IMPROVING JOB SATISFACTION AND EMPLOYEE PERFORMANCE: A STUDY ON THE APPLICATION OF WORK DISCIPLINE AND HYPNOTHERAPY TRAINING AT WIDYAGAMA UNIVERSITY MALANG

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ABSTRACT

Employee involvement as a management tool is significant because qualified employees accelerate organisational growth. Therefore, a strategy is needed to increase job satisfaction and employee performance. This study aims to explain the effect on improving job satisfaction and employee performance through discipline and hypnotherapy. The research is explanatory research using a quantitative approach. The sampling method used the purposive sampling method. The number of samples is 90 respondents who have different characters. The statistical evaluation method uses descriptive and direction evaluations, It method uses Partial Least Square (PLS) software. The study aims to explain the effect of work discipline and hypnotherapy training on job satisfaction and employee performance. As a result, it was found that job satisfaction is an important factor for organisations because it affects employee performance. In addition, work discipline combined with hypnotherapy training positively affects employee performance. The results of this study indicate that hypnotherapy training has a positive and significant effect on job satisfaction. However, in this study, work discipline does not affect job satisfaction.

Keywords: Work Discipline, Training Hypnotherapy, Job Satisfaction, Employee Performance.

JEL: J24

INTRODUCTION

Employee involvement as a management tool is very important for the organisation's progress. Its presence is very important because skilled employees accelerate its growth, especially during a pandemic like now. On the other hand, the unstable organisational environment causes concern among employees. Therefore, organisational leaders need to retain the best talent in the organisation. Therefore, a strategy is needed to improve employee performance and job satisfaction. It is done using appropriate human resource development methodologies to help organisations become productive employees.

Several researchers have conducted surveys on employee performance. Alsafadi & Altahat (2021) suggesting that human resources are the main driver of the organisational and commercial environment. Human resources are an important factor in achieving good results. To achieve the vision and mission of the organisation, it is necessary to have good information. It is

achieved not only by measuring employee performance but also by measuring organisational performance.

Diah & Cahyadi (2020) analyse the factors of talent development so that they can affect employee performance. One of the methods includes the recruitment process, general and specific training, rewards, career development, promotions and transfers. His research indicates that the factors of developing human resources simultaneously affect employee performance so that consistent coaching and motivation are needed. Nwachukwu et al. (2018) investigated the relationship between training and employee motivation in Nigeria's liquefied natural gas (NLNG) organisations. The results showed a significant relationship between training and increasing employee motivation.

Yang et al. (2021) said that organisational leaders need to be sensitive to this condition because it gradually affects organisational performance and makes it challenging to achieve organisational goals. Motivation can be defined as passion and the power to make people work. The more motivated a person is, the better his performance. In addition, it also makes it easier to overcome existing obstacles. A good leader understands the situation and needs of his employees (Atmojo, 2012). Managers need to know the status of their employees because employees are the ones who drive all the ideas and plans of the organisation and prioritise the achievement of goals.

However, from several studies on organisational management, none has applied work discipline and hypnotherapy training to increase job satisfaction and employee performance. Therefore, it is necessary to conduct research related to improving job satisfaction and employee performance through discipline and hypnotherapy to employees of the Widyagama University of Malang.

LITERATURE STUDY

Work Discipline

Petcu et al. (2021) states that discipline is the perception and willingness of individuals to comply with all applicable organisational rules and social norms. Alsafadi & Altahat (2021) states that discipline is a controlling tool to encourage organisational members to comply with various requirements of this regulation. Discipline is more appropriate when defined as attitudes and behaviours that comply with organisational regulations (Sudarsih & Supriyadi, 2019). Yuliandi & Tahir (2019) stated that the indicators of work discipline are: 1. Punctuality. Employees come to the organisation on time and in a neat and tidy manner to talk about good work discipline. 2. Using organisational equipment properly can recognise that someone has good work discipline and prevent damage to organisational equipment. 3. High responsibility. Employees who always complete the assigned tasks well and are responsible for their work also have good work discipline. 4. Compliance with organisational regulations.

> H_1:   *Work discipline (WD) has influenced Job satisfaction (JS)*
>
> H_2:   *Work discipline (WD) has influenced Employee performance (EP)*

Hypnotherapy Training

Training is a strategically functioning medium for an organisation and improves employee skills. There are many ways to develop employees to improve their skills. One method

is hypnosis for employees (corporate hypnosis). Hypnosis is a trigger to speed up and make the process more effective. Stress management, hypnosis to motivate and improve self-image, goal setting to increase self-confidence, employee coaching skills as one of the management factors. In terms of skills, sales, creativity, problem-solving and improved negotiation and communication skills. Ristianty et al. (2020) stated that hypnosis can improve memory, cognition, increase creativity, and improve employees' quality of life. Hypnosis can be used to improve employee skills. The hypnosis method pushes the limits of their thinking into employees' minds (Abogsesa & Kaushik, 2018).

However, several studies have not considered organisational hypnosis training methods to improve employee performance in the organisation. Hypnosis is not a new method, but its effectiveness has not yet been developed. However, there is a lot of evidence about the effectiveness of this method by researchers.

> *H_3:   Hypnotherapy Training (HT) has influenced Job satisfaction (JS)*
>
> *H_4:   Hypnotherapy Training (HT) has influenced Employee performance (EP)*

Job Satisfaction

Employees play an important role in the progress of the organisation. If employees have a relatively high level of job satisfaction, they can surely achieve maximum performance. Job satisfaction is an employee's excitement in his role and works in the organisation. Satisfaction is influenced by the reciprocal relationship between employees and the organisation. The state of the collaborative work environment also increases employee satisfaction with work. Employees are also happy when their work receives good feedback. This way, employees will feel that their work is valued and cared for. Organisations need to pay attention to the job satisfaction of their employees. It improves the performance of the employees, thereby increasing the performance and success of the organisation. When employees' needs are met, their job satisfaction increases. Job satisfaction is a happy emotional state or positive emotion resulting from an assessment of one's work or experience. High job satisfaction increases employee performance in relation to the organisation to which they belong.

> *H_5:   Job satisfaction (JS) has influenced Employee performance (EP)*

Employee Performance

Sapta et al. (2021) Investigating the impact of personnel development on employee performance in staffing and training institutions. The survey results show that motivation and active participation affect employee performance, and employee performance is related to indicators of ability, clarity, assistance, validity, and environment. Human resource development has a positive impact on employee performance. Riyadi (2019) analysed theoretical frameworks and models related to employee development and their impact on employee performance. The proposed model development describes the relationship between employee development variables (employee learning, skill growth, personal responsibility, employee attitudes) and employee performance variables. Employee performance has an impact on organisational effectiveness. According to Ratnasari et al. (2019), performance is the mental and physical ability to perform a task. High skills help individuals' complete tasks, while low skills make

individuals passive. Even with sophisticated equipment, technology, and large capital, organisational goals will not be achieved (De Souza & Beuren, 2018). One way to ensure employees perform well is through training. Training gives employees their skills and abilities to complete tasks, and affecting individual performance (Slutsky et al., 2019).
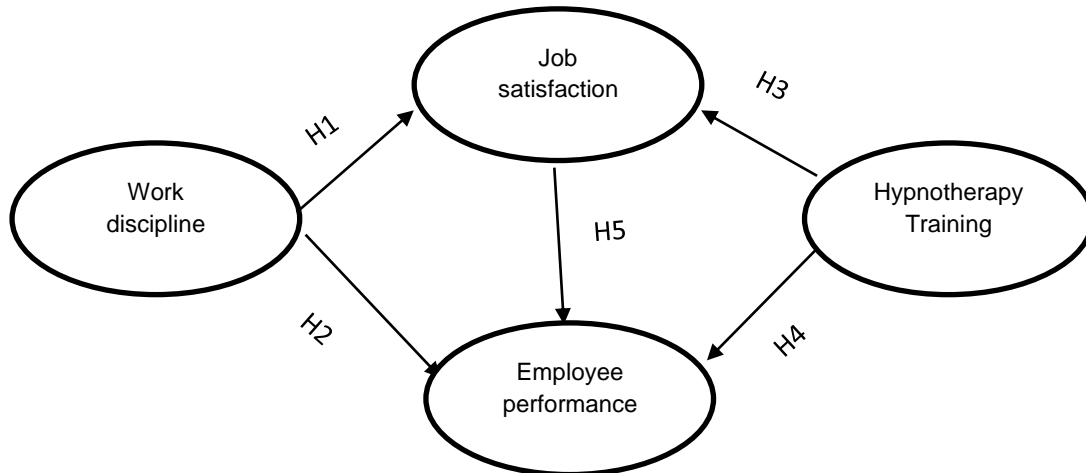
FIGURE 1
RESEARCH MODEL

RESEARCH METHODOLOGY

The observation is a lecturer at the Faculty of Economics, Widyagama University, Malang. Sampling with a targeted sampling method 90 respondents. This study uses a pre-experimental (non-designed) research design in the form of a OneShot case study. It uses a survey design related to the groups in this survey and uses a survey paradigm after a certain period. Data collection used a questionnaire as a survey method to test the validity and reliability of the device. The questionnaire uses The Linkery 5 scale, where one means strongly disagree, and five means strongly agree. The information in the questionnaire is used to explain the effect of work discipline and hypnosis training on job satisfaction and employee performance. The survey used 90 respondents and consisted of 42 or 46.6% male respondents and 48 or 53.4% female respondents. The average final education is 20 undergraduate respondents or 22.2%, 58 masters respondents or 64.4%, 12 doctoral respondents or 13.4%. The validity analysis uses a validity value that can be identified based on the average variance extracted (AVE) value. The AVE value with a factor greater than 0.5 is considered appropriate.

Table 1	
AVERAGE VARIANCE EXTRACTED (AVE)	
Construct	Average variance extracted (AVE)
X1	0.857
X2	0.802
Y1	0.788
Y2	0.865

Table 1 shows that the AVE value for each construct is greater than 0.5, so it can be concluded that the constructs are work discipline (X1), hypnosis (X2). Job satisfaction (Y1) and employee performance (Y2) are very good models, but all the estimated model constructs meet the discriminant validity criteria.

Composite reliability is used as a reliability analysis to test the reliability scores between construct indicator blocks. The terms of the construct are reliable if the composite Reliability and Cronbach's alpha value are greater than 0.7. Table 2 shows the output of Composite Reliability and construct reliability using PLS.

Tabel 2 COMPOSITE RELIABILITY		
Construct	Composite Reliability	Cronbach's Alpha
X1	0.903	0.863
X2	0.963	0.964
Y1	0.961	0.926
Y2	0.952	0.965

Composite reliability is good if the value is above 0.70. Table 2 shows that all construct models are greater than 0.70. It proves that the measurement model using reflection indicators is very valid. In addition, indicators of work discipline (X1), hypnosis (X2). At the same time, job satisfaction (Y1) and employee performance (Y2) increase the latent variable.

If the value is above 0.70, then Construct reliability is good. So it can be said that the variable of work discipline (X1) and hypnotherapy training (X2) based on Cronbach's alpha value is good. While job satisfaction (Y1) and employee performance (Y2) show high construct reliability, this research model meets Composite Reliability and construct reliability.

Communalities

Communalities are the amount of variance of the initial variable that explains the analysis results. Table 3 shows the output results of Communalities using PLS.

Tabel 3 COMMUNALITIES	
Construct	Communalities
X1	0.857
X2	0.802
Y1	0.788
Y2	0.865

All constructs have communalities values greater than 0.70. The greater the value of the communalities of the variable, the closer the relationship and the greater the impact on the analysis results.

## Structural Model Testing (Inner Model)

The structural model test uses R-square (R^2) for the dependent construct. The R-square value reflects the predictions of all models (Kim, 2015) with a value greater than 0.10. Table 4 shows the data processing results using PLS, and the R-square value is obtained.

Tabel 4	
FIRST MODEL R-SQUARE VALUE	
Construct	R-Square
Y1	0.626
Y2	0.731

Table 4 shows the R-square values for all variables greater than 0.60. The goodness of fit in PLS is known from the value of Q^2. in regression analysis, the value of Q^2 is consistent with the coefficient of determination (R-square). The higher the value of R^2, the more the model is declared fit to the data obtained. A Q^2 value greater than 0 (zero) indicates that the model has predictive relevance, and a Q^2 value smaller than 0 (zero) indicates that the model has low predictive relevance (Lim & Lim, 2016). Table 4 shows the value of Q^2.

$$Q^2 = 1 - (1 - R^2{}_1)(1-R^2{}_2)(1 - R^2{}_3) \ldots (1 - R^2{}_n)$$
$$= 1 - (1-0.626)(1-0.731)$$
$$= 1 - 0.100606 = 0.8993 = 89.93\%$$

Based on the Q2 value in the overall model equation of 89.93%, the structural model has high predictive relevance and is getting better and more feasible for prediction.
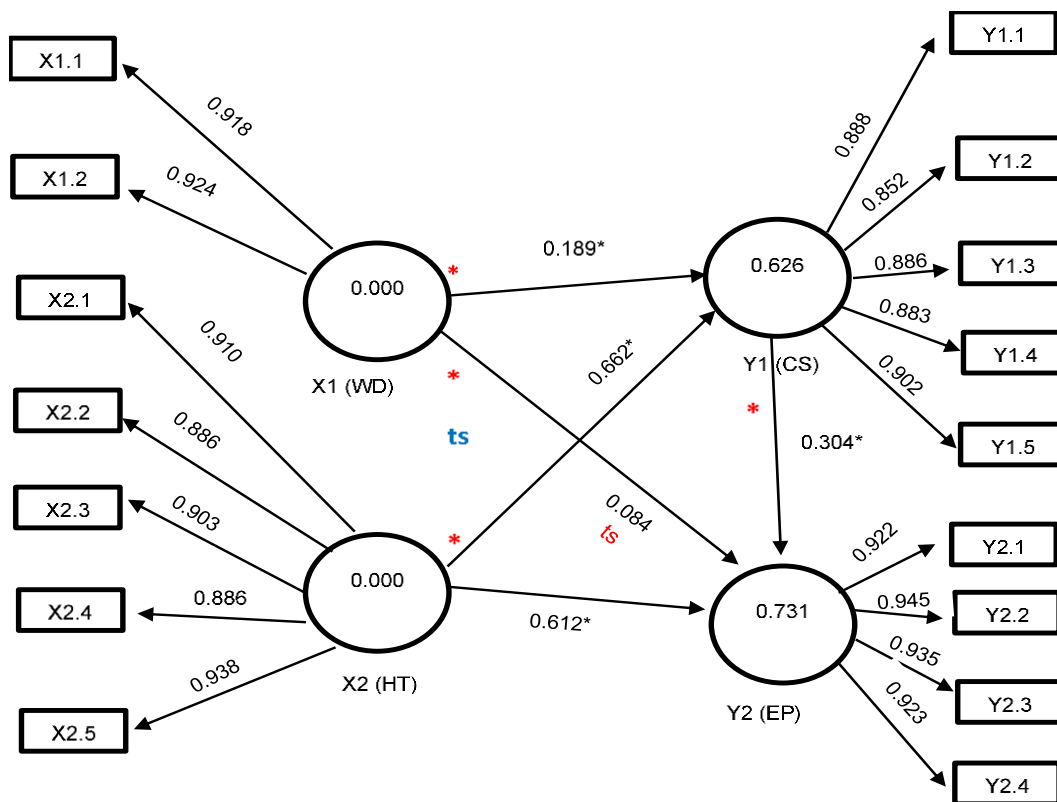
Note: * =significant effect; ts = no significant effect

FIGURE 2
PATH DIAGRAM FOR T-TEST

Hypothesis Test

Hypothesis testing using resampling method with t-test statistical test. The re-sampling method is used for freely distributed data, does not require the assumption of a normal distribution, and does not require a large sample. On the t-test, if | t count | > t table (alpha 5% = 1.96) can be said to be significant and vice versa. If the t-test for the outer model is significant, the indicator is an instrument to measure the latent variable. On the other hand, if the t-test of the inner model is significant, it means that there is an effect of latent variables on other latent variables. Figure 1 shows the t-test path diagram of the output PLS, where the relationship between variables results from the path coefficient in the model.

Figure 2 shows the t-test value of each indicator for each latent variable to know which indicator has a significant effect on the latent variable and the significance between the latent variables. Table 5 shows the path coefficient results in the inner model.

		Table 5 PATH COEFFICIENT AND t-STATISTICAL TEST RESULTS				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)	Decision
X1 -> Y1	0.189	0.190	0.062	0.062	2.988	Significant
X1 -> Y2	0.084	0.083	0.048	0.048	1.912	Not significant
X2 -> Y1	0.662	0.661	0.054	0.054	12.232	Significant
X2 -> Y2	0.542	0.542	0.061	0.061	8.586	Significant
Y1 -> Y2	0.304	0.305	0.063	0.063	4.489	Significant

Table 5 shows the evaluation results of the inner model for the direct effect of work discipline (X1) on job satisfaction (Y1). The statistical value is 2.988 greater than 1.960 for the two-way test with an error rate of 5%. Therefore, the statistical hypothesis that has no direct effect between job training (X1) on job satisfaction (Y1) is rejected. It shows that there is a significant positive (+) direct effect between job satisfaction (Y1) of 0.189 and work discipline (X1). The positive effect of work discipline (X1) on job satisfaction (Y1) can be interpreted that the higher the work discipline (X1), the higher the job satisfaction (Y1). On the other hand, the lower the work discipline (X1), the lower the job satisfaction (Y1).

The results of the evaluation of the inner model for the direct effect of work discipline (X1) on employee performance (Y2), the statistical value is 1.912, which is smaller than 1.960 for the two-way test with an error rate of 5%. Thus, the statistical hypothesis that work discipline (X1) has no direct effect on employee performance (Y2) is accepted. This shows that the direct effect of work discipline (X1) on employee performance (Y2) is relatively small, namely 0.084. Thus, it can be said that work discipline (X1) does not affect employee performance (Y2). The inner model for the direct effect of hypnotherapy training (X2) on job satisfaction (Y1) shows a statistical value of 12.232. Here the value is greater than 1.960 for the two-way test with an error rate of 5%, so the hypothesis that there is no direct effect between the statistical value of hypnotherapy training A (X2) and job satisfaction (Y1) is rejected. It shows a significant direct and positive effect between hypnotherapy training (X2) on job satisfaction (Y1) of 0.662. The

positive effect of hypnotherapy training (X2) on job satisfaction (Y1) can be interpreted as the better the hypnotherapy training (X2), the higher the job satisfaction (Y1). On the other hand, the worse the hypnotherapy (X2), the lower the job satisfaction (Y1). The direct effect of hypnotherapy training (X2) on employee performance (Y2) shows a statistical value of 8,586. Here, this value is greater than 1.960 for the two-way test with an error rate of 5%, so the statistical hypothesis stating no direct effect of hypnotherapy training (X2) on employee performance (Y2) is rejected. It shows a significant direct and positive effect between hypnotherapy training (X2) on employee performance (Y2) 0.542. The positive effect of hypnotherapy training (X2) on employee performance (Y2) can be interpreted that the better hypnotherapy training (X2) will improve employee performance (Y2). On the other hand, the worse the hypnotherapy (X2), the lower the employee's performance (Y2).

The relationship between job satisfaction (Y1) and employee performance (Y2) shows a t-statistic value of 4.489, where the value is greater than 1.960 for a two-way test with an error rate = 5%. So that the statistical hypothesis, which states that there is no direct effect of job satisfaction (Y1) on the variance of employee performance (Y2), is rejected. It shows a significant direct positive effect of 0.304 between job satisfaction (Y1) and employee performance (Y2). The positive effect of job satisfaction (Y1) on employee performance (Y2) can be interpreted that the higher the job satisfaction (Y1), the higher the employee's performance (Y2). On the other hand, the lower the job satisfaction (Y1), the lower the work performance (Y2).

When the direct influence between variables is known, then the indirect effect of several exogenous variables on endogenous variables is calculated through a variable. The indirect effect (PTL) can be found by multiplying the path coefficient values for each variable. Hypothesis testing for the indirect effect is carried out using the SOBEL test (Table 6).

Table 6 SOBEL test								
Calculate SOBEL for indirect effect	a	b	ab	sa	sb	sab	t-stat (PTL)	Decision
X1 -> Y1 -> Y2	0.189	0.292	0.055	0.063	0.064	0.026	2.123	Significant
X2 -> Y1 -> Y2	0.661	0.292	0.193	0.054	0.066	0.046	4.204	Significant

Note: a = path coefficient from variable 1 to variable 2, b = path coefficient from variable 2 to variable 3, ab = (path a) * (path b), Sa = standard error of path a, Sb = standard error of path b.

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

Then, to test the significance of the indirect effect (PTL), it is necessary to calculate the t value of the ab coefficient using the following equation: $t = \dfrac{ab}{Sab}$

Based on the results of the indirect effect test, it can be seen that the path coefficient value of the indirect effect of work discipline (X1) and job satisfaction (Y1) on work performance (Y2) is 0.055, while the t-test value of 2.123 is greater than ±1.96, so if Ho is rejected, it can be concluded that the indirect effect between work discipline (X1) and job satisfaction (Y1) is significant on employee performance (Y2). That is, the higher the work discipline (X1), the higher the job satisfaction (Y1), so the higher the job satisfaction (Y1), the

higher the worker's performance (Y2), and vice versa. While the path coefficient value of the indirect effect of hypnotherapy training (X2) through job satisfaction (Y1) on work performance (Y2) is 0.193, which is a t-statistic value of 4.204, which is higher than ±1.96, thus rejecting Ho, and concludes that the indirect effect of hypnotherapy training (X2) through job satisfaction (Y1) is significant on employee performance (Y2). That is, the better the Hypnotherapy training (X2), the more influential it is on increasing job satisfaction (Y1) so that it has an effect on increasing employee performance (Y2), and vice versa.

CONCLUSION

This study shows that job satisfaction is a consideration for organisations because it affects employee performance. In addition, work discipline and hypnotherapy training positively impact employee performance. Will directly benefit the organisation or organisation. This research shows that work discipline and hypnotherapy training have a positive and significant effect on job satisfaction. However, in this study, work discipline did not affect job satisfaction. It is necessary to expand the sample area and add research variables in future research.

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