

Employee Performance Reviewed from Discipline and Mutation with Job Satisfaction Mediation at The Surakarta Religious Court Class Ia

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ABSTRACT

This study specifically aims to examine and analyze the influence of work discipline and transfer implementation on employee job satisfaction at the Surakarta Class IA Religious Court. Furthermore, this study is designed to evaluate the direct impact of work discipline, transfer, and job satisfaction on employee performance, and to analyze the extent to which job satisfaction can act as a mediating variable in the relationship. The methodology applied in this study is a quantitative descriptive approach. The research location is at the Surakarta Class IA Religious Court Office, involving a population of 40 employees. The sampling technique used is the census method (total sampling), so that all members of the population are used as research respondents. The primary data collection process was carried out using questionnaires, observations, and documentation, which were then processed and analyzed using the path analysis method. The data analysis technique applied is a variance-based Structural Equation Modeling (SEM) using the Partial Least Square (PLS) method through SmartPLS software. The results of the data analysis indicate that work discipline and transfer have a positive and significant effect on employee job satisfaction and performance. Job satisfaction was also found to have a positive and significant direct effect in improving employee performance. Finally, the mediation hypothesis test confirmed that job satisfaction functions significantly as a partial mediation variable, both in bridging the influence of work discipline on performance and the influence of transfers on employee performance achievements at the Surakarta Class IA Religious Court.

Keywords: *Work Discipline, Transfers, Job Satisfaction, Employee Performance, PLS-SEM.*

INTRODUCTION

Every organization, institution, or company requires human resources to achieve its goals. Resources are needed to create movement, activity, and action within an organization, institution, or company. These resources include natural resources, financial resources, human resources, technological resources, and scientific resources. Among all these resources, the most important is human resources. Human resources are the resources used to mobilize and utilize other resources to achieve goals. Employees, as a resource within a company, need to be managed well, and therefore require special attention and treatment compared to other company resources. (Aditianto, Sihite & Supriyadi, 2020).

The position and role of the State Civil Apparatus as an element tasked with serving the community must provide fair services to the community, based on loyalty and obedience to Pancasila and the 1945 Constitution. Similarly, the Surakarta Religious Court requires employees as human resources who are always capable of

moving to carry out their duties and responsibilities as state apparatus, state servants, and public servants. Employees as implementers of activities are required to work in accordance with their duties and functions to be able to complete their work well. The general view in society is that Civil Servants (PNS) lack motivation and high work ethic, which has an impact on low assessments of service levels and work efficiency. It cannot be denied that there are still PNS who do not work well, even tend to be negligent in carrying out their duties (Erna, Suputra & Arsha, 2023). In conditions like this, human resource management has a very important role in utilizing and developing the resources available, so that the organization can provide excellent service in line with public demands.

Improving employee performance is necessary so they can complete their work as effectively as possible, in accordance with the institutional restructuring that has been implemented. It is undeniable that adjusting to a new organizational structure can create tension and anxiety, as they must face something new.(Cahyana et al., 2023). Performance or work achievement is the work results achieved by an employee in carrying out tasks according to the responsibilities assigned to them (Munir, Fachmi & Sani, 2020). Therefore, performance evaluation is necessary to help employees develop. The government uses an employee performance assessment system called Employee Work Targets (SKP) to ensure impartiality in employee development based on a performance system. Therefore, it can be said that effective human resources produce good performance (Ong, et al., 2021).

Employee performance determines whether an agency succeeds in achieving its short-term and long-term goals. One factor influencing employee performance is work discipline, which can be guided by company regulations to ensure employees remain on track toward achieving company goals (Astuti & Rahardjo, 2021). Discipline can impact an employee's performance.(Cahyana et al., 2023)Work discipline is a condition where employees show respect and enthusiasm for company regulations by doing their best to avoid sanctions or punishment if they do not comply with these regulations.(Safitri, Husniati, & Permadhy, 2021). So the higher the employee's discipline in implementation, the better the employee's performance, so that the work performance they achieve is also high(Kusumadewi, 2023). Work discipline also helps employees control themselves and organize themselves in showing how hard the team works in an organization.(Fitri et al., 2023). According to Putri and Kustini (2021), discipline formed within employees, reflecting their work and responsibilities in carrying out their work, can increase work enthusiasm and job satisfaction, leading to the achievement of organizational work goals.

The results of research conducted by Uskono, Gana, & Foeh (2021) indicate that work discipline significantly influences employee performance at PT. Ramayana Lestari Sentosa Terbuka Kupang. This contrasts with the results of research by Chrisnanto & Riyanto (2020), which found that work discipline had a very small effect on employee performance.

According to Fatmasari and Badaruddin (2022), work discipline is exemplified by punctuality in arriving and leaving, quality work performance, and compliance with all

applicable organizational regulations and social norms. Based on observations made by researchers, the phenomenon of work discipline of employees at the Surakarta Religious Court is still relatively unsatisfactory. This can be seen from employees who often leave their desks while working hours are still in progress and often extend break time. As for the problems employees face when getting a transfer, whether it is an outward or internal transfer, employees have difficulty adapting. Employees who get a transfer often experience miscommunication with other employees due to a lack of good communication. All of this will affect the low level of employee performance at the agency in achieving organizational goals.

To utilize human resources according to organizational needs, human resource management is required to regulate the continuity of an organization. As one of the main elements in an agency, human resources require a good management system so that an agency's performance can run optimally (Mangare, Dotulong & Walangitan, 2023). Transfers are implemented so that work can be carried out effectively. Transfers are the transfer of employees from one agency to another, within the same region or outside the region. Transfers can also occur within a single agency, for example from one unit to another. (Sofianti & Septianto, 2022) Transfers that fail to improve effectiveness and efficiency will be meaningless and may even be detrimental to the organization. Transfers can serve as a bond between workers and increase the company's concern for its employees fairly (Betina & Masman, 2022). Therefore, transfers within an organization require careful thought and consideration. Otherwise, the transfers implemented will not be beneficial but detrimental to the organization.

Many argue that ultimately, it is human resources that implement these systems and policies. Therefore, employees are a key factor in the functioning of a government organization and a determining factor, in addition to established systems and policies. Employees play a significant role in several aspects of bureaucratic decline in Indonesia. (Iskandar, 2020) The job demands that employees must meet are largely responsible for how well a government agency performs. If both physical and non-physical needs are met, employees will be motivated to work, both individually and as a group within the organization. Established job descriptions and job specifications should also be considered when placing employees.

In a government organization, job transfers are commonplace for employees. These transfers are expected to place employees in positions that align with their qualifications, thereby fostering enthusiasm for work and increasing employee productivity. (Worang, Nelwan & Taroreh, 2022) Through this transfer system, organizations are able to develop employee skills and expertise, creating opportunities to achieve organizational goals, and ensuring employees are placed in suitable positions (Rahmawati & Adiwati, 2021). Based on job transfer data at the Surakarta Class IA Religious Court Office, there has been an increase over the past three years.

Table 1. Data on the Transfer of Class IA Surakarta Religious Court Employees

Year	Incoming Mutation	Outgoing Transfer	Internal Mutation
2022	10	11	-

2023	6	15	4
2024	14	4	1

Source: Performance Report of the Surakarta Religious Court Class IA Government Agency for 2022-2024

The results of research conducted by Nugroho & Soliha (2023) stated that the mutation pattern has a positive effect on employee job satisfaction, the mutation pattern has a positive effect on employee performance and job satisfaction mediates the influence between the mutation pattern and employee performance at the Semarang Pratama Tax Office. Candisari, Fajri, Oemar & Seswandi (2023) also stated that mutation has a positive effect on employee performance and job satisfaction is proven to mediate the relationship between the independent variable (mutation) and the dependent variable (employee performance).

Job transfers aim to reduce employee boredom and fatigue, as well as increase employee motivation and enthusiasm. Job transfers occur, among other things, to fulfill employees' desires for expertise in their respective fields. Many employees misinterpret job transfers as punishment or as a sign of a good relationship between superiors and subordinates. (Jacob, Taroreh & Walangitan, 2023) The impact of this transfer can require employees to work extra hard due to the new job burden, adapting to the work environment, and establishing good communication with their superiors and fellow employees.

One aspect that has not been extensively studied in this relationship is the role of job satisfaction as a mediator. Job satisfaction reflects an employee's level of comfort and happiness with their work environment and job. Job satisfaction will be achieved if employees understand the content of their assigned work, and the workload is commensurate with their abilities (Puri & Wisnu, 2020). Low job satisfaction has many negative impacts, such as high absenteeism, job turnover, laziness, and so on. This has negative consequences for the company, even though the losses are not immediately apparent (Kusuma & Hasyim, 2023). Employees who are satisfied with their jobs tend to demonstrate loyalty, commitment, and better performance. Therefore, this study attempts to develop an employee performance model by positioning job satisfaction as a mediator between work discipline, transfers, and placements on employee performance. By using a quantitative approach, it is hoped that the results of this study can provide a useful empirical overview for formulating human resource management policies in the public sector, particularly in creating high-performing employees through strategic and data-driven management.

RESEARCH METHODS

This study uses a quantitative descriptive approach. In this quantitative descriptive study, the author chose to use quantitative research to determine the magnitude of the influence and significance between discipline and mutation variables on the performance of Class IA Surakarta Religious Court employees mediated by job satisfaction, with data collection using questionnaires, observation and documentation. This study was conducted at the Surakarta Religious Court Office located at Jalan

Veteran Number 273 Serengan, Serengan District, Surakarta City, Central Java 57155, Indonesia. The research period was carried out for 6 months. The population in this study were all employees working at the Class IA Surakarta Religious Court Office, totaling 40 people. The number of samples taken was 40 people or respondents. To determine the sample in the study, there are various sampling techniques used, the sampling technique used in this study was the census technique.

The variables used in this study are independent variables, dependent variables, and intervening/mediating/between variables. Independent or free variables. The independent variables in this study are Discipline (X1) and Transfer (X2). In this study, the dependent variable to be studied is Employee Performance (Y). The moderating variable in this study is Job Satisfaction (Z).

The data analysis technique in this study used Partial Least Squares (PLS). PLS is a Structural Equation Modeling (SEM) model with a variance-based or component-based structural equation modeling approach. This study had a limited sample size, so SmartPLS software was used for data analysis.

RESULTS AND DISCUSSION

Hypothesis testing

Figure 1. Calculation of research hypothesis

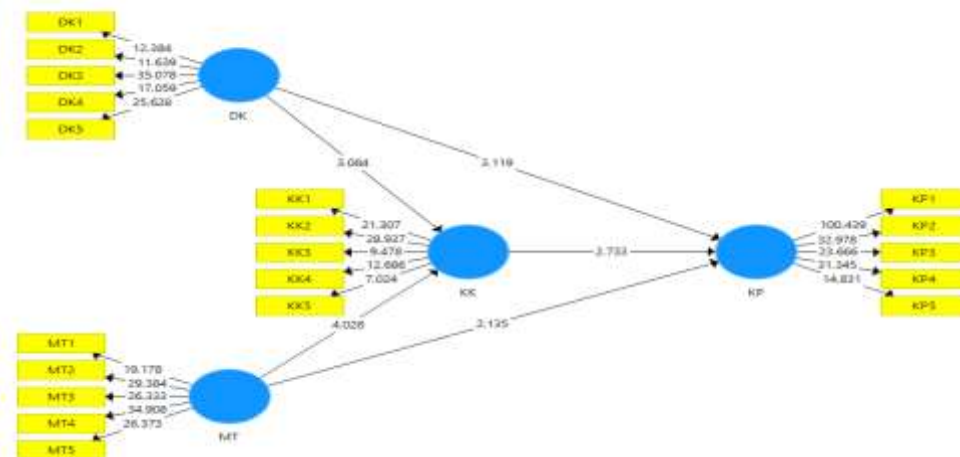


Table 1 Tablepath coefficient results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DK -> KK	0.427	0.436	0.138	3,084	0.002
DK -> KP	0.351	0.344	0.112	3,119	0.002
KK -> KP	0.362	0.369	0.133	2,733	0.006
MT -> KK	0.543	0.540	0.135	4,028	0,000
MT -> KP	0.317	0.315	0.148	2,135	0.033

DISCUSSION

1. Work discipline influences job satisfaction

Based on the results of the path analysis that has been conducted, the first hypothesis test (H1) shows that the work discipline variable has a positive and significant influence on employee job satisfaction. This empirical evidence is shown by the positive path coefficient value of 0.427 with a probability value (p-value) of 0.002. Because the probability value is much smaller than the specified significance standard ($0.002 < 0.05$), it was decided that the first hypothesis (H1) which states "work discipline has a significant influence on job satisfaction" was accepted.

This research aligns with the findings of research conducted by Munir, Fachmi, & Sani (2020), which confirmed that discipline significantly impacts job satisfaction. Similarly, Ong et al. (2021) also stated in their research that work discipline positively influences employee job satisfaction. This consistency across studies demonstrates the universal principle in HR management that adherence to organizational systems and norms does not diminish job satisfaction but rather builds a foundation for employee psychological well-being through a professional environment.

On the other hand, the results of this study contradict the findings of Putri & Kustini (2021), who stated that discipline had no effect on job satisfaction. The discrepancy in these research results can be explained by differences in the institutional culture or the objects studied. In more dynamic or less structured organizations, overly rigid disciplinary enforcement may be perceived as a burden that stifles creativity and therefore does not correlate with satisfaction. However, for law enforcement and public service institutions such as the Surakarta Class IA Religious Court, discipline is a key pillar. The formal and deadline-oriented nature of judicial duties (such as appeals, cassation, and case minutes) makes high work discipline absolutely essential. The systematic precision born of this discipline is what fuels pride and job satisfaction among civil servants within it.

2. Mutations affect job satisfaction

The calculation results based on PLS with a path coefficient value of 0.543 and a probability value (p-value) of 0.000 which is much smaller than the significance level of 0.05 ($0.000 < 0.05$). Thus, the second hypothesis (H2) which states that "transfers have a significant effect on job satisfaction" is declared accepted. The positive direction of the coefficient (0.543) indicates a unidirectional relationship: meaning, the more effective and objective the implementation of transfers carried out by the organization, the level of job satisfaction felt by employees of the Surakarta Religious Court Class IA will experience a significant increase. Conversely, a transfer process that is considered poor or non-transparent has the potential to drastically reduce employee job satisfaction.

The results of this study align with those of Betina & Masman (2022) and Puri & Wisnu (2020), whose findings also confirmed that job transfers provide a positive and significant contribution to boosting employee job satisfaction. However, these results contain anomalies or differences when compared with the findings of

Rahmawati & Adiwati (2021), who stated that job transfers have a positive but insignificant impact on job satisfaction. This significant difference can be analyzed from the characteristics of the research object. In Class IA Religious Court institutions, standardization of transfer and promotion patterns tends to be strictly regulated through the Supreme Court blueprint. When the certainty of these transfer regulations is properly implemented at the Surakarta work unit level, their significance for employee work psychology becomes very strong, in contrast to non-judicial organizations that may have looser or less structured transfer patterns, resulting in less significant impacts felt by employees.

3. *Work discipline influences employee performance*

The test results show a path coefficient value of 0.351 with a probability value of 0.002. The probability value, which is below the significance threshold ($0.002 < 0.05$), provides a strong empirical basis for stating that the proposed hypothesis—namely "work discipline has a significant influence on employee performance"—is accepted.

The positive coefficient (0.351) confirms a unidirectional and linear relationship between the two variables. This indicates that any improvement and increase in the quality of work discipline demonstrated by employees will significantly boost employee performance at the Surakarta Class IA Religious Court. Conversely, allowing indisciplinary actions or a decline in disciplinary commitment will result in a decline in the institution's overall performance.

The results of this study align with the theories and findings of Uskono, Gana, & Foeh (2021) and Fitri et al. (2023), which emphasize that work discipline is a crucial determinant with a positive and significant impact on improving employee performance across various organizational sectors. These findings also align with a series of previous studies conducted by Safitri, Husniati & Permadhy (2021), Cahyana, et al. (2023), Chrisnanto & Riyanto (2020), and Kusumadewi (2023).

4. *Mutations affect employee performance*

Based on the results of the fourth hypothesis test (H4), it was found that the mutation variable has a positive and significant direct influence on employee performance at the Surakarta Class IA Religious Court. This indication is proven by the positive path coefficient value of 0.317 with a probability value of 0.033. Because the probability value obtained is below the required rejection threshold ($0.033 < 0.05$), it is concluded that the fourth hypothesis (H4) which states "mutations have a positive and significant influence on employee performance" is accepted.

The positive coefficient (0.317) indicates a unidirectional relationship. This means that planned and executed objectively and periodically, job or work unit transfers will have a direct impact on improving employee performance. Conversely, a pattern of transfer placements that is undirected, non-transparent, or not based on organizational needs at the Surakarta Class IA Religious Court is predicted to weaken productivity and reduce employee work output.

The findings of this study align with and support the conclusions of Jacob, Taroreh & Walangitan (2023) and Aditianto, Sihite, & Supriyadi (2020), who stated

that job transfers significantly contribute to employee competency development, a key driver of performance. Consistent with this finding, Erna, Suputra, & Arsha (2023), in their research at a public institution (the Bali Provincial Representative Office of the Supreme Audit Agency of the Republic of Indonesia), also demonstrated that job transfer governance, combined with motivation and job promotions, significantly impacts state apparatus performance.

5. Job satisfaction influences employee performance

The calculation results are indicated by a positive path coefficient value of 0.362 with a probability value (p-value) of 0.006. Considering that the probability value is far below the specified significance threshold ($0.006 < 0.05$), it is concluded that the fifth hypothesis (H5) which states that "job satisfaction has a positive and significant effect on employee performance" is accepted.

The positive coefficient (0.362) confirms a unidirectional linear relationship. This indicates that higher levels of job satisfaction among employees will lead to a significant increase in employee performance at the Surakarta Class IA Religious Court. Conversely, if the aspects that shape employee job satisfaction are neglected or deteriorate, the institution's productivity and performance targets will decline, risking disruption to the quality of public services.

The findings of this study align with those of Iskandar (2020) and Kusuma & Hasyim (2023), which confirmed that job satisfaction is a significant determinant of employee performance. Strong relevance is also demonstrated by the results of Sofiati & Septianto's (2022) study at another public agency (the Yogyakarta Regional Office of the Directorate General of Taxes), which interestingly found that job satisfaction had a greater influence on performance compared to partial job transfers. This indicates that structural organizational improvements (such as transfers) will not achieve peak performance unless they are first successfully converted into job satisfaction.

Table 2 Mediation test table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DK -> KK -> KP	0.155	0.161	0.076	2,041	0.042
MT -> KK -> KP	0.197	0.200	0.090	2,178	0.030

6. Work discipline has an indirect effect on employee performance through job satisfaction.

Based on the results of the indirect effect test, the path coefficient value for the work discipline→job satisfaction→performance path was 0.155 with a probability value of 0.042. A positive coefficient value indicates that the job satisfaction variable has a positive contribution in bridging work discipline to employee performance.

Meanwhile, the probability value that is below the significance threshold ($0.042 < 0.05$) provides an empirical conclusion that job satisfaction is proven to positively and significantly mediate the influence of work discipline on employee performance at the Surakarta Class IA Religious Court. Thus, the hypothesis stating that there is a significant indirect influence is declared accepted.

The results of previous calculations have proven that the direct effect of work discipline on employee performance is significant (0.351) and its indirect effect is also significant (0.155), so the nature of the mediation that occurred at the Surakarta Class IA Religious Court is partial mediation. This indicates that work discipline can boost employee performance directly, but the impact will be much more optimal and meaningful when channeled through increasing employee job satisfaction first.

The results of this study align with those of Astuti & Rahardjo (2021) and Fatmasari & Badaruddin (2022), which suggest that job satisfaction is an intervening variable capable of mediating the influence of work discipline and the work environment on employee performance. Similarly, these results are also consistent with a study conducted by Syahaical & Achmad (2025), which confirmed that work discipline has a massive positive impact on performance when job satisfaction acts as a mediating variable. This series of similar research findings from various organizational levels, including public justice organizations, demonstrates a fundamental principle of HR management: firm but well-managed discipline will foster work satisfaction (satisfaction), and that satisfaction is the primary driver of sustainable productivity (performance).

7. Mutations have an indirect effect on employee performance through job satisfaction.

Based on the results of the indirect effect test, the path coefficient value for the relationship between mutation→job satisfaction→employee performance was 0.197 with a probability value of 0.030. A positive coefficient indicates a unidirectional contribution from this mediation effect.

Judging from the probability value which is below the rejection threshold ($0.030 < 0.05$), it can be drawn a strong statistical conclusion that job satisfaction is proven to positively and significantly mediate the influence of mutation on employee performance at the Surakarta Class IA Religious Court. Thus, the hypothesis stating that there is a significant indirect influence is declared accepted.

The direct effect of transfers on previous employee performance has been proven to be significant (0.317) and its indirect effect through job satisfaction is also significant (0.197), so the nature of mediation formed in the HR governance system at the Surakarta Class IA Religious Court is partial mediation. This confirms that the transfer policy is indeed able to boost performance directly, but the effectiveness of the impact delivery will be much more massive and sustainable if the transfer process is able to convert it into employee job satisfaction first.

The calculation results on the mutation→job satisfaction→employee performance path obtained a coefficient value of 0.197 and a probability value of 0.030. A positive coefficient value means there is a positive indirect effect of mutation

on employee performance through job satisfaction. That is, the better the mutation, the better the employee performance. Conversely, the worse the mutation, the worse the employee performance. A probability value of $0.030 < 0.05$ can be drawn a strong statistical conclusion that job satisfaction is proven to positively and significantly mediate the effect of mutation on employee performance at the Surakarta Religious Court Class IA. Thus, the hypothesis stating that there is a significant indirect effect is declared accepted.

Since the direct effect of transfer on previous employee performance has been proven significant (0.317) and its indirect effect through job satisfaction is also significant (0.197), then the nature of mediation formed in the HR governance system at the Surakarta Class IA Religious Court is partial mediation. This confirms that the transfer policy is indeed able to boost performance directly, but the effectiveness of the impact delivery will be much more massive and sustainable if the transfer process is able to convert it into employee job satisfaction first.

This research aligns with the results of research conducted by Nugroho & Soliha (2023) at a public agency (KPP Pratama Semarang Candisari), which stated that job satisfaction successfully mediated the influence of transfer patterns on employee performance. Similarly, Fajri, Oemar & Seswandi (2023), Worang, Nelwan, & Taroreh (2022), and Magdalena et al. (2024) also demonstrated in their studies that job satisfaction acts as a reinforcing bridge that mediates the relationship between the independent variable of transfer and the dependent variable of employee performance.

CONCLUSION AND SUGGESTIONS

Based on the results of data analysis and hypothesis testing, it can be concluded that work discipline and transfers have a positive and significant effect on employee job satisfaction at the Surakarta Class IA Religious Court. In addition, work discipline, transfers, and job satisfaction also have a positive and significant effect on employee performance. The results of the study indicate that job satisfaction is able to positively and significantly mediate the effect of work discipline on employee performance, as well as positively and significantly mediate the effect of transfers on employee performance at the Surakarta Class IA Religious Court. Based on these findings, it is recommended that the leadership of the Surakarta Class IA Religious Court implement a transparent internal transfer pattern and be carried out periodically, at least once every three years for secretarial and clerk staff, by referring to the blueprint of the Supreme Court of the Republic of Indonesia. In addition, employee placement should be based on the results of an objective competency assessment in accordance with their knowledge and technical skills in order to minimize work saturation (burnout) and increase the sense of being appreciated by the organization. The leadership is also expected to change the supervisory approach from a punitive one to a supportive and guiding one so that discipline enforcement is seen as an effort to create a sense of security and pride in work. In addition, it is necessary to design a proportional division of workload in each sub-section of the clerkship and secretariat to reduce the risk of work stress, as well as

integrating the achievement of daily work quantity targets as one of the main requirements in proposing job promotions so as to increase the intrinsic motivation of employees to work in a disciplined, productive and high-performance manner.

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