



Analysis of Work Discipline and Job Satisfaction on Productivity Mediated by Employee Engagement (Case Cargo Company)

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ABSTRACT

This study aims to understand the factors influencing employee performance in cargo companies. Descriptive methods were used to analyze Human Resources Management literature. Findings highlight the importance of employee engagement in enhancing productivity. Management should focus on job satisfaction, employee engagement, and organizational commitment. Measures like fostering an inclusive culture, providing career training, and offering fair compensation can help achieve optimal results.

1. INTRODUCTION

In today's competitive business landscape, productivity and employee performance are key determinants of an organization's success, especially in service industries like cargo companies, where operational efficiency and customer satisfaction hinge heavily on individual and team performance. To achieve optimal productivity levels, companies need to pay attention to factors influencing employee performance, such as work discipline and job satisfaction. Additionally, in recent years, the concept of employee engagement has emerged as a mediating factor in the relationship between work discipline, job satisfaction, and employee productivity. Therefore, analyzing the relationship between work discipline and job satisfaction on productivity mediated by employee engagement is crucial in the context of cargo companies.

It is essential for cargo companies to understand the relationship between work discipline, job satisfaction, and employee productivity. Strong work discipline ensures that employees adhere to operational procedures and quality standards set by the company, which, in turn, can enhance operational efficiency and reduce errors in the cargo delivery process. On the other hand, employee job satisfaction plays a crucial role in motivating them to achieve optimal performance. Employees who are satisfied with their jobs tend to be more committed and dedicated to carrying out their tasks.

The current phenomenon in the cargo industry emphasizes the priority of timely and efficient delivery. However, internal challenges like lack of work discipline among employees

often disrupt workflow and decrease productivity. Conversely, employee job satisfaction plays a crucial role in influencing their performance. Satisfied employees tend to be more motivated and high-performing. However, it's essential to note that job satisfaction is influenced not only by internal company factors but also by the work environment and company policies. Additionally, employee engagement, reflecting their commitment and motivation toward work and the organization, can serve as a mediating factor strengthening the relationship between work discipline, job satisfaction, and productivity.

The issue arising from this phenomenon is how to enhance employee productivity in cargo companies while considering factors like work discipline and job satisfaction. Moreover, understanding the role of employee engagement as a mediator in the relationship between work discipline, job satisfaction, and productivity is crucial for developing effective strategies to improve employee performance. Thus, the main problem to be investigated in this research is how work discipline and job satisfaction influence employee productivity in cargo companies, considering the mediating role of employee engagement.

If employee engagement proves to be a significant mediator between work discipline, job satisfaction, and productivity, companies can prioritize initiatives designed to strengthen employee engagement. This may involve training and development programs emphasizing the importance of individual roles in achieving organizational goals or creating a work culture that supports collaboration and active employee participation in decision-making. The research aims to provide a deeper understanding of factors influencing employee performance in cargo companies and their practical implications for HR management and operational strategies.

2. LITERATURE REVIEW

Work Discipline

Work discipline is a concept that reflects the level of seriousness, obedience, and consistency of employees in performing tasks and adhering to rules, procedures, and standards set by the company. It encompasses aspects such as punctuality, attendance, commitment to work, responsibility, and work ethics. Employees with high levels of work discipline tend to be able to perform their tasks effectively and efficiently, contributing significantly to the goals and success of the organization. (Hellriegel and Slocum, 2010; Bugdol, 2018). Another definition also states that work discipline can be defined as the ability of individuals to control their behavior and carry out their tasks consistently, following the rules and procedures established by the company. This involves aspects such as responsibility, punctuality, compliance with regulations, and focus on achieving work objectives. (Thompson, 2017).

Another definition of work discipline suggests that it can also be interpreted as the mental attitude and behavior that demonstrate obedience, responsibility, and commitment of an individual towards their tasks in the workplace. This involves consistency in adhering to regulations, maintaining integrity, and efficiently managing time to achieve desired outcomes. (Cascio, 2015). Related research indicates that Employee Engagement suggests findings that support two statistical interaction effects. First, structural holes moderate diversity so that researchers with diverse networks are more productive when their networks also have less

redundant structures. Diversity and structural holes, when combined, further enhance the productivity of researchers. Second, seniority moderates diversity so that senior researchers are more productive than junior researchers in less diverse networks (Hayat, Dimitrova and Wellman, 2023). Another study by (Fitria, 2023) states the simultaneous significant influence of Work Discipline and Work Motivation on Work Productivity..

Job Satisfaction

Job satisfaction is the level of contentment or happiness an individual feels towards their job and work environment. It encompasses various aspects such as compensation, working conditions, relationships with colleagues, and opportunities for career development (Judge, Zhang and Glerum, 2020). Another definition also states that job satisfaction refers to the level of contentment or happiness an individual feels towards their job. It encompasses positive feelings towards the tasks performed, work environment, job conditions, as well as relationships with colleagues and superiors. (Hoff *et al.*, 2020). According to, job satisfaction is a psychological condition that arises from an individual's evaluation of their job and work environment. It is a subjective experience that can vary from one person to another and is influenced by various factors such as job characteristics, organizational culture, and personal expectations. Job satisfaction is often measured by assessing one's feelings about their job, including levels of happiness, fulfillment, and contentment (Penconek *et al.*, 2021).

Research related to this variable indicates that job satisfaction has a significant positive impact on employee work productivity. Studies consistently show that higher levels of job satisfaction are associated with higher work productivity, while lower levels of job satisfaction are associated with lower work productivity. (Imran, Majeed and Ayub, 2015; Tentama *et al.*, 2019). Other studies have also indicated that both organizational culture and job satisfaction collectively influence the work productivity of teachers at SMK Negeri 1 Bunga Mayang (Komariah, Lian and Putra, 2021).

Employee Engagement

Employee engagement is the condition where employees feel emotionally, mentally, and physically involved in their work as well as in the overall goals and values of the organization. It encompasses the level of engagement, motivation, commitment, and dedication demonstrated by employees towards their work and the company (Byrne, 2022). Employee engagement is defined as the level of emotional attachment and motivation that employees have towards their work and the organization they work for. This includes a sense of ownership over their tasks and responsibilities, as well as a desire to contribute positively to the company's success. Engaged employees tend to have higher levels of performance, enthusiasm, and commitment to their organization's goals. (Saks, 2022).

Another definition related to cargo companies states a positive relationship between employees and the organization they work for, reflected in the level of commitment, dedication, and emotional attachment they demonstrate towards their jobs and the company's vision. This includes employees feeling aligned with the organization's goals, as well as feeling valued, supported, and empowered to contribute maximally to the company's success (Baran and Sypniewska, 2020). Related research suggests guidelines for policymakers and top-level management of higher education commissions to enhance knowledge and skills in Human Resource Development (HRD) and Employee Development (ED) within organizations. (Abdelwahed and Doghan, 2023).

Productivity

Productivity refers to the level of efficiency in producing outcomes or outputs using available resources. It involves measuring the amount of goods or services produced in a specific period compared to the amount of resources used to produce them. Productivity can also be defined as the ability to generate desired outcomes or outputs efficiently, using available resources optimally. This includes efficiency in utilizing time, labor, materials, and technology to achieve established goals. (Palange and Dhattrak, 2021). Productivity can also be understood as a measure of efficiency or the level of output produced per unit of input used in a specific production process or activity. It involves comparing the outcomes produced with the resources utilized, such as time, energy, labor, or capital (Dieppe, 2021).

Research related to this variable indicates an increase in the average efficiency of ports from around 51% (pre-conception) to approximately 60% (post-conception). There has been an improvement in cargo throughput, vessel turnaround time, and cargo handling equipment. Despite this improvement, challenges such as a shortage of skilled labor, inadequate infrastructure, congestion, and operational bottlenecks still persist. (Ugboma and Oyesiku, 2021). Research regarding this variable suggests an enhancement in the average efficiency of ports, rising from about 51% before conception to roughly 60% after conception. This improvement manifests in increased cargo throughput, quicker vessel turnaround times, and upgraded cargo handling equipment. However, challenges persist, including a shortage of skilled labor, insufficient infrastructure, congestion, and operational bottlenecks (Ugboma and Oyesiku, 2021).

3. RESEARCH METHODS

In this literature review, the researcher employed a descriptive research method to systematically describe and analyze theories, models, and approaches used in the field of Human Resources Management. The research began with identifying relevant literature sources such as journal articles, books, and related research reports. A comprehensive literature review was then conducted to understand various approaches in Human Resources Management. Subsequently, the researcher identified trends, patterns, and recent developments in Human Resources Management. The ultimate goal of this descriptive research method is to provide a

comprehensive overview of effective approaches in addressing the digital market and navigating its dynamic environment. This method enables researchers to summarize and make recommendations based on a thorough understanding of existing literature.

5. ANALYSIS AND DISCUSSION

Implementation Work Discipline on Productivity

Study Result from (Samaniego *et al.*, 2023) Institutions are encouraged to consider changing the way payment analyses are conducted and advocate for the inclusion of explicit modeling of the scientific performance-compensation relationship as part of routine pay equity analyses. Other studies also state that leadership behavior does not influence work productivity, whereas job skills and achievement motivation do. However, work discipline does not have a direct impact on work productivity. Nonetheless, moderating work discipline can enhance the influence of leadership behavior and job skills on work productivity, while it may reduce the effect of achievement motivation on work productivity (Indrawati, 2023). Another study suggests that enhancing job analysis, work discipline, and workload management can positively impact employee performance. The implication of this research is that companies should prioritize job analysis, work discipline, and workload management for employees to enhance overall performance and productivity. (Jannah and Sumartik, 2023).

Another study indicates that job training, work discipline, and work motivation have a positive and significant impact on work productivity (Fauzan, 2023). Studi result from (Arulan, Imanuullah and Sabri, 2023) One study states that compensation, work discipline, and motivation collectively influence employee productivity in the SME Cooperative Department in Pekanbaru City. Another research finding suggests that work discipline also partially affects employee productivity in the Regional Financial and Asset Body of Cirebon District. (Armawan and Herlina, 2023).

Implementation Job Satisfaction on Productivity

The study results indicate that job satisfaction has a significant positive impact on employee productivity. Consistently, research shows that higher job satisfaction is associated with higher work productivity, while lower job satisfaction is linked to lower work productivity. (Chinedum, 2023; Cima, Gîgă and Călin, 2023). Another study indicates a positive relationship between job satisfaction and employee performance, as well as between work productivity and employee performance. Additionally, job satisfaction and work productivity together also have a positive effect on employee performance. (Selti, Todingbua and Lambe, 2024). Other study result from (Priyadarshi *et al.*, 2022) It states that there is a positive influence between job satisfaction and productivity.

Another study indicates that among educational teachers in the city of Yasouj, there is a significant positive correlation between psychological climate and productivity and job satisfaction. (Parsakia *et al.*, 2022). Another study suggests that compensation plays a crucial and positive role in employee productivity, while job satisfaction also significantly impacts employee productivity. Recommendations include maintaining compensation through employee welfare programs with incentives. Additionally, companies can enhance employee well-being by adding amenities such as rest areas and places of worship, which can foster job satisfaction and increase employee productivity. Satisfied employees are highly encouraged to work more productively (Sitorus and Hidayat, 2023).

Another study indicates that Corporate Social Responsibility (CSR) strategies effectively strengthen job satisfaction, even in high-productivity stores. (Castaldo, Ciacci and Penco, 2023). Another study also states that the positive impact of appropriate building characteristics on health, satisfaction, and productivity exists. However, the correlation between these impacts is still not fully understood. Data on the economic costs and benefits of healthy workplace characteristics are limited, mostly associated with reduced sick leave (Voordt and Jensen, 2023).

Implementation Employee Engagement on Productivity as Mediating

The research findings indicate that employee engagement plays a crucial role in enhancing productivity within an organization. Consistently, studies have shown that employee engagement is a significant predictor of productivity, with a positive correlation between these two variables. (Sokrat, 2020; Andriani, Hermawan and Rini, 2023). Another study also states that the concept of employee engagement refers to a state where individuals are fully involved and committed to their work both emotionally, cognitively, and behaviorally. This encompasses various aspects such as job satisfaction, work engagement, and organizational commitment. Employee engagement is often regarded as a key driver of productivity, as it fosters a sense of purpose, motivation, and enthusiasm among employees (Jeevitha, 2015; Widarmanti, Prasetyo and Saragih, 2022).

Another study indicates that employee engagement has a direct impact on productivity, with research showing that engaged employees tend to be more productive, efficient, and effective in their work. (Panda, Sinha and Jain, 2021; Reddy and Prakash, 2024). Another study suggests that employee engagement acts as a mediator in the relationship between various organizational factors and productivity. For instance, research has indicated that employee engagement serves as a mediator between job satisfaction and productivity, highlighting that job satisfaction is a key driver of employee engagement, which in turn influences productivity (Quraishi and Sadath, 2024; sherif abdou, 2024).

Discussion

Implementation Work Discipline on Productivity

From the researcher's perspective, findings from various studies indicate that the implementation of work discipline plays a crucial role in enhancing employee productivity across different types of organizations. These studies provide a deeper understanding of how factors such as training, motivation, and compensation can interact with work discipline to influence employee productivity. Additionally, the findings also underscore the importance of managing work discipline as part of human resource management strategies. This includes the need for companies to provide adequate training to employees, foster high levels of work motivation, and ensure the implementation of fair and transparent compensation systems.

From the researcher's standpoint, the emphasis on work discipline also suggests that a consistent and professional work culture can significantly contribute to the overall performance of an organization. Therefore, researchers may recommend to company management to pay attention to the implementation of policies and practices that support good work discipline. Additionally, the findings from these studies can provide valuable insights for practitioners and decision-makers in managing employees and enhancing organizational productivity. By understanding the relationship between work discipline, motivation, compensation, and productivity, organizational leaders can design more effective strategies to achieve their business goals.

Implementation Job Satisfaction on Productivity

From the findings presented in the studies, it is evident that job satisfaction plays a crucial role in enhancing employee productivity across various organizational contexts. These findings consistently indicate that higher levels of job satisfaction are positively correlated with higher work productivity, while lower levels of job satisfaction are negatively correlated with lower work productivity. The research also highlights that job satisfaction not only has a direct impact on employee productivity but can also moderate the relationship between other factors such as compensation, psychological climate, and CSR strategies with productivity. This suggests that job satisfaction can serve as a mediator or moderator in the relationship between these variables and employee productivity.

Furthermore, the findings indicating that compensation and CSR strategies also positively impact employee job satisfaction and productivity underscore the importance of holistic human resource management in creating an adequate work environment. This includes the significance of providing fair compensation and adequate welfare programs for employees, as well as implementing effective corporate social responsibility practices. Additionally, the research results also highlight that building characteristics conducive to employee health and satisfaction can also contribute to employee productivity. This suggests that the physical workplace environment can also play a crucial role in creating conditions that support employee well-being and productivity.

Overall, these findings provide valuable insights for company management in designing strategies and policies aimed at enhancing employee job satisfaction and productivity. By considering factors such as compensation, psychological climate, CSR strategies, and the physical workplace environment, companies can create conditions that support the well-being and performance of employees as a whole.

Implementation Employee Engagement on Productivity as Mediating

From the presented research findings, it's evident that employee engagement plays a crucial role in enhancing productivity within an organization. These findings indicate that employee engagement not only has a direct impact on productivity but also serves as a mediator or intermediary in the relationship between certain organizational factors and employee productivity. The concept of employee engagement encompasses aspects such as job satisfaction, work engagement, and organizational commitment and is often considered a primary driver of productivity because it fosters a sense of purpose, motivation, and enthusiasm among employees. These findings provide valuable insights for company management in designing strategies and policies aimed at enhancing employee engagement, which is expected to strengthen overall employee productivity. Additionally, the research also highlights that employee engagement acts as a mediator in the relationship between certain organizational factors, such as job satisfaction, and employee productivity. This suggests that job satisfaction can influence employee engagement, which in turn can affect employee productivity. Therefore, company management needs to pay attention to factors that can influence the level of employee engagement, including job satisfaction, to enhance overall employee productivity.

6. CONCLUSION AND SUGGESTION

Implementation of employee engagement significantly impacts company productivity. Management needs to focus on job satisfaction, work engagement, and organizational commitment to enhance employee engagement. Companies should create a supportive work environment and strengthen a culture and employee-oriented work system. With these measures, it's expected that companies can achieve optimal results in the long run. Cargo companies need to focus on employee engagement to enhance productivity. They should build an inclusive culture, provide career training, and offer fair compensation. Open communication and recognition of employee achievements are also crucial. With these steps, companies can achieve higher productivity.

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