

## Analysis Of Employee's Satisfaction Sub-District Office In The South Nias Regency

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**Abstract:** This study aims to seek the influence of independent variables on the dependent variable through an intermediate variable. Analyzing data through path analysis using Partial Least Square (PLS) with single-mediator. Processing data using Warp PLS 5.0 software. Respondents of this study were employees at the Sub-District Office (Maniamolo, Amandraya, O'ou) who were neighbors and were in the South Nias Regency, around 61 people. The result of the study showed that the Partners' Support has a positive effect on discipline because coworkers are a source of inspiration for employees to learn, imitate their coworkers for discipline. The support of coworkers has a positive effect on job satisfaction because coworkers are able to make employees comfortable, at home and love their jobs. Discipline has a positive effect on job satisfaction because employees' efforts to become disciplines are supported by their colleagues. The support of coworkers has a positive effect on job satisfaction mediated by discipline because a colleague who applies discipline will encourage other employees to be disciplined. Hence, all employees are able to be disciplined, employees will have job satisfaction.

**Keywords:** Co-worker Support, Discipline, Job Satisfaction.

### INTRODUCTION

Service is a word that is almost never unheard of every day. Starting from the market to offices, it is needed from the children to the elderly. Service is like something that is absolutely needed by all levels of society in this world. Even every role in the services, government, and other sectors competes to provide excellent service for customers or the public. This is done for the service providers get recognition and are constantly asked to be served. While service recipients feel satisfied, cared for, valued, respected for receiving good service. Government agencies such as sub-district offices can also be considered as service provider organizations for the community. The sub-district office is the frontline as a service provider at the sub-district and even rural levels. Many correspondences, administrations, and various other interests in the social field, even cooperation between government and non-government institutions carried out by the sub-district office. All this is done to the community in the work area of the sub-district office feels good service, and helps the community in carrying out their daily activities or other activities, both concerning personal, business, development, and the general public.

Talking about employees, this is inseparable from job satisfaction. Job satisfaction can come from within a person (expecting, wanting, and trying to make it happen) or from outside the individual (the presence of stimulus, a good appearance, and a pleasant atmosphere). Job satisfaction is a multidimensional concept that consists of personality characteristics and environmental factors (Roelen *et al.*, 2008). Therefore, it is very

important to develop and ensure employee job satisfaction to benefit individuals and organizations (Munir and Rahman, 2016). Why is job satisfaction profitable? If an individual has job satisfaction, then the individual will feel working without burdens because he/ she loves his/ her job. In addition, people who have satisfaction will feel at home working so the organization does not have to bother looking for a substitute for individuals who choose to leave or stop working. Some researchers like Matthiesen, Pratkanis and Turner and Spector, argued that job satisfaction has been considered important for two reasons. The first is that job satisfaction is considered an indicator of an employee's psychological or mental health. In addition, there is reason to believe that workers who are not happy more than that are often unhappy people. Second, job satisfaction influences behavior triggers the assumption that job satisfaction often motivates employees and, as a result, positively influences performance (Olaniyan and Hystad, 2016).

It can be assumed that job satisfaction is very important for every employee to have. As explained above, personality traits will change or make individuals more diligent / diligent, at home, and will even work more seriously about feeling happy and proud of their abilities. In addition, environmental factors play an important role in helping employees have job satisfaction. One of the factors in question is the support of coworkers. According to Sedarmayanti, the non-physical work environment is all the conditions that occur that are related to work relationships, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates (Norianggono *et al.*, 2014). For example, a colleague who works with an employee who is very enthusiastic at work, or truly absorbed in his/her duties, it can imitate the enthusiasm and absorption of employees. Mathieu *et al* argued that co-workers depend on each other to complete their tasks. Team work requires frequent interaction between fellow workers, such as giving advice or motivating each other (Brummelhuis *et al.*, 2010). The size, a little, the support of colleagues will help an employee to work, both positive and negative. Of course all parties agree when the support of co-workers will provide a 'moral injection' for an employee to behave in a positive direction. The employee relations with coworkers and supervisors will improve the psychological meaning and involvement of employees in the workplace. The relationships will increase friendship and a sense of belonging that increases psychological meaning (Ariani, 2015). Some experts such as Dutton, Frost, Worline, Lilius & Kanov, Wilson, agreed that the title or compassion is shown by coworkers can strengthen the emotional connection in workplace and increase the ability of people to function as productive employees (Lilius *et al.*, 2008). When among fellow employees support each other to support each other as co-workers, it will help the organization to engage in good activities supported by a climate of good co-workers among fellow co-workers who support each other.

For some reasons of support from coworkers, an employee has job satisfaction, then the support of coworkers is also able to make an employee disciplined. Discipline of a term that is seen as a large employee is easy to remember even often delivered everywhere in various occasions, because discipline is very important, but in reality it is very difficult to implement. Positive discipline helps employees to be neat, more diligent, and stay focused on achieving organizational goals. Another thing is that the discipline directs the individual to comply with the rules or procedures specified. Whereas a pessimist will consider discipline as pressure, coercion, and scourge that is difficult to do.

Discipline should be used as a needed or anticipated or desired need to be implemented not as a burdensome obligation. Therefore, everyone who applies discipline will feel comfortable with his/ her discipline which has become a daily routine, rather than making it uncomfortable and disturbed. Self-discipline is one of the common personality attributes in addition to self-esteem (Gollwitzer and Oettingen, 2008). Moreover, it is not surprising that in various workplaces, discipline is used as an indicator of evaluation or as a reason and consideration for employers to determine and decide on choices, especially if concerning promotion, or filling in one of the strategic positions.

Sub-district office employees are workers who work in government institutions also need job satisfaction, they need to strive to work as much as possible in providing good service to the community in the administrative area. This has become a kind of challenge that must be conquered in order to get job satisfaction. In fact, many employees seem not to work as a team, working alone because they are busy with their respective activities, they do not give support to their colleagues. This kind of thing can trigger disciplinary action because it might be assumed that omission can be called reasonable. No one cares to commemorate or just remind employees who are negligent and work wrongly. Employees should pay attention by helping, reminding, even giving advice to their colleagues because the support of colleagues is expected to help employees behave better than before and imitate their colleagues who work well and discipline. Common things are found, where employees will be identified if they have job satisfaction. As if employees need to get stimulus, good work, comfort and other fun things to apply discipline. It means having job satisfaction first, so discipline applies. In this situation, employees are challenged to be able to apply inversely than usual. Employees need to make discipline a way or reason to achieve job satisfaction. Guided by the background review above, the authors are interested in researching the Discipline of Mediating Support from Colleagues and Employee Satisfaction at District Offices in South Nias. Then the topic to be examined is the Analysis of Job Satisfaction at District Office Officers in South Nias.

## THEORETICAL REVIEW

**Coworker Support.** A co-worker is a person or several people who consciously work with other workers on a work team, one field or part of work, and in one same organization and are willing to cooperate with other workers in completing a mission or task or burden certain work or operations or other matters related to their work. Working within government agencies requires teamwork between employees and cross positions to support the administration of a government that is successful in providing good service to the community. Co-worker support may largely be a reflection of the relationship between coworkers, providing daily contact with fellow employees, support from coworkers can also contribute substantially to an assumption that overall as a place to care for work (Shanock *et al.*, 2012). Working together with colleagues is a good experience to improve work ability.

The presence of coworkers as part of the pumping spirits to compete to work well. When the associate is smart, or clever, and expert in working in a particular field, it will spur an individual to get involved in a particular job, because an employee can argue if he/she is having difficulties there will be another party who will help him/her. The

relationship of employees or employees with colleagues and supervisors or supervisors will improve the psychological meaning and involvement of employees in the workplace (Ariani, 2015). This means that an employee feels involved and wants to get involved in a job, even though the job is very difficult or not challenging. But the presence of co-workers, makes the employee want to work and be motivated to work with good result because they think they are supported by colleagues. This is in line with the statement on the manager (boss) and coworkers provide support, then the perceptions of subordinates and colleagues on their work, become competent in their work, the possibility that their work will experience an increase in work outcomes (Jungert, 2012).

To measure the variable support of coworkers, using the Perceived Coworker Support Scale which consists of two indicators namely:

Affective Supports. (1. Your coworkers really care about you; 2. You feel close to your coworkers; 3. Your coworkers take personal interest in you; 4. You feel appreciated by your coworkers; 5. Your coworkers are friendly to you) While for the second indicator, Instrumental support (1. Your coworkers will fill in while you're absent; 2. Your coworkers are helpful in getting your job done; 3. Your coworkers give useful advice on job problems; 4. Your coworkers assist with unusual work problems; 5. Your coworkers will pitch in and help (Kopp and Lauren R, 2013).

**Discipline.** Discipline is a concept that organizes and trains the awareness of employees to behave, to have good attitude, and act according to the rules stipulated in a particular area of work, so that employees work regularly, neatly, smoothly and strive to avoid negligence, mistakes, and loss of work. As public servants, sub-district office employees must have good discipline. Because their presence is considered as a role model in the midst of society whose behavior is often highlighted and monitored (both at work and outside the office during working hours) by the wider community, because they are considered as public figure that needs to be judged and if necessary imitated his/her attitude and behavior. Today a lot of criticism is directed at sub-district office employees who are considered often ignoring aspects of discipline in work, one of which is disciplinary violations. Discipline as a matter of concern in the implementation of bureaucratic reform. Whereas bureaucratic reform is carried out in order to realize good governance (Triyono *et al.*, 2013).

To measure disciplinary variables, indicators of assessment of research variables and statement items are needed. The following are indicators of discipline based on the type of discipline theory, (Duha, 2018), namely:

1. Discipline in Time, a discipline based on the attitude of employees in optimizing and managing the use of time.

The items in the statement on the questionnaire consist of: not late; go home when working hours end; still present at work when working hours (indoor and outdoor); do not delay and stall or speed up work time work; not enter the workplace without clear reasons; Not entering or coming to the office for no apparent reason.

2. Discipline in Procedure, discipline that refers to the rules and regulations set by the organization.

The items in the statement on the questionnaire consists of: working in accordance with the task, principal, and function (tupoksi); work at a place or position that is determined or does not take the work authority of others; feel ashamed when making a work mistake; do not add or reduce or replace work materials without permission

from superiors and without consent (oral and written) from the parties concerned, submission of work reports on time.

3. Discipline uses Attributes, a discipline that is based on the use of frills and work equipment that is uniform and consistent is used every day.  
Items in the statement on questionnaires consist of: wearing uniforms (if any) according to organizational standards and culture; wear identification; use work safety devices (if needed); do not use official vehicles outside working hours; not 'robbing' inventory or company property.
4. Discipline of Correction, a discipline that leads to awareness of complying with various rules and correcting procedural errors.  
The items in the statement on the questionnaire consists of: careful work (not underestimating), always trying to avoid potential errors; coordinate between lines, sections and between levels of work in order to avoid misunderstandings and overlapping attitudes of work; evaluating the end of duty or mission; fast and responsive in solving problems and errors in the work); willing to undergo punishment and sanctions received (if any) consciously and sportively.

**Job satisfaction.** Job satisfaction is something abstract and needs to be achieved by those who expect it. Job satisfaction is needed and expected by employees, both volunteers and permanent workers (Lewig *et al.*, 2007). Perhaps, voluntary energy can be considered as casual daily workers, honorary workers, contract employees, or other terms. While the workforce is still considered as a worker who has a fixed salary table every month and gets the opportunity to increase income regularly, get benefits or incentives, have the opportunity to occupy structural and strategic positions (if appropriate and needed) and have permanent status in a workplace. Job satisfaction can come on its own according to work conditions and the impact of the dynamics that occur in the work, but can also be fought for by being expected to exist first. But job satisfaction cannot be made up, because job satisfaction involves attitudes and feelings that are expressed honestly and objectively. Weiss defined that job satisfaction as an attitude, which is an evaluative assessment of both positive and negative at work or situation in the work (O'Meara *et al.*, 2014). While Cable and De Rue argued that job satisfaction is something that is often associated with finding a person's suitability, is a phenomenon of conformity between individuals and their work (Gambrell *et al.*, 2011). So, it can be said, job satisfaction will be obtained if an individual (employee, employee, or other terms for workers) feels suitable with his job and is able to carry out his work routine diligently. Therefore satisfaction is an expression of feeling happy, having a positive attitude, and acting right with whatever he does because he likes his job.

To measure the variable job satisfaction, it needs indicators of assessment of research variables and statement items Job satisfaction is measured by 5 factors based on the Job Description Index (JDI), namely: The Job In general, as the job itself, Supervisor / supervisor, Salary or Payments or salaries, Colleagues or coworkers, and Opportunities for promotions or promotional opportunities (Giannouli, 2017). Each indicator contains 4 items of statement items.

**Effect of Coworker Support on Job Satisfaction.** According to Razak et al "The work environment is comfortable, flexible, and gets social support from management and coworkers will increase employees to work harmoniously, reduce stress and conflict"

(Rozak *et al.*, 2016). Here it can be seen that the role of coworkers is very helpful in reducing conflict. The conflict is identical to indiscipline. Strong support from coworkers and supervisors relieves employee stress, which increases job satisfaction and performance and then reduces presenteeism in companies and organizations (Yang *et al.*, 2016).

**Effect of Coworker Support on Job Satisfaction.** Partner support will have a positive relationship with job satisfaction and negative relationships with work stress and intention to quit (Bateman, 2009). The presence of coworkers gives the impression that fellow employees are able to integrate themselves with their work, because their co-workers are capable so they should also be able to. If an employee has difficulty working, has a work deadlock, if he only relies on himself or herself and is unable to solve it, then he/she will lose his/her mind and have an impact on working difficulties, and can cause stress. While the opinions of experts such as Erickson, Wharton, and Pugliesi, stated that emotional labor negatively affects workers' perceptions of work stress, decreases job satisfaction, and increases distress (Belhassen and Shani, 2012). Whereas, Ducharme and Martin conducted a large-scale investigation on problems related to the problem of job satisfaction targeted by international service provider employees. The result of the study found that work group interaction factors and coworker support had a significant positive correlation with job satisfaction (Lin and Lin, 2011). The above is reinforced by the statements of some experts such as Beehr, Pollock, Whitbred, and Contractor who assume that employee job satisfaction can increase when co-workers actively support each other (Kopp and Lauren R, 2013).

**Effect of Discipline on Job Satisfaction.** Work discipline is very important at work! Work discipline can expedite the implementation of the work so that organizational goals can be achieved properly (Maryadi, 2012). Whereas a person who is able to help the organization achieve its goals will be proud of its ability and self, which encourage a person to have job satisfaction because the work atmosphere is such as a pleasant place. This is supported by the statement, job satisfaction can be concluded as what makes people want and like to work because they feel happy in doing their jobs. If the state of the organization is carried out by applying discipline then positively the work situation is good and can encourage employees to have job satisfaction. This is supported by the statement, it can be simply stated that satisfied employees prefer the work situation rather than dislike (Arifin, 2012). Job satisfaction can be concluded as what makes people want and like to work because they feel happy in doing their jobs. The existing work discipline is the most dominant factor so that the existing work discipline is increased so that what is expected by the employee can be carried out, the employee can get satisfaction in work, with satisfaction in working then the employee's work performance can increase (Rofi, 2012).

**Conceptual framework.** The conceptual framework in this study illustrates that several variables in this study have a direct influence and indirect influence between latent variables. X1 has an effect on X2, X1 has an effect on Y, X2 has an effect on Y. X1 has an effect on Y which is mediated by X2. Based on the information above, the influence between latent variables (both exogenous / causal variables and endogenous variables) is recursive (unidirectional, not reciprocal).

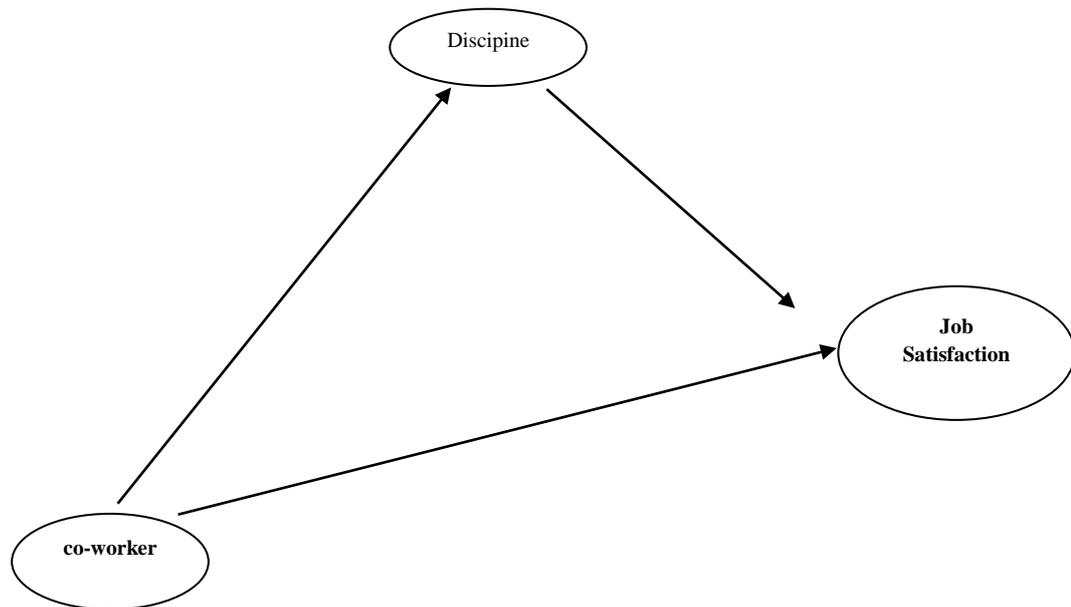


Figure 1. Research Conceptual Framework

**Research Hypothesis.** In this study there are several hypotheses that are tailored to the conceptual framework, namely:

1. Coworker Support significantly influences Discipline,
2. Partner Support significantly influences Job Satisfaction,
3. Discipline significantly affects Job Satisfaction,
4. Coworker Support significantly influences Job Satisfaction mediated by Discipline.

## METHODOLOGY

This research is designed to provide answers to existing hypotheses. This type of research is explanatory research. The population in this study was all sub-district office staff who worked in three neighboring sub-districts, namely Maniamolo District, Amandraya District, and O'ou District, all of which were located in the South Nias Regional Government. While the sample in this study used probability sampling techniques and chose a simple random sampling method (Sugiyono, 2016). Thus, the number of samples in this study was 72 people. In this study, all employees in the three sub-district offices above were sampled and termed as respondents.

The type of data in this study is primary data, which is data that when collected at the research location is data that has not been processed at all (raw data). Data sourced from questionnaires to all respondents as many as 72 people. While, only 61 employees were filled out the questionnaires. Data analysis method to get result in this study, data analysis was carried out through path analysis using Partial Least Square (PLS) with single-mediator. Processing data is using Warp PLS 5.0 software. About the number of samples based on the assumption, "The number of samples is 10 times the size of the most formative indicators used to measure 1 latent variable". (Sarwono and Narmawati, 2015). While the variable that has the most indicators is Job Satisfaction with 5 indicators ( $5 \times 10 = 50$ ). Thus the use of PLS to process data has met the requirements.

**The Result of Statistical Test**

**Tabel 1.** Path Coefficients and P Values

Variables ↓→	Path Coefficients			Variables ↓→	P Values		
	X1	X2	Y		X1	X2	Y
Support of co-worker (X1)				Support of co-worker (X1)			
Discipline (X2)	0,522			Discipline (X2)	< 0,001		
Job Satisfaction (Y)	0,500	0,185		Job Satisfaction (Y)	< 0,001	0,065	

Note: The numbers in the table are the result after the two indicators in the Discipline variable are deleted, while the numbers in the starred brackets in the description below are the result before the two Discipline variable indicators are deleted!

Source: Processed research data

Coworker Support has a positive and significant effect on Discipline because the path coefficient value is 0.522 (\* 0.545) and the amount of P value <0.05. Co-worker support has a positive and significant effect on job satisfaction because the path coefficient value is 0.500 (\* 0.532) and the amount of P value <0.05. While discipline only has a positive effect on job satisfaction with a path coefficient value of 0.18 (\* 0.126) but it is not significant because the magnitude of P value 0.065 (\* 0.155) is greater than 0.05. Due to the main effect of this study, namely co-worker support for job satisfaction has significant; the mediation effect can be continued.

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

Variables ↓→	Standard Error For Path Coefficients			Variables ↓→	Effect Sizes For Path Coefficients		
	X1	X2	Y		X1	X2	Y
Support of co-workers (X1)				Support of co-workers (X1)			
Discipline (X2)	0,107			Discipline (X2)	0,273		
Job Satisfaction (Y)	0,108	0,120		Job Satisfaction (Y)	0,295	0,079	

To find out the mediation effect directly

Effect size:

<0.35=strong; <0.15= medium; <0.02= weak

Note: The numbers in the table are the result after the two indicators in the Discipline variable are deleted, while the numbers in the starred brackets in the description below are the result before the two Discipline variable indicators are deleted!

Source: Processed research data

Estimated result of the Effect Size of coworkers' support for discipline and coworker support for job satisfaction are large. Each has a value of 0.273 and 0.295 (\* previous 0.279 and 0.314). It means that peer support provides an important role from a practical perspective in increasing discipline and job satisfaction. On the other side, the

value of the effect size of discipline on job satisfaction is small because it is only worth 0.079 (\* 0.047). That is, disciplinary variables still have not been able to contribute greatly to generating employee job satisfaction.

**Table 3.** Latent Variable Coefficients

UraianHasil	X1	X2	Y
R-Squared, $\leq 0.25$ = weak; $\leq 0.45$ =moderate; $\leq 0.70$ =strong; $\geq 0.70$ =Very strong		0.273	0.375
Adj. R Squared, $\leq 0.25$ =weak; $\leq 0.45$ =med; $\leq 0.70$ =strong; $\geq 0.70$ =very strong		0.260	0.353
Composite Reliable, conditions: $>0.70$	0.898	0.841	0.876
Cronbach Alpha,condition: $>0.60$	0.773	<b>0.621</b>	0.821
Avg. Var. Extrac, condition: $>0.5$	0.815	<b>0.725</b>	0.592
Full Collonearity VIF, condition: $<3.3$	1.616	1.325	1.474
Q-Squared, condition: $>0$		0.288	0.384

Note: The numbers in the table are the result after the two indicators in the Discipline variable are deleted, while the numbers in the starred brackets in the description below are the result before the two Discipline variable indicators are deleted!

Source: Processed research data

The test on the outer model that connects latent variables with the indicators as presented above is: both R2 values are included in the moderate category, this can be seen from the values that appear 0.273 and 0.375 (\* previously, 0.297 and 0.361) as well as nila AdjR2 respectively 0.260 and 0.353 (\* previous 0.285 and 0.39). This means that the ability of independent variables in this case co-worker support and discipline is capable of explaining job satisfaction as a dependent variable of 27.3% and 37.5%. Third Composite Relief value 0.898; 0.841; and 0.876 (\* previous 0.898; 0.740; and 0.876) all of which have met the requirements above 0.70. This showed that each indicator has consistency when the value of the construct is measured, or in other words, the instrument has fulfilled the reliability of internal consistency. The values of Cronbach Alpha are 0.773; 0.621; and 0.821 (\* before 0.773; 0.532; and 0.821). This means that all instruments can be trusted as a means of collecting data (reliable) because it meets the requirements. Previously, the value of Cronbach Alpha for disciplinary variables was only 0.532. Because it is not reliable, there are two indicators on variables that have been removed from the model, so that the value of Cronbach Alpha is corrected to 0.621. While, on the other variables do not experience any changes. To get a fit model, researchers can drop (delete) low reliability indicators (Latan and Ghazali, 2017). For this opinion, the researcher removed two indicators (disciplinary variables) in the model, namely indicators of time discipline and procedure discipline.

The third data on the AVE display is 0.815; 0.725; and 0.592 (\* previous 0.815; 0.428; and 0.592) all of which are above 0.50, meaning that they meet the requirements. Previously, the AVE value for disciplinary variables was only 0.428, because it did not meet the requirements, there were two indicators on the disciplinary variable which were removed from the model, so that the AVE value was corrected to 0.725. VIF value also meets the requirements, meaning that there are no symptoms of multicollinearity. Value of Full Collinearity VIF 1.616; 1.325; and 1.474 (\* previously 1.708; 1.358; and 1.445) indicating that the three values are below 3.3, meaning there are no problems with collinearity. While the Q-Squared Coefficients 0.288 and 0.384 (\* previous 0.312 and

.375) values show both values above 0.00. So, the data presented has good predictive validity.

**Tabel 4.** Correlations Among l.vs With Square Roots of AVEs dan P Values For Correlations

Variables ↓→	Correlations Among l.vs With Square Roots of AVEs			Variables ↓→	P Values For Correlations		
	X1	X2	Y		X1	X2	Y
Support of co-workers (X1)	(0.903)	0.472	0.549	Support of co-workers (X1)	1.000	< 0,001	< 0,001
Discipline (X2)	0.472	(0.851)	0.385	Discipline(X2)	< 0,001	1.000	0.002
Job Satisfaction (Y)	0.549	0.385	(0.769)	Job Satisfaction (Y)	< 0,001	0.002	1.000

Note: Square roots of average variances extracted (AVEs) shown on diagonal

Note: The numbers in the table are the result after the two indicators in the Discipline variable are deleted, while the numbers in the starred brackets in the description below are the result before the two Discipline variable indicators are deleted!

Source: Processed research data

The result in the above table indicate that the construct discriminant validity has been fulfilled because the square root value of the resulting AVE> correlation between latent constructs. They are shown that 0.903> 0.472 and 0.549 (\* previous 0.903> 0.507 and 0.549). In the second row, it is shown that 0.851> 0.472 and 0.385 (\* previously 0.654> 0.507 and 0.348). Then, in the third row, it is shown that 0.769> 0.549 and 0.385 (\* previous 0.769> 0.549 and 0.348). The use of these criteria applies not only to formative constructs, but also to constructs of testing moderating and reflective effects (Sholihin & Ratmono, 2013). Whereas, in this study used a reflective type.

**Tabel 5.** Block Variance Inflation Factors

Variables ↓→	Block Variance Inflation Factors		
	X1	X2	Y
Support of co-workers (X1)			
Discipline (X2)			
Job Satisfaction (Y)	1.320	1.320	

Note: These VIFs are for the latent variabels on each column (predictors), with reference to the latent variables on each row (criteria).

Note: The numbers in the results table after the two indicators in the Discipline variable are deleted, while the numbers in the starred brackets in the description below are the results before the two Discipline variable indicators are deleted!

Source: Processed research data

The criteria or requirements have been fulfilled because the VIF block value is 1,320 (\* 1,279) so there is no problem of vertical colonization (classic) or there is no colonization between predictor variables in the same block.

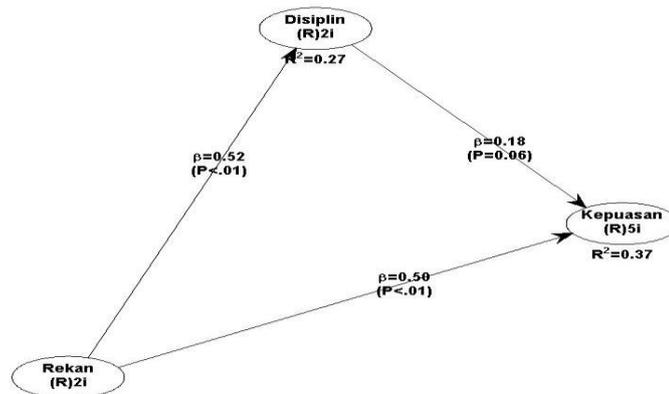


Figure 2. Path Analysis Results

Note:

Disiplin: Discipline

Rekan Kerja: Co-workers

Kepuasan: Satisfaction

## DISCUSSION

At this step explains the result of path analysis that has been tested to answer the hypothesis in this study. Of the three fit model test indicators plus AVIF block average, the results are: Average Path Coefficient (APC) = 0.402,  $P < 0.001$ , Average R-squared (ARS) = 0.324,  $P = 0.002$ , Average Adjusted R-squared (AARS) = 0.307,  $P = 0.002$ . That way, the model fit test indicators have been met, or have met the model match requirements. Average block value of VIF (AVIF) = 1,320, and the Average full collinearity VIF (AFVIF) value = 1.472 acceptable because the value is less than 5 and is ideal because the value is less than 3.3. This means that there are no symptoms of multicollinearity between indicators and between exogenous variables. Tenenhaus GoF (GoF) = 0.480, (small  $> = 0.1$ , medium  $> = 0.25$ , large  $> = 0.36$ ) means 0.448 is greater than 0.36, the fit model is very good. Sympson's paradox ratio (SPR) = 1,000, (acceptable if  $> = 0.7$ , ideal = 1), R-squared contribution ratio (RSCR) = 1,000, (acceptable if  $> = 0.9$ , ideal = 1) and Statistical suppression ratio (SSR) = 1,000, (acceptable if  $> = 0.7$ ), and the Nonlinear bivariate causality direction ratio (NLBCDR) = 1,000, (acceptable if  $> = 0.7$ ) all of them produce a value = 1, which means there is no problem of causality in the model.

Based on the result of the image above, it is necessary to display an explanation of the results of the above test. The description is as follows:

**The Influence of Coworker Support for Discipline.** The variable co-worker support has a positive and significant effect on discipline because the direct effect coefficient value is 0.522 and the amount of P value is  $< 0.05$  ( $< 0.01$ ). This means that the variables of co-worker support play an important role for discipline. Co-worker support has a positive and

significant effect on discipline. This means that the variables of co-worker support play an important role for discipline. In this case, the presence of co-workers both passively (coworkers' behavior is imitated by employees) and actively (coworkers tell, demonstrate their abilities to their friends or employees) are able to make other employees turn into discipline. Because the employee will observe his coworkers and move his heart to correct mistakes, eliminate negligence, and change the attitude and perspective of employees to their work. Feeling helped, feeling supported, feeling cared for, and feeling given the opportunity to work together with their coworkers, making employees think they have been 'accepted' and consider themselves to receive support from their coworkers. Because of that, the employee also assumed that his colleagues' presence, attitude, attitude, and abilities were felt to have a positive impact on him or her. This is also what will direct employees to try to act, act, and behave like their coworkers. Therefore, the stigma of an honest, obedient, orderly and orderly employee will lead to it. With this situation, the employee is finally considered a discipline.

**Effect of Coworker Support on Job Satisfaction.** Furthermore, co-worker support has a positive and significant effect on job satisfaction because the direct effect coefficient value is 0.50 and the amount of P value is  $<0.05$  ( $<0.01$ ). This means that the variable support for colleagues is very important for job satisfaction. Variable peer support is very important for job satisfaction. The presence of coworkers makes employees in a pleasant situation and atmosphere because they feel close, intimate, and fit to work together. The role of coworkers is considered as the party who directs, reminds, and assists employees at work. The employee feels himself or herself cared for (his coworkers care about him or her). The ability of coworkers to work along with the advantages it has makes employees imitate the good and positive of their coworkers. Coworkers have become a source of inspiration! For employees, the presence, role, and abilities of their coworkers is a support for an employee to learn, try, and struggle to organize and improve ways, methods, and work skills. An employee who always desires to learn, try, and struggle to achieve something, will be relieved, happy, and will express his or her expression of joy because he or she has achieved what he expected. While satisfied is feeling happy, relieved, and comfortable. If an employee can change and improve his work ability because he or she is inspired by the support of his colleagues, the employee will have job satisfaction.

**Effect of Discipline on Job Satisfaction.** Discipline only has a positive effect on job satisfaction with a path coefficient of 0.18 but not significant because the amount of P value is above 0.05 (0.065). Lastly, in the most studies conducted by researchers, most are based on theory and opinion that if employees have job satisfaction will affect these employees to have discipline in work. Just mention that one indicator of job satisfaction is salary. When the salary becomes a large increase, it will encourage an employee to feel at home working because he has job satisfaction. This is normal, and clearly the employee is at home because of a large salary. Automatically, so that he still has a large salary, then he stays on his job (not necessarily other jobs in other places offer the same amount of salary) so he needs to show good attitude and be commendable, one of them is discipline in work.

However, in this study, it was shown that an employee not only did it because someone caused it, but far from that, an employee needed to have a sense of belonging in behaving and acting. Employees who are sincere, responsible, and with integrity will be happy to apply anything even though most may be difficult to do. Discipline is considered

a frightening specter to do and seems like it is forced and there is no strong intention to do it. In this study, sub-district office employees agreed if the discipline was able to influence job satisfaction. However, this is clearly an indication that there are still employees who like to be disciplined in their work and hope that it becomes an inspiration for their colleagues to do discipline as they do; this result in even increasing job satisfaction for the District Office employees.

**Effect of Coworker Support on Job Satisfaction through Discipline.** The indirect effect of co-worker support on job satisfaction through discipline is 0.0925 ( $0.500 \times 0.185$ ), with the total effect being 0.592. If only discipline is not just slogans, discourses, or not only done at certain times, and not obligations that need to be reminded of. Perhaps discipline can play a greater role in increasing job satisfaction. The low role (seen from the magnitude of the small influence value) discipline on job satisfaction, because employees consider discipline as a frightening specter and make employees reluctant or difficult to implement discipline, there is employee apathy towards discipline (like it or not). Discipline should be considered as a need that must be fulfilled at any time, every time, and every day without waiting, delaying, putting aside, ignoring, forgetting, or even worse eliminating. The main statement in this study is that if the employee is accustomed to applying discipline, then of course the employee's activities are neat, organized, obedience, according to the procedure. Neat, orderly, orderly conditions, according to the procedure are beautiful conditions. So basically the employee who works in beautiful conditions he or she will feel satisfied (imagine if you work in a condition that is not beautiful, will you be comfortable for a long time? Again, are you comfortable for a long period of time with ugly circumstances? Or are you just covering up your feelings if you are actually forced to settle for those unhealthy circumstances? If you are always comfortable in those unhealthy conditions, are you just surviving or do you actually have job satisfaction with these unhealthy conditions?) So discipline should produce satisfaction.

## CONCLUSION

Co-worker support has a positive and significant effect on Discipline. This means that Work Partner Support plays an important role in helping Discipline employees. Furthermore, co-worker support has a positive and significant effect on Job Satisfaction. This means that peer support is very important for job satisfaction. On the other side, the discipline only has a positive effect on job satisfaction with a path coefficient value as big as but not significant because the amount of P value is above 0.05. Directly, peer support and discipline, each has a positive and significant effect on job satisfaction. But among the influences of both, it turns out the magnitude of the influence of variable peer support for discipline. This means that sub-district office employees in all three sub-districts will be disciplined if they have support from colleagues. Employees will imitate the strengths or what is good for their co-workers and feel helped because they are directed, reminded, and assisted by their colleagues. Finally, the indirect effects of co-worker support on job satisfaction through discipline, where the influence of co-worker support for job satisfaction is corrected if mediated by discipline. Although the role of disciplinary variables seems small, the presence of discipline is able to correct the influence of co-

worker support for job satisfaction. The result of this study proved that District Office employees who apply discipline because of peer support will have increased job satisfaction. Thus, the result of this study have answered a hypothesis in this study.

**Implications.** Based on the conclusions above, this study has the following implications: (1) the existence of co-worker support has implications for the discipline of the District Office employees. Therefore, it is not wrong if a co-worker is very useful for other employees who play a role not only as a mere colleague. But more than that, coworkers act as a source of inspiration to correct mistakes and imitate the goodness of their colleagues and continue to make improvements to be more neat, orderly, orderly which will lead to discipline; (2) the support obtained from coworkers has implications for the satisfaction of District Office employees. Colleagues become a source of attraction for employees to work comfortably, excited, because they have friends to share and work together, as an encouragement to continue working and make employees feel at home working and loving their jobs. Employees who love their jobs will encourage them to have job satisfaction; (3) Discipline of sub-district office employees can be more clearly seen, because co-workers are a source of information and help when faced with difficulties. From those mentioned above, employees will learn from their mistakes, and learn to solve their own problems and try step by step to better work. For this reason, employees will compete to be disciplined. This positively makes the situation and conditions optimistic (not pessimistic because it is urged to discipline). At this step an employee will enjoy the situation as a stage of improvement by continuing to strive to implement discipline in work. The more disciplined employees are, the employee will get used to being organized, neat, smooth and trying to avoid negligence, mistakes, and loss of work. Because of this good condition, employees will have Job Satisfaction; (4) Discipline needs to be continuously socialized and persuasive direction is always carried out at an early stage so that it is expected that in time, employees will be aware of discipline. Of course discipline will be increasingly socialized well for all employees if fellow employees remind each other, shoulder to shoulder, exchange information about various rules, regulations, and provisions, as well as various matters relating to work. Colleagues become a strong reason for employees to have job satisfaction because they are encouraged to be disciplined by their colleagues. Discipline is applied by his or her colleagues which encourages employees to have job satisfaction.

**Suggestion.** Based on the conclusions and implications above, the researcher conveyed several suggestions for the work satisfaction of the sub-district office employees as follows: (1) Each employee should be able to show his support to his colleagues, because this is very good for the organizational climate, where each employee shares shoulder to shoulder, and help each other so that each employee will complement each other and remind each other if there is negligence, and work mistakes. This will encourage all employees to learn and correct themselves to encourage them to become more disciplined; (2) In order to further reinforce the opinion on the suggestions on item number one above, it is necessary to conduct further research on co-worker support for the organizational climate. (3) Co-worker support is so effective in getting an employee to be more active in working; therefore the support of coworkers is not only limited to discourse and is only carried out at certain times. The support of coworkers is valid every day and during working hours without interfering with their respective duties, responsibilities and

activities; (4) Discipline carried out in the three sub-districts is still not yet manifested, as evidenced by the direct effect of discipline on low job satisfaction. So not many employees are satisfied to do discipline in work, for this reason, the implementation of the discipline that has been applied (persuasively) continues to be maintained with a family spirit. More than that, the effect value of a disciplinary variable can be greater if projected with other variables. For this reason, it is recommended to carry out further research on discipline. (5) Job satisfaction should be the target to be realized by doing discipline, not waiting to get satisfaction to do discipline. Therefore we need serious efforts to apply as in the fifth item suggestion to change the paradigm of requiring factors or reasons to carry out discipline to turn to awareness to apply discipline.

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