion between individuals or groups.

Research by Damar et al. (2017) explains that ClimateClimate is a set of measurable properties of the work environment that are felt or seen directly or indirectly, which can be measured by several indicators as follows:

1. Organizational environment
2. Organizational goals
3. Conflict handling in the organization
4. Communication in the organization
5. Support between each other

Research by Yamasaki et al. (2021) measured the organizational ClimateClimate with the following indicators:

1. Accessible and open communication with superiors
2. Employee participation in decision-making
3. Work team spirit
4. Safety in the workplace



Organizational Climate refers to the shared perceptions, feelings, and attitudes of organizational members about the organization's essential elements that reflect the organizational culture's norms, values, and attitudes and positively or negatively influence individual behavior. The nature of organizational climate differs from one organization to another. Organizational Climate can leave perceptions in employees' minds towards the management of their work units. This is related to the employee's perception of himself and the effectiveness of other coworkers in the performance of work and tasks. A positive organizational climate can directly lead to good workplace outcomes. This is by the results of research conducted by Martini and Putra et al. (2019), Goh et al. (2020), Pratama and Pasaribu (2020), Pradesa et al. (2021), Dharmanegara et al. (2022) found that the organizational Climate has a positive and significant effect on performance where the organizational Climate can improve employee performance.

Organizational Climate is the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or properties of the organization. A positive organizational climate will encourage members of the organization to interact with each other, establish interdivisional cooperation, and minimize obstacles that may exist within the organization so that a feeling of pleasure will be created in the minds of employees. Through the interaction process, organizational members examine the existence of trust, support, or openness to decisions made by organizational members to carry out work effectively and creatively, bind themselves to the organization, seize opportunities in the organization enthusiastically, and offer innovative ideas for organizational improvement. Creating a positive organizational climate will encourage job satisfaction in the organization.

Some studies say job satisfaction is influenced by organizational climate. Research by Pecino et al. (2019), Abedikooski et al. (2021), Ripoll et al. (2021), Khun et al. (2021), and Fischer & Riedl (2022) states that organizational Climate has a positive and significant effect on job satisfaction. Based on these things, a hypothesis is proposed:

H3: Organizational Climate has a positive and significant effect on the employee performance of PT Tunas Jaya Sanur Group.

H4: Organizational Climate has a positive and significant effect on the job satisfaction of PT Tunas Jaya Sanur Group employees.

Job Satisfaction. According to Mangkunegara (2017), job satisfaction is a feeling that supports or does not support the employee's self about his job or condition. According to Hasibuan (2017), job satisfaction is an emotional attitude that is pleasant and that he loves his job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work. The employee's feelings towards his job reflect his attitude and behavior at work. Job satisfaction is a comparison between the results obtained and the expected results; the more satisfied the employee is, and vice versa, the smaller the results obtained compared to the expected results, the lower the employee's job satisfaction. Two factors affect job satisfaction, according to Mangkunegara (2017), namely:

1. Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, tenure, personality, emotions, ways of thinking, perceptions, and work attitudes.
2. Job factors, namely type of work, organizational structure, rank (class), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relationships.

According to Agustini (2019: 64), indicators of job satisfaction are:



1. Salary is a reward for services employees receive by the type of work and load.
2. Work involves job characteristics, whether challenging, interesting, or boring.
3. Supervision is the quality and form of supervision, instruction and direction from superiors.
4. Promotion is the component that organizes development opportunities in tasks and positions.
5. Coworkers are a component that measures whether it is possible to invite coworkers to work together and whether there are mutual support skills, friendship, and helpful attitudes among coworkers.

Pratama and Pasaribu's research (2020) measures job satisfaction with several indicators as follows:

1. Appropriate placement according to desires and abilities
2. The lightness of a job is included like the job
3. Work atmosphere and environment
4. The attitude of the leader in his leadership,
5. Opportunities for advancement opportunities for advancement
6. Salary and benefits,
7. Coworkers,
8. Work appraisal from superiors,
9. Organizational and management support
10. Supervision to improve performance

Research by Yamasaki et al. (2021) measured satisfaction with three indicators as follows:

1. Satisfaction with hierarchical relationships, namely equal treatment between managers and subordinates
2. Satisfaction with the physical work environment
3. Satisfaction with intrinsic work

Job satisfaction has a broad aspect; it can be understood from the physical aspect of the job itself and the non-physical side. Job satisfaction is related to the physicality of carrying out work tasks and the conditions of the work environment; it is also related to his interactions with his coworkers and the relationships between them. In addition, job satisfaction is also related to job prospects, whether it provides hope for development or not. Job satisfaction describes a positive thing that is felt around work due to an evaluation of job characteristics. Someone with higher job satisfaction will feel positive things about their job. Research conducted by Lusigita (2017), Pratama and Pasaribu (2020), Kurniawati et al. (2021), Ngweny & Pelsler (2020), Bayona et al. (2020) states that job satisfaction has a positive and significant effect on employee performance. Based on these things, a hypothesis is proposed:

- H5: Job satisfaction has a positive and significant effect on the performance of PT Tunas Jaya Sanur Group employees.
- H6: Job satisfaction mediates the effect of work discipline on employee performance of PT Tunas Jaya Sanur Group employees.
- H7: Job satisfaction mediates the effect of organizational ClimateClimate on employee performance of PT Tunas Jaya Sanur Group.

The research conceptual framework is described as follows.

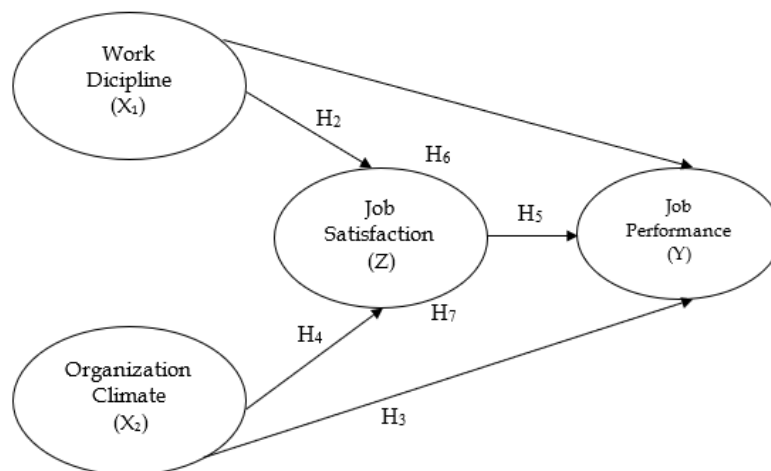


Figure 1. Research Framework

METHODS

This research uses quantitative methods emphasizing the analysis of numerical data or numbers obtained by statistical methods. It is conducted in inferential research or the context of hypothesis testing to obtain the significance of the relationship between the variables studied. Research at PT Tunas Jaya Sanur Group, where the head office is at Jalan Bypass Ngurah Rai No.21, Sesetan, South Denpasar, Denpasar City, Bali 80223. The population in this study consisted of employees in staff positions at PT Tunas Jaya Sanur Group in four subsidiaries, totaling 518 staff members. The number of samples taken using the Slovin formula was 85 respondents.

Furthermore, the sample will be taken using a simple random sampling technique. The data collection method used was a survey using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this study: work discipline, organizational climate, job satisfaction and employee performance.

RESULT AND DISCUSSION

Validity and Reliability Test. The validity test results are shown in Table 1, which shows that the item values generated by the research constructs, namely work discipline, organizational climate, job satisfaction, and employee performance, have met the standard value. The total construct score each has a value > 0.30 and is statistically significant at the 0.05 level, so it has a valid measurement value. This means that all questions in the questionnaire can be understood well by all respondents.

Table 1. Validity Test Results

Indicator	Correlation	P Value	Description
X _{1.1} Attendance rate	0,72	Significant	Valid
X _{1.2} Work procedure	0,84	Significant	Valid
X _{1.3} Obedience to superiors	0,83	Significant	Valid
X _{1.4} Work Awareness	0,80	Significant	Valid
X _{1.5} Disciplinary action	0,82	Significant	Valid



X _{2.1}	Responsibility	0,68	Significant	Valid
X _{2.2}	Warmth between employees	0,79	Significant	Valid
X _{2.3}	Support	0,65	Significant	Valid
X _{2.4}	Conflict	0,81	Significant	Valid
X _{2.5}	Communication	0,81	Significant	Valid
X _{2.6}	Communication	0,71	Significant	Valid
Z _{1.1}	The work itself	0,66	Significant	Valid
Z _{1.2}	Salary or wages	0,67	Significant	Valid
Z _{1.3}	Salary or wages	0,82	Significant	Valid
Z _{1.4}	Supervision	0,86	Significant	Valid
Z _{1.5}	Hierarchical relationship	0,74	Significant	Valid
Z _{1.6}	Satisfaction	0,69	Significant	Valid
Y _{1.1}	Quality of work	0,80	Significant	Valid
Y _{1.2}	Quantity	0,84	Significant	Valid
Y _{1.3}	Punctuality	0,83	Significant	Valid
Y _{1.4}	Quantity	0,77	Significant	Valid
Y _{1.5}	Independence	0,72	Significant	Valid
Y _{1.6}	Decision making	0,74	Significant	Valid
Y _{1.7}	Taking initiative	0,63	Significant	Valid

The reliability test results in Table 2 show that all constructs have a Cronbach alpha value greater than 0.70, which means that all constructs are highly reliable. This means that the respondents' answers to the list of questions asked are very consistent.

Table 2. Reliability Test Results

Construct	Cronbach Alpha	Description
Work Discipline (X ₁)	0,838	Reliable
Organization Climate (X ₂)	0,835	Reliable
Job Satisfaction (Z)	0,832	Reliable
Job Performance (Y)	0,867	Reliable

Hypothesis Test. The results of path and significance testing are shown in Table 3. The first test shows that H1 is rejected, where work discipline has a negative effect of 0.122 on employee performance, with a significance of 0.246, so the relationship is insignificant at the 0.005 level. H2 is accepted. Namely, work discipline has a positive effect of 0.366 on job satisfaction, and the relationship is significant at the 0.005 level. H3 is accepted, which explains that organizational ClimateClimate has a positive effect of 0.606 on employee performance, and the relationship is significant at the 0.005 level. H4 is accepted where the organizational ClimateClimate has a positive effect of 0.413 on job satisfaction, and the relationship is significant at the 0.005 level. H5 is accepted.

Namely, job satisfaction has a positive effect of 0.423 on employee performance, and the relationship is significant at the 0.005 level. In mediation testing, it is explained that job satisfaction partially mediates the relationship between discipline and performance. Tested separately,



discipline on performance is significant directly, and the indirect relationship between discipline and performance through job satisfaction is also significant. This means that better work discipline will increase job satisfaction in employees, encouraging employees to produce better performance. However, besides job satisfaction, other constructs mediate between disciplines to improve performance that need to be analyzed in this study, such as the level of education and regulation so that H6 is accepted. In addition, H7 in the study is also accepted; namely, job satisfaction partially mediates the relationship between organizational climate and performance. This can be seen from the relationship between satisfaction and performance, which is significant directly, and the indirect relationship between job satisfaction and performance through job satisfaction, which is also significant. This means that the organizational ClimateClimate created in the organization is getting better. It will increase job satisfaction, ultimately supporting employees in producing better performance. However, in addition to job satisfaction, other constructs mediate between the organizational ClimateClimate to improve performance that is not analyzed in this study, such as the work environment and organizational culture.

The results of the R2 calculation show that the R-Square value of job satisfaction of 0.536 is included in the criteria for a model close to substantial, meaning that work discipline and organizational climate can explain variations in job satisfaction by 53.6 percent. The remaining 45.4 percent is explained by variations in other variables outside the research model. While employee performance has an R-Square index value of 0.732, including a robust model, the meaning is that work discipline, organizational ClimateClimate and job satisfaction can explain variations in employee performance by 73.2 percent. The remaining 26.8 percent is influenced by other constructs not analyzed in the estimation model. While Q2 job satisfaction = 0.27. Based on Lathan and Ghozali's criteria, it is included in the criteria for a model approaching kua and employee performance of 0.42, including a robust model. This means that the estimation model built in this study has high predictive accuracy.

Table 3. Hypothesis Test Results

Constructs	Path Coefficient	P value	Description
Work Discipline → Kinerja Employees	-0,122	0,246	not significant
Work Discipline → Job Satisfaction	0,366	0,000	Positive Significant
Organizational Climate Climate → Employee Performance	0,606	0,000	Positive Significant
Organizational Climate Climate → Job Satisfaction	0,413	0,000	Positive Significant
Job Satisfaction → Employee Performance	0,423	0,000	Positive Significant
Job Discipline → Job Satisfaction → Employee Performance	0,155	0,016	Partial Mediation
Organizational Climate Climate → Job Satisfaction → Employee Performance	0,175	0,005	Partial Mediation
R ² Job Satisfaction: 0,536			
R ² Job Performance: 0,732			
Q ² : 0,415			

The Effect of Work Discipline on Employee Performance at PT Tunas Jaya Sanur Group.

Work discipline on employee performance has a negative and insignificant effect, showing that



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higher employee discipline can reduce employee performance, but the relationship is not significant. Tested separately by involving the mediating variable of job satisfaction, it is proven that work discipline affects employee performance. Work discipline has a significant influence on improving employee performance. This means that the effect of work discipline on employee performance can be explained by job satisfaction. The better application of discipline in the company can increase employee job satisfaction, encouraging employees to work more optimally. Management applies discipline to provide direction and boundaries to employees to facilitate the achievement of organizational goals. The rules made by management will help employees complete their work more efficiently because the company already has guidelines that employees can implement directly. When employees ignore the rules or are undisciplined, then employees cannot maximize the resulting work performance. However, this does not directly apply to employees at PT Tunas Jaya Sanur Group because the results obtained are not significant, which means that how high employee discipline over the rules applied by management needs to be clearly in line with the resulting work improvement. This is different from what Agbo (2020), Chewe & Taylor (2021), Shoislomova (2022), Juliarta et al. (2023), and Dewi et al. (2023) found that discipline has a significant effect. However, supporting research by Firmani (2016), Candana et al. (2020), Muna and Isnowati (2022), and Suri et al. (2022) showed that work discipline has no significant effect on employee performance. In construction sector companies with complex operational activities, it is essential to discipline all employees, especially staff directly related to the products produced. At PT Tunas Jaya Sanur Group, employees already have good work discipline. Employees can adequately comply with the SOPs that exist in the company. To improve this compliance, the project head has a vital role in conveying periodically related to the existing SOPs, controlling regularly so that no rules are violated.

The Effect of Work Discipline on Employee Job Satisfaction at PT Tunas Jaya Sanur Group.

The better the employees' work discipline, the higher the satisfaction felt by employees at PT Tunas Jaya Sanur Group. The discipline of employees in the company is the key to success in making it easier for the company to achieve its organizational goals. The regulations made by the company function to create an orderly system that provides work efficiency and effectiveness to employees, which will support the achievement of job satisfaction. The discipline of a company is said to be good if most employees obey the existing regulations. For PT Tunas Jaya Sanur Group employees, it is proven that work discipline can provide satisfaction, and satisfaction will increase if employee discipline improves. Based on descriptive analysis, it is evident that the indicator of discipline in complying with the SOP has the highest value with an outstanding category, meaning that employees are delighted because they can work based on the existing SOP. This can happen because employees have a positive perception of the disciplinary rules made by management, so employees voluntarily have the willingness to comply with them, which creates job satisfaction. The realization of work discipline in employees when company regulations do not overly restrict the movements and steps of employees in carrying out their work. Employees who can discipline themselves at work will provide benefits to themselves in the form of job satisfaction.

Employees will feel safe at work, needs will be met, and company standards and targets will be achieved without problems. With high discipline, it will lead to employee job satisfaction. These results are those concluded by research by Firmani (2016), Sekartini (2016), Lusigita (2017), Sudiarditha et al. (2019), and Azar et al. (2020), which stated that work discipline plays a positive and significant role in job satisfaction. Attendance needs to be improved by reaffirming the rules to reduce tardiness. Employees can be informed of this when making employment contracts and periodic evaluations or imposing sanctions on employees who are late above the reasonable limit set by the company. In addition, it can be done by giving appreciation to employees who can work

very obediently, such as an attendance bonus program for employees who can show discipline with total attendance on time in a month. In order to improve employee discipline following the direction of project leaders, it is also necessary to evaluate the existing leadership style and train project leaders to have a good leadership spirit to direct their subordinates not only to command but to be able to nurture and be wise. Management also needs to conduct discussions and evaluations with employees regarding disciplinary actions that are considered appropriate and can be implemented in the company to instill a strong desire in employees to always be disciplined and be willing to do a good job.

Effect of Organizational Climate on Employee Performance at PT Tunas Jaya Sanur Group.

The better the organizational climate, the more employee performance will increase. Organizational Climate refers to employees' perceptions, feelings and attitudes about the organization's essential elements that reflect the organizational culture's norms, values and attitudes that positively or negatively influence individual behavior. In this study, the organizational Climate created at PT Tunas Jaya Sanur Group can directly impact employee performance. The creation of an increasingly positive work climate will improve employee performance. This is evident from the descriptive analysis that the average employee perception of the organizational Climate in the company is good, with an average of 4.05. The organizational climate indicator with the highest value is the willingness of employees to be responsible for their work, so this will create a mutually supportive climate, and ultimately, the performance of individual employees will increase. This can happen because the organizational Climate is a situation that occurs continuously and will provide intervention to employees in every action in completing work. Organizational Climate, a set of characteristics or properties of the organization, will encourage employees to interact with each other, establish cooperation between parts, and minimize obstacles in the organization to make it easier for employees to produce maximum performance. Through the interaction process, organizational members examine the existence of trust, support, or openness to decisions made by organizational members to carry out work effectively and creatively, bind themselves to the organization, seize opportunities in the organization enthusiastically, and offer innovative ideas for organizational improvement. This is by the results of research conducted by Martini and Putra et al. (2019), Goh et al. (2020), Pratama and Pasaribu (2020), Pradesa et al. (2021), and Dharmanegara et al. (2022) have found that organizational Climate has a positive and significant effect on employee performance. A favorable climate will also need to be improved by evaluating the ongoing organizational climate first and then considering things that need to be done, such as creating a comfortable work environment. A positive organizational climate can also be built with employee autonomy. It encourages employees to be more responsible for work by trying to think independently, having clear guidelines regarding their roles and responsibilities, and finding solutions to conflicts. Another strategy is to build harmonious relationships vertically and horizontally to support the communication created in the organization.

The Effect of Organizational Climate on Job Satisfaction at PT Tunas Jaya Sanur Group.

The better the organizational climate, the more employee job satisfaction will increase. Organizational Climate is the quality of the organization's internal environment that takes place continuously, so it dramatically impacts employees' intense behavior and attitudes toward their environment. At PT Tunas Jaya Sanur Group, it is proven that an increasingly positive organizational climate will increase job satisfaction (Bangkara et al., 2023). It is evident from the analysis that the organizational climate and employee job satisfaction in the company are in a suitable category. So, when management wants job satisfaction from employees, it is necessary to create a positive climate in the organizational environment. One of them is giving responsibility to

employees who will provide opportunities for employees to build a conducive situation so that, in the end, the situation can create a positive climate that surrounds employees to bring up positive feelings in employees in the form of job satisfaction. A positive organizational climate will be why employees are encouraged to act according to their work environment (Eriandani, 2022). The organizational climate in each company will be different and will usually leave perceptions in employees' minds towards the management of their work unit. This relates to the employee's perception of himself and the effectiveness of other colleagues in carrying out work and tasks and towards the company, which is the reason that encourages employees to determine their attitude towards positive behavior in the organization, which creates a feeling of pleasure in the minds of employees. This is in line with the research of Pecino et al. (2019), Abedikooski et al. (2021), Ripoll et al. (2021), Khun et al. (2021), and Fischer & Riedl (2022), which stated that organizational climate has a positive and significant effect on job satisfaction. This can be done by allowing employees to rest on time, building smooth communication, and building positive thoughts in all employees by praying first or chanting company yells to raise morale. Good relationships can be built by doing activities outside the office, such as outings, that can build closer relationships between employees, impacting their relationships when doing work. Employees also need to be invited to participate in decision-making by providing opportunities for employees to criticize management and make suggestions either openly through large meetings or privately through Human Resources Management (HRM) or email messages.

Job Satisfaction to Employee Performance at PT Tunas Jaya Sanur Group. The better job satisfaction felt by employees will improve employee performance. Job satisfaction has broad aspects, not only from the physical aspect of the job itself but from the non-physical side. Job satisfaction is related to the physicality of carrying out their job duties and the conditions of their work environment, and it is also related to their interactions with their coworkers and the relationship system between them. In addition, job satisfaction is also related to the prospect of his job, whether it provides hope for development or not. This study shows that at PT Tunas Jaya Sanur Group, increased employee job satisfaction is in line with improved employee performance. Based on the results of descriptive analysis, the company's employee satisfaction level is in a suitable category.

The highest indicator in encouraging employee performance is satisfaction with his job, so the suitability of the job with educational background and experience needs to be considered. This explains that satisfaction within the employee as a positive perception will encourage the employee to work better. Job satisfaction describes a positive thing that is felt around work due to an evaluation of job characteristics. The positive feelings that arise among employees are a solid reason to create intense participation in positive behavior in the organization so that more satisfied employees will increase employee performance. This is in line with the results of research conducted by Lusigita (2017), Pratama and Pasaribu (2020), Kurniawati et al. (2021), Ngweny & Pelsler (2020), and Bayona et al. (2020) stated that job satisfaction has a positive and significant effect on employee performance. Satisfaction is the goal of everyone who works, so management needs to pay more attention to what is expected of employees. This can be done by ensuring the suitability of the background with the position to be charged when recruiting and placing work. Management also needs to evaluate employee performance by assessing the suitability of the workload with the salary given to employees. Job evaluation can also provide better career opportunities for employees. Management is also expected to evaluate the leadership style applied by training leadership skills to better direct employees. The project head or leader must also be selected properly and correctly so that the selected leader can appropriately supervise his subordinates. The physical environment

in the project also needs to be considered in supporting employee job satisfaction, which can be done by making regulations regarding workplace cleanliness and safety, constantly checking periodically related to the tools used, providing excellent and supportive work tools, and management needs to mitigate internal and external environmental risks.

Job Satisfaction Mediates the Effect of Work Discipline on Employee Performance at PT. Tunas Jaya Sanur Group. Job satisfaction partially mediates the relationship between discipline and performance. This can be seen from the relationship between discipline and performance, which is significant directly, and the indirect relationship between discipline and performance through job satisfaction. This means that better discipline will increase job satisfaction in employees, which in turn encourages employees to produce better performance; on the other hand, job satisfaction functions as a partial mediator where which explains that there are still other constructs that also have a role in improving performance but are not analyzed in this study. Discipline is essential for companies; it is a tool managers use to communicate with employees so that employees are willing to change their behavior to align with company goals (Karsten et al., 2024). Discipline aims to ensure compliance with regulations, ensure a condition so that employees can carry out their work properly and responsibly, ensure that company facilities and infrastructure are used and maintained correctly, respond to employee participation to increase their job satisfaction and ultimately result in high work productivity by company expectations. At PT Tunas Jaya Sanur Group, employee satisfaction with the discipline made by the company is very necessary because the rules made by the company are expected not to be restrictive so that employees will voluntarily act disciplined and will ultimately improve their performance. This aligns with the research of Sudiarditha et al. (2019) and Sabirin & Ilham (2020), who stated an indirect relationship between work discipline and employee performance through job satisfaction.

Job Satisfaction Mediates the Effect of Organizational Climate on Employee Performance at PT. Tunas Jaya Sanur Group. Job satisfaction partially mediates the relationship between organizational climate and performance. This can be seen from the relationship between satisfaction and performance, which is significant directly, and the indirect relationship between job satisfaction and performance through job satisfaction, which is also significant. This means that the better the organizational ClimateClimate created in the organization will increase job satisfaction among employees, which in turn supports employees to produce better performance; on the other hand, job satisfaction functions as a partial mediation where this explains that it is still possible that other constructs have a role in improving performance but are not analyzed in this research. Performance cannot stand alone; it relates to job satisfaction and organizational climate. The organization's success depends on employee performance, efficiency, honesty, diligence, and integrity. At PT Tunas Jaya Sanur, job satisfaction with the organizational ClimateClimate is necessary because when employees feel optimistic about their work environment, it will encourage them to work better. Employee job satisfaction can be seen through the atmosphere and work environment. Satisfaction with what is received will encourage employees to work more optimally, which will impact the employees' work results. Employees will try their best to complete their tasks well when someone is satisfied with their working conditions. This is in line with the results of research by Pratama and Pasaribu (2020) and Megawaty et al. (2022), which stated that there is an indirect relationship between work climate and employee performance through job satisfaction.

CONCLUSION

The complexity of operational activities in the construction sector requires companies to focus more on human resource assets to facilitate achieving organizational goals. The performance of



individual organizations is essential to consider when factors affect the amount of individual motivation in doing something, namely motivational factors and maintenance factors. The study results found that work discipline has a negative and insignificant effect on employee performance at PT Tunas Jaya Sanur Group. Work discipline has a significant positive effect on the job satisfaction of PT Tunas Jaya Sanur Group employees. Organizational ClimateClimate has a significant positive effect on PT Tunas Jaya Sanur Group employees' performance. Organizational ClimateClimate significantly positively affects employees' job satisfaction at PT Tunas Jaya Sanur Group. Job satisfaction has a significant positive effect on the performance of PT Tunas Jaya Sanur Group employees. Job satisfaction acts as a partial mediation in the relationship between work discipline and employee performance of PT Tunas Jaya Sanur Group. Job satisfaction is a partial mediator in the relationship between organizational climate and employee performance of PT. Tunas Jaya Sanur Group.

To improve employee performance, management is expected to be able to repeatedly communicate regulations that can reduce tardiness by providing attendance bonuses to employees who are complete in a month and attending on time. In addition, management can conduct discussions and evaluations together with employees regarding disciplinary actions that are considered appropriate and can be implemented in the company. In addition, it is recommended that the work environment be improved by evaluating the ongoing organizational ClimateClimate first and then providing support for the physical environment in the form of comfortable environmental conditions or sound equipment. In addition, it can encourage employee autonomy so that employees are willing to be more responsible for work by encouraging employees to think independently and have clear guidelines regarding their roles and responsibilities. Another strategy is to build harmonious relationships vertically and horizontally to support the communication created in the organization. Evaluate employee performance by assessing the suitability of the workload with the salary given to employees. Job evaluation can also provide better career opportunities for employees. Management is also expected to evaluate the leadership style applied by training leadership skills to better direct employees.

The limitation of this study is that it cannot generalize the research results in other industries because the unique characteristics of other industries can change the set of factors that affect employee performance. So, suggestions for future research can be developed using factors other than work discipline and organizational climate to analyze variables that can affect job satisfaction and employee performance, such as payroll systems or leadership styles. In addition, Q2 in the research model is below 50 percent, which means that there is still a gap for further research to develop research models by adding other variables besides work discipline and organizational ClimateClimate or using mediating variables such as organizational commitment that indirectly affect work discipline and organizational ClimateClimate on employee performance. Future researchers can also develop research using different methods.

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