

Enhancing Employee Performance: Exploring the Interplay of Work Discipline, Work Environment, and Job Satisfaction at the Timor-Leste National Police Training Centre in Dili.

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ABSTRACT

This study aims to analyze and prove the effect of work discipline and work environment on employee performance with job satisfaction as a mediating variable. Census sampling was used in the sampling technique, and 77 police personnel working at Timor-Leste Police Training Centre (TL-PTC) as respondents. A questionnaire with 5 choice answers on a Likert scale was used to collect data. SPSS was utilized for descriptive test of data and SmartPLS 3.0 was utilized for hypothesis test. The result shows that job satisfaction does not significantly mediate the effect of work discipline on employee performance. However, work discipline has significant direct effect on employee performance. In contrast, the work environment significantly affects employee performance through job satisfaction. However, work environment has no direct effect on employee performance. Moreover, work discipline has no direct effect on job satisfaction while work environment has direct significant effect on job satisfaction and job satisfaction as exogenous variable has significant direct effect on employee performance. These findings suggest that if the work environment of the TL-PTC employees improved, such as by provision of adequate and well managed environment and specialized training will increase all police personnel's satisfaction at work, and in turn they will obey the organizational rules and carry out their duties and responsibilities with pleasure. Future research is suggested to include organizational commitment, leadership style, loyalty and motivation.

Keywords: work discipline, work environment, job satisfaction, employee performance

I. INTRODUCTION

Human resources are considered as core factor of an organization with which to achieve the organization's set goals. As human beings, employees have feelings, needs and personal demands that must be considered by

the organization. As human being, employees' needs are stratified from the most basic ones namely psychological needs, the need for security, to love and be loved. The need to be valued to the highest need is self-actualization (Maslow in Mayowa, 2015). Thus, employees need attention and treatment that can satisfy them and in turn they will obey the organizational rules and carry out their duties and responsibilities with pleasure. Burhan (2019) stated that human resources are integrated ability of the power of thought and physical power possessed by individual whose behaviour and character is determined by heredity and environment, while his or her work performance is motivated by the desire to fulfil his/her satisfaction.

Employee performance is the most expected factor by all kinds and sizes of organization or institution. The good performance of employees in an organization will give long term benefits to the organization. Therefore, the organization must know the performance goals to achieve the expected performance level as the achievement of an organization's set goals does not only depend on the modern and sophisticated equipment, or complete and magnificent infrastructure but it depends on good or bad performance of the employees (Sugiono and Dewi, 2019).

Job satisfaction is an important factor not only for employee but also for the organization. According to Sadiq (2019) job satisfaction can be used as part of evaluation that leads to planning for organizational improvement presenting results from past strategies and future projections of employee. An employee with high level of job satisfaction holds positive attitudes towards his/her job, while a person who is dissatisfied with his/her job holds negative attitudes about the job. For the security apparatus, if in an officer's work environment does not get what is expected of fair proportional opportunities, good income, good colleagues and pleasant superiors and satisfaction with job itself then certainly the performance of the apparatus will be bad (Ogen et al. 2018). One of the most common consequences of job dissatisfaction is the quantitative and qualitative decline in performance. Naturally this can lead to long absences, irregularity in entry and exit, underemployment and inaccuracies and will have a negative impact to performance (Sadiq and Moshin, 2019).

Work discipline is also one of the essential aspects in the efforts of performance improvement and if it does not be managed well, it can cause changes in the organization because some improvement in work discipline indirectly affects the implementation of organizational activities. Frequent and constant breaches or indiscipline behavior of employees will affect job satisfaction as such behavior will indirectly affect other disciplined employees. Sanurbi and Asyim (2021); Ong et al. (2021); Divine et al. (2017); Hadiwijaya et al. (2016) and Aziz (2016) state that work discipline has a direct effect on job satisfaction. This means that employees who have work discipline will have higher job satisfaction as well. However, there are also research results concluded by Lumentut and Datulong (2015) and Sudarsih and Supriyadi (2019) stated that work discipline did not affect employees' job satisfaction.

Work environment is also one of the crucial factors contribute to the level of an employee's satisfaction to decide whether to keep working for an organization. All organization needs professional employees who have feelings, expectations, and concerns. Employees will have satisfaction and willingness to manifest their total

capability when the work environment is conducive and supportive. A comfortable workplace, availability of job support facilities, harmonious atmosphere in the workplace and mutual respect between employees or subordinates and superiors are environmental factors or working conditions that can affect employees' satisfaction and willingness in manifesting their full capability to achieve organization's set goals (Raziq and Maulabakhsh, 2015).

The result of the previous studies has become the foundation to the initiation of this research. This research aims to investigate the effect of work discipline and work environment on police personnel working at Timor-Leste Police Training Centre (TL-PTC) with job satisfaction as mediating variable.

The following table shows the absence without notice (AWN), or unauthorized absence rate experienced by police members working at TL-PTC during the first six months (January to June) of three consecutive years (2018, 2019 and 2020).

Calculation of absenteeism severity rate is made by dividing number of employees' days lost through absence in the specified period by number of effective workdays in the period times a hundred as formulated below (Gajda, 2015).

$$\text{Absenteeism rate} = \frac{\text{Total number of days lost due to AWN in the period}}{\text{Number of RG} \times \text{number of effective workdays in the period}} \times 100$$

Example:

Sergeant rank group's AWN rate in the period of January – June 2018.

Rank group number: **20 people**

Number of days lost due to AWN during the period is **66 days**

Total number of effective workdays in the period is:

22 days x 6 months – 6 public holidays = **126 days**

Absence rate is: $66 / 20 \times 126 = 0.0261 \times 100 = \mathbf{2.61\%}$

Table 1. Average Rate of Absence Without Notices Per Rank Group (RG) in First Six-Month Period of Three Consecutive Years

Rank Group (RG)	2018			2019			2020		
	Total of RG	Total Abs	%	Total of RG	Total Abs	%	Total of RG	Total Abs	%
Chief Sup.	-	-	-	1	-		1	-	

Sup.	1	-	-	2	-		2	-	
Sup Assist.	1	-	-	-	-		-	-	
Chief Insp.	10	5	0.39%	9	2	0.17%	10	-	
Insp.	10	4	0.31%	12	2	0.13%	10	3	0.23%
Asst. Insp.	6	-	-	1	-		3	-	
Chief Sergeant	9	-	-	9	23	2.03%	7	-	
1st Sergeant	4	-	-	19	15	0.62%	15	1	0.005%
Sergeant	20	66	2.61%	3	90	23.93%	3	45	11.90%
Chief Agent	6	-	-	6	11	1.45%	6	1	0.13%
Principal Agent	-	-	-	13	9	0.54%	18	-	
Agent	20	2	0.007%	7	5	0.56%	7	-	
Total	87	77	0.70	82	157	1.51	78	50	0.51

Source: Monthly activity reports from January to June

The absence rate presented in Table 1 above indicates that there is a clear phenomenon related to some indicators of work discipline and work environment. If this habit is not fixed, it will have significant negative effect towards those who are disciplined ones and, on the extent, and quality of PNTL service.

The absenteeism rate at TL-PTC presumably has been affected by job related reasons such as low job content, the working environment, emotional and intellectual imbalance as absenteeism is one of the symptoms of police personnel's dissatisfaction whether caused by work environment or disciplinary aspects.

Based on the previous study results and the police personnel absenteeism rate found at TL-PTC, the research objectives are:

1. Analysing the effect of work discipline on employee performance;
2. Analysing the effect of work environment on employee performance;
3. Analysing the effect of work discipline on job satisfaction;
4. Analysing the effect of work environment on job satisfaction;
5. Analysing the effect of job satisfaction on employee performance;
6. Analysing the indirect effect of work discipline on employee performance through job satisfaction;
7. Analysing the indirect effect of work environment on employee performance through job satisfaction.

II. LITERATURE REVIEW

A. Work Discipline

An employee in an organization who wants to show good performance and to achieve job-satisfaction, s/he must be disciplined in carrying out the tasks assigned by the employer or organization. Sukardi and Raharjo (2020) defined work discipline as the willingness of someone who follow the rules applied in the organization. Similarly, defined differently by Hasanah & Harisantoso (2020) which says work discipline is a tool used by leaders to communicate with employees so that they are willing to change behaviour and as an effort to increase awareness of prevailing social norms. Work discipline is also defined as an attitude of respect, obedience to the applicable regulations, both written or unwritten and capable of carrying it out and not avoiding receiving sanctions, in the event of violating the duties and authorities granted to him (Obednego et al., 2018).

B. Work Environment

Employee can quit from an organization if the work environment is not conducive and attractive. Kafui (2017) explained broadly that work environment or conditions are all aspects of physical work, psychological work, and regulations that can affect job satisfaction and productivity. While Munandar (2019) believe that the physical environment, especially the layout and design of an organization, can affect job satisfaction and productivity. Evawati and Suharno (2015) argued that the work environment can be declared good appropriate if employees can carry out their activities optimally, healthily, comfortably, and pleasantly. Wijayanti and Winarno (2020) differed work environment into two dimensions namely physical and psychological environment. The physical environment is consisting of aspects of condition of building, workplace that attracts and guarantees work safety of employees.

C. Job Satisfaction

Everyone has different level of satisfaction in accordance with everyone's own value. The higher the assessment of activities felt about is satisfying and compatible with individual's desires. In other way Sulastiningtiyas (2018) says that the higher the level of job satisfaction the more efficient it is for employee performance. According to Badriyah (2015) suggests that job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work in accordance with the assessment of each employee. Ogen et al. (2018) argued that job satisfaction is a common attitude toward one's job as the difference between the number of rewards earned by the worker and the many believed to be acceptable.

D. Employee Performance

Performance is defined by the potential to successfully implement actions that will reach organizations' objectives and goals. Performance is the result produced by the played roles and functions or a job or a profession in a certain period set to complete the job (Wirawan, 2015) and the completion of the job or the task requires

more cognitive ability and is primarily facilitated through task knowledge, task skill, and task habits (Kumar and Kesari, 2017). According to Mangkunegara as cited by Sopiah and Sangadji (2018) performance is the result of success of a person during a certain period in carrying out a task compared to the standard of work targets. Ratnasari et al. (2020) stated that performance can be interpreted as a work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, to achieve the objectives of the organization concerned legally, not violating the law, and in accordance with the moral and ethical.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Before you begin to format your paper, first write and save the content as a separate text file. Complete all content and organizational editing before formatting. Please note sections A-D below for more information on proofreading, spelling and grammar.

Keep your text and graphic files separate until after the text has been formatted and styled. Do not use hard tabs, and limit use of hard returns to only one return at the end of a paragraph. Do not add any kind of pagination anywhere in the paper. Do not number text heads-the template will do that for you.

Regardless of types and sizes of an organization, it is very important for leaders to keep and maintain the performance quality of employee. Employee performance is the main factor and is essential aspect that needs attention by the leaders. Employee performance is the determinant factor of failure or success of an organization. It is a determinant factor in daily operations to achieve the organization's strategic objectives. In the process of improving and maintaining the employees' performance quality, of course there are many factors affecting their performance quality. Among others, the work discipline made in place to be adhered to, work environment created by the organization, the satisfaction level felt by the employee are all affect the performance of an employee. If the employees are not satisfied with work discipline and work environment will lead to performance decline and absenteeism.

Based on the description above, the conceptual framework of this study is as follows:

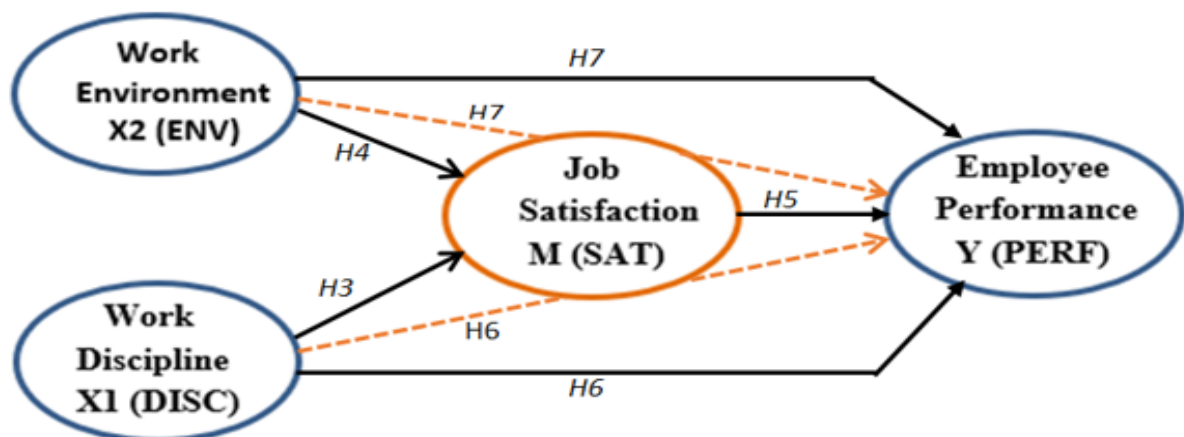


Figure 1. Conceptual Framework

IV. RESEARCH METHOD

This research was conducted at Timor-Leste National Police Training Centre (TL-PTC)/Centro Formação da Polícia – Polícia Nacional de Timor-Leste (CFP-PNTL) the total population of 85 people were selected following saturated sampling technique. The research is quantitative research using survey technique. After distribution of questionnaires only 77 respondents returned the answered questions so there were 77 respondents were analysed in this research. The collected data was in forms of questionnaire obtained from primary sources who were police officers working at TL-PTC with different roles and responsibilities. In addition, researcher also used secondary data such as reports from the TL-PTC to support in the discussion. The SPSS software tool is used to analyse the descriptive and inferential data analysis while SmartPLS 3.0 is used to test the hypothesis.

V. RESULT AND DISSCUSTION

A. Structural Model Evaluation (Inner Model)

The R^2 test is used to measure how far the ability of the model to explain variations in the independent or exogenous variable. The coefficient of determination is between zero and one. In general, R^2 values of 0.75 described as substantial 0.50 moderate and 0.25 described as weak, it means that the ability of the model to explain the variation in the independent variable is very limited (Hair et al., (2014).

It is shown that the variables DISC and ENV together form employee performance (PERF) is weak, as it only 0.145 or equivalent to 14.5%. It means that the remaining 85% is explained by other variables outside the study. In addition, the effect of DISC, ENV, and SAT together in shaping employee performance (PERF) is 24.9%. The remaining 75% is explained by other variables outside the research. This means that majority of indicators used in this study do not have determinant effect on the PERF variable.

B. Hypothesis Result

The testing result of the hypothesis in this study can be seen in the image and table below:

1) Loading Factor

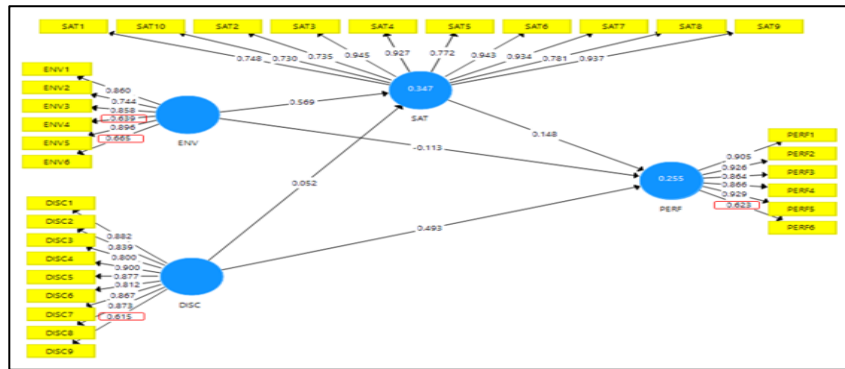


Figure 2. Structural Model

2) Path Coefficient

Table 2. Path Coefficient

Hypothesis	Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Direct effect variable						
H1	DISC → PERF	0.395	0.408	0.090	4.381	0.000
H2	ENV → PERF	-0.217	-0.221	0.177	1.231	0.219
H3	DISC → SAT	0.117	0.130	0.095	1.224	0.222
H4	ENV → SAT	0.471	0.477	0.092	5.113	0.000
H5	SAT → PERF	0.177	0.171	0.083	2.136	0.033
Indirect effect variable						
H6	DISC → SAT → PERF	0.021	0.022	0.021	0.963	0.336
H7	ENV → SAT → PERF	0.083	0.080	0.042	1.974	0.049

VI. DISCUSSTION

A. Work Discipline on Employee Performance

According to the hypothesis testing, work discipline has a significant effect on performance of police personnel at the Timor-Leste National Police Training Centre (TL-PTC)/Centro Formação da Polícia Nacional de Timor-Leste (CF-PNTL). As seen in Table 3, the significant effect is evidenced by the path coefficient original sample (O) value of 0.395, t- statistics value of 4.381 and P-value of 0.000. This finding suggests the better discipline in an organization the better performance of the employment will be. The finding also suggest that majority of the respondents agree that the implementation of the workplace discipline has significantly affect the performance of the police personnel. This finding indicates that the performance of the police personnel will be better if the work discipline is well implemented.

According to the result of descriptive analysis, the exemplary leadership, activeness of leadership in supervision have higher score which means they are determinant indicators to keep maintain the discipline. However, clarity of purpose, workload and harmonious relationship are indicators with lower score which mean

these indicators need to be improved to maintain the workplace discipline. This finding result is consistent with the previous studies by Isnaini (2020), Arief et al., (2019), Setianingrum et al., (2021), and Kasim et al., (2015) which stated that work discipline significantly affects employee performance. Additionally, the finding results supports the idea that employee with higher awareness of manage, obeying and implement organizational norms and procedures, their performance will also automatically increase (Priono et al., (2015) and in an organization where work discipline is not enforced, it is likely that predetermined organizational goals will not be achieved efficiently and effectively (Sawani, 2016).

B. Work Environment on Employee Performance

The test result of second hypothesis in Table 3 showed that work environment has no effect or not significantly effect on employee performance. This is evidenced by the original sample (O) value of -0.217, t-statistics value of 1.231 and p-value of 0.336. This finding indicates that the current state of work environment at TL-PTC does not have direct effect on the performance of police personnel. This indicates that any improvement of working facilities, good relationship among colleagues, communication between superiors and subordinates will not bring any changes or improvement in performance. This finding result opposes to the ideas that a conducive work environment will affect employees to focus more on working and completing the tasks assigned to them timely (Muhammad et al., (2016). This finding result not consistent with the studies by Hustia (2020), Badrianto & Ekhsan (2020), Shifaa et al. (2019) and Pramudia, (2017) which concluded that work environment positive and significantly affect employee performance.

C. Work Discipline on Job Satisfaction

The result of the third hypothesis test proves that work discipline has no significant effect on job satisfaction. In Table 3 can be seen that the value of original sample is 0.117, t-statistics value is 1.228 which is less than 1.96 and p-value is 0.222 which is greater than 0.05. This finding shows that the level of work discipline cannot be considered as a determinant factor to lead to job satisfaction. In Figure 2 can see that the smallest outer loading value is in the work discipline indicator of harmonious relationship among superiors and subordinates at workplace with an outer loading value of 0.615. This gives an understanding that the police personnel at TL-PTC do not really care about maintaining the good relationship between superiors and subordinates. Moreover, giving tasks and workloads that do not match their abilities so that it is difficult for them to start and carry them out is a contributing factor to feelings of dissatisfaction and leads to decreased performance. This finding is inline with previous research conducted by Lumentut and Dotulong (2015) and Fikri et al. (2020) which found work discipline has no significant effect on job satisfaction. The third hypothesis test result is contradictory to the study results found by Ogen (2018), Suprapti et al. (2020), Febrianti et al. (2019) and Obednego et al. (2019) which state that job satisfaction is significantly affected by work discipline.

D. Work Environment on Job Satisfaction

The result of fourth hypothesis test in this study revealed that the work environment variable has positive and significant effect on job satisfaction. It gives understanding that the better a workplace environment will increase employee job satisfaction. The prove can be seen in the Table 3 where the original sample (O) value is 0.471, t statistics value is 5.113 which is greater than 1.96 and p value is 0.000 which is less than 0.05. It means that when the leader establishes adequate working facilities, better workplace cleanliness, friendly relationship both among co-workers and superiors, better communication between superiors and subordinates then the police personnel will obey and adhere to the rules and regulations of the institution that will lead up to better performance. This finding is inline with the study results found by Ratnasari (2020), Sadiq (2019), Ezeamin et al. (2019), Ogen et al. 2018) and Laosebikan et al. (2020) which states that work environment significantly affect job satisfaction.

E. Job Satisfaction on Employee Performance

The results showed that there was positive and significant effect between job satisfaction on employee performance. The prove can be seen in the Table 3 where the original sample value is 0.177, t statics value is 2.136 which is greater than 1.96, and p value is 0.033 which is less than 0.05. The test result of fifth hypothesis gives an understanding that if there is a change in the job satisfaction of police personnel at TL-PTC, Dili, Timor-Leste, it will affect employee performance. This means that even though the job satisfaction experience by TL-PTC police personnel has increased or decrease, it will significantly affect the increase or decrease the performance quality of police personnel at TL-PTC. The indicators of job conformity with skill and ability, and attention of superiors to subordinates' opinion are determinant indicators to be maintained however the superior's attitude and communications considered still low by the police personnel. The test result is in line with the study result found by Ogen et al. (2018), Ezeanyim et al. (2019), Sadiq (2019), Ratnasari (2020), and Laosebikan et al. (2020) which state that job satisfaction has positive and significant effect on employee performance.

F. Work Discipline on Employee Performance through Job Satisfaction

The test result of indirect effect between work discipline and employee performance mediated by job satisfaction is rejected. It is proved by original sample value of 0.021, t statistics value of 0.963 which is smaller than 1.96, and P value of 0.336 which is greater than 0.05 as shown in Table 3. It means that job satisfaction does not significantly mediate the effect of work discipline on employee performance. However, the test result of direct effect, work discipline has positive and significant direct effect on employee performance. The test result of the mediation variable revealed that the job satisfaction as a mediation variable plays a partial mediation and not full mediation. This finding can demonstrate that the discipline at TL-PTC is well established however the daily implementations of the discipline indicators do not fully satisfy the employees. In addition, the job satisfaction indicators at TL-PTC still in condition of a concern such as job conformity with ability, attention of superiors to subordinates' opinion, attitude, and communication. This test result of hypothesis six is in line with the finding

result of the studies conducted by Sugiono (2020) which states that job satisfaction partially mediates the effect of work discipline on employee performance. In contrast, the test result of hypothesis six is not in line with study results found by Saputra et al. (2018), Catharina et al. (2021), and Ratna et al. (2020) which states that work discipline positive and significantly affect employee performance through job satisfaction. Similarly, it is also not in line with the study finding by Priyandi et al. (2020) which states that discipline significantly influence performance through work satisfaction.

G. Work Environment on Employee Performance through Job Satisfaction

Lastly, the test result of indirect effect between work environment and employee performance mediated by job satisfaction is accepted. It is proved by the original sample value of 0.083, t-statistic value of 1.974 which is greater than 1.96 and p value of 0.049 which is less than 0.05 as shown in Table 3. This means that the job satisfaction variable significantly mediates the effect of work environment on employee performance. In contrast, work environment does not significantly affect performance of police personnel at TL-PTC. The test result of the mediation variable revealed that job satisfaction as mediation variable plays a full mediation in mediating the effects of work environment on employee performance. This finding demonstrates indirectly the work environment significantly affect employee performance. This research finding is in line with the previous studies conducted by Muwaffaq et al. (2020), Iqbal et al. (2019), Arif and Hussain (2019) and Daud and Afifah (2021) which states that indirectly, work environment significantly affect employee performance through job satisfaction. The full mediation between work environment on employee performance can give us an understanding that although there is no direct significant effect, yet it affects significantly through job satisfaction which means that with whatever the shortages regarding work environment factors, there still satisfaction with the actual existing factors of work environment which leads to increase of employee performance at TL-PTC.

VII. CONCLUSION AND RECOMMENDATION

A. Conclusion

Based on the results of the analysis and discussion of research conducted at Timor-Leste Police Training Centre (TL-PTC), the following conclusion can be drawn:

1. Work environment has significant effect on employee performance at TL-PTC, Dili, Timor-Leste. This means that better work discipline and its implementation will increase the performance of police personnel. Exemplar leadership, active supervision, harmonious relationship, and clarity of job purpose are important issues in maintaining work discipline.

2. Work environment does not significantly affect employee performance at TL-PTC. This finding indicates that the current state of work environment at TL-PTC does not have direct effect on the performance of police personnel. This indicates that the employees' perception on working facilities, good relationship among

colleagues, communication between superiors and subordinates need improvement so that employee can work comfortably and increase their performance.

3. Work discipline has no significant effect on job satisfaction. The purpose of the work discipline is to improve the employees' work performance. However, maintaining the good relationship between superiors and subordinates, giving tasks in line with capability are most important and create conditions to make employees satisfy.

4. Work environment variable has positive and significant effect on job satisfaction. This means that working facilities, better workplace cleanliness, friendly relationship both among co-workers and superiors, better communication between superiors and subordinates then the police personnel will obey and adhere to the rules and regulations of the institution that will lead up to better performance.

5. Job satisfaction has positive and significant effect on employee performance. This means that the satisfaction experienced by TL-PTC personnel will increase their performance. of job conformity with skill and ability, and attention of superiors to subordinates' opinion are determinant indicators to be maintained however the superior's attitude and communications considered still low by the police personnel.

6. Job satisfaction does not significantly mediate the effect of work discipline on employee performance. This finding can demonstrate that the discipline at TL-PTC is well established however the daily implementations of the discipline indicators do not fully satisfy the employees.

7. Job satisfaction significantly mediates the effect of work environment on employee performance. It means that the employee performance quality will be better when they satisfy with the work environment aspects included other aspects were not included in this study.

B. Suggestion

Based on the finding and discussions the suggestion given to the TL-PTC is to keep maintain the existing work discipline. Improve the work environment regarding the waste management and cleanliness aspect. Provide more training opportunities to improve their knowledge and skill so they can perform their jobs and complete the assigned tasks easily and timely. Superiors to be exemplar in adhering to the workplace rules and regulations and create a well flow communication between subordinates and superiors. Moreover, leaders should be fair and transparent in applying the sanction to any members who violate workplace regulations.

Based on the police personnel's perceptions over the work environment variable, the indicators that have lower outer loading scores are the work relationship between supervisor and subordinate (0.639) and communication between superiors and subordinates (0.665). Furthermore, work discipline indicator that has lower outer loading score is the seriousness of TL-PTC personnel's adherence and obedience to working time (0.615) and lower outer loading score of performance variable is the police personnel's seriousness in obeying to working hours and leave workplace on time (0.623). Therefore, author advises to the police senior executive of

TL-PTC to be good exemplar leadership for subordinates and lower rank members to improve their performance in terms of work quality, quantity, communication, collaboration, and accountability.

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