


The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)

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Article Info	ABSTRACT
Keywords: Work Discipline, Work Motivation, Employee Performance, Job Satisfaction	This research aims to analyze the influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable. The study adopts a quantitative approach, and the sample consists of 87 permanent employees of PT PLN Persero Generation Control Unit in the Southern Sumatra Keramasan Sector. Data for the research is obtained through primary sources, utilizing offline questionnaires. The data analysis method employed in this study is Structural Equation Modeling (SEM) using the SmartPLS application. The results indicate that work discipline has a significantly positive effect on job satisfaction, while it has a significantly negative effect on employee performance. Work motivation has a significantly positive effect on employee performance. Additionally, work discipline has a significantly positive effect on employee performance mediated by job satisfaction, and work motivation has a significantly positive effect on employee performance mediated by job satisfaction.
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INTRODUCTION

Human Resource Management (HRM) is a set of policies, practices, and systems that influence the behavior, attitudes, and performance of employees. A company that effectively manages its HRM tends to have more satisfied employees and customers, greater innovation, higher productivity, and a better reputation in society. When managed well, HRM contributes to the overall performance of an organization (Raymond et al., 2019). Human Resources (HR) is a part of the management function that focuses on processes to acquire, motivate, and retain competent employees (Robbins and Coulter, 2018).

PT PLN (Persero) Generation Control Unit South Sumatra Keramasan Sector is a state-owned company operating in the provision of electricity for public purposes. The production and distribution of electricity are regulated by PT PLN (Persero) headquarters in

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)— Ayu Okti Sapira et.al

Jakarta, which is currently under the Ministry of Energy and Mineral Resources. As one of the generation units of PT PLN (Persero), it strives to generate and provide adequate and quality electricity while conducting business in line with healthy economic principles, considering stakeholder interests, and enhancing customer satisfaction.

Over its decades-long journey in the field of electricity generation, PT PLN Persero Generation Control Unit in the Southern Sumatra Keramasan Sector has faced inevitable challenges and issues. However, based on the data obtained by the researcher, the organization's efforts to improve employee discipline have not yielded optimal results. The following data represents the level of employee tardiness at the PT PLN Persero Generation Control Unit in the Southern Sumatra Keramasan Sector office.

Table 1. Employee Performance Data of PT PLN (Persero) Generation Control Unit South Sumatra Sector in Keramasan

No	Performance Indicator	2020 (%)	2021 (%)	2022 (%)
1	Efficiency of Generator Disturbance Handling	86,73	85,64	94,55
2	Efficiency of Maintenance Machine Handling	111,85	100	112,74
3	Handling of Generator Disturbance Frequency	50,05	43,59	50,23
4	Handling of Maintenance Machine Frequency	90,15	100	100
5	Fuel Distribution	100,39	90,25	94,29
6	Energy Not Served Handling	100,34	91,64	80,36
7	Parameter Handling	90,65	90,24	81,20
8	Protection Performance	100	90,24	85,67
9	HCR	112,12	85,67	80,36
10	Maturity Level of Compliance	100	90,64	81,20
11	Timeliness of Follow-up on Disturbances	100	107,39	100
Average Performance		94,75%	88,48%	87,32%

Source: HR Data of PT PLN (Persero) Generation Control Unit South Sumatra Keramasan Sector, 2023

Looking at Table 1, it is known that the performance of employees at PT PLN (Persero) Generation Control Unit South Sumatra Keramasan Sector in 2020 with a rating of 94.75%, in 2021 experienced a decrease to 88.48%, and then in 2022, employee performance decreased to 87.32%. Based on the employee performance results, employee performance is a problem that occurs in the company, as there is a decrease in performance that can hinder the achievement of the company's targets. Here is the standard employee performance data at PT PLN (Persero) Generation Control Unit South Sumatra Keramasan Sector.

Table 2. Employee Performance Standards 2020-2022 PT PLN Persero Generation Control Unit in the Southern Sumatra Keramasan Sector

Performance Standards of PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan		
No	Nilai (%)	Kategori
1	Performance \geq 100	Tercapai
2	$95 \leq$ Performance $<$ 100	Hampir tercapai/hati-hati
3	Performance $<$ 95	Perlu peningkatan/masalah

Source: HR Data of PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan, 2023

Looking at Table 2, it is known that there is a performance standard for employees at PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan that aligns with the responsibilities of each employee. The performance assessments calculated earlier indicate that employee performance at PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan from 2020 to 2022 falls into the category of needing improvement/problems and has not yet reached the achieved category as expected by the company. Therefore, this issue must be promptly addressed by PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan to avoid hindering the company's progress. Employee satisfaction at PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan, as seen from the turnover presented in the following table:

Tabel 3. Employee Turnover Data Over the Year at PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan 2020-2022

Year	Total Employees Year-End	Length of Service (Years)	Number of Employees Leaving	Percentage (%)
2020	89	$>$ 5	2	2,24
2021	87	$<$ 5	1	1,14
2022	86	$<$ 5	1	1,16

Source: Human Resources Data of PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan, 2023

Based on Table 3, it is stated that the turnover data of PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan shows that some employees left the company because they perceived a difference in the retirement tenure between high school and higher education (DIII/DIV/S1) graduates. Additionally, the absence of diploma equivalency for continuing education contributed to their decision to leave. These employees also felt that their careers were not progressing, prompting them to seek opportunities in other companies.

There are several research gaps identified in previous studies. Firstly, Situmorang and Siagian (2022) stated that there is an influence of work discipline on employee

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)— Ayu Okti Sapira et.al

performance, a finding also supported by Mubaroqah (2022). The research results showed a positive effect of work motivation and work discipline on employee performance. Subsequent research by Rachmaniah (2022) also demonstrated that job satisfaction can moderate the relationship between work discipline and employee performance. This is further supported by the research findings of Putu (2021), indicating that work motivation significantly affects employee performance when considered together. Furthermore, in the study conducted by Dihan (2017), it was mentioned that organizational commitment and work discipline have a direct impact on employee performance, a conclusion directly supported by Primandaru's (2018) research, which demonstrated that motivation affects performance both directly and indirectly through job satisfaction. The work environment also affects performance both directly and indirectly through work discipline. Given these phenomena, and in the face of intense business competition, PT PLN (Persero) Generation Control Unit South Sumatra Sector Keramasan must enhance employee work discipline to ensure the continuity of company activities, ensuring smooth operations and enhancing competitiveness.

METHOD

This study employs a quantitative approach with the aim of demonstrating the relationships between variables and testing existing theories through analysis. The author will analyze the influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable at PT PLN (Persero) Unit Pelaksana Pengendalian Pembangkitan Sumbagsel Sektor Keramasan. The population for this research consists of 86 individuals, namely permanent employees of PT PLN (Persero) Unit Pelaksana Pengendalian Pembangkitan Sumbagsel Sektor Keramasan. The sample size is 87 permanent employees and 1 supervisor from PT PLN (Persero) Unit Pelaksana Pengendalian Pembangkitan Sumbagsel Sektor Keramasan, selected using saturation sampling/census technique.

Data collection for this research involves the distribution of questionnaires directly to all employees in PT PLN (Persero) Unit Pelaksana Pengendalian Pembangkitan Sumbagsel Sektor Keramasan. The questionnaire distribution aims to gather respondents' opinions regarding work discipline and work motivation's impact on employee performance with job satisfaction as an intervening variable.

The data analysis utilizes Structural Equation Modeling-Partial Least Square (SEM-PLS) through SmartPLS version 4. The calculation involves two models: the Measurement Model (Outer Model) and the Structural Model Testing (Inner Model). The Outer model explores the relationship between indicators and their construct variables. If the loading factor exceeds 0.5, it indicates good validity. The significance test of the loading factor can be conducted using t-statistics or p-values, where a t-statistic value exceeding 1.96 and a p-value < 0.05 indicate significant validity. Further analysis includes construct reliability by considering Composite Reliability (CR), Cronbach's Alpha (CA), and Average Variance Extracted (AVE). If CR and CA are both above 0.7, and AVE is above 0.5, the construct is considered reliable. Discriminant validity testing for reflective measurement models

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

involves comparing the square root of AVE for each construct with the correlation between the construct and other constructs in the model (Ghozali, 2018).

RESULT AND DISCUSSION

Outer Model Testing

Before conducting the Outer Model Testing, the ordinal data is transformed into interval data using the successive interval method (MSI). This step is aimed at assessing the reliability and validity of each latent variable indicator. The loading factor test is carried out as an initial examination on each indicator, including the variables of work discipline and motivation.

Results of Convergent Validity Testing

Convergent validity is also assessed through Average Variance Extracted (AVE). A model with an AVE value above 0.5 is categorized as having high convergent validity. After eliminating loading factors below 0.6, the model has the following AVE values:

Table 4. AVE Analysis Results

	Average Variance Extracted (AVE)
Work Discipline (X1)	0,599
Job Satisfaction (Y)	0,623
Employee Performance (Z)	0,632
Work Motivation (X2)	0,633

Source: Data processed with SmartPLS 2023

Based on Table 4, the AVE values for each construct in the model are concluded to be above 0.5. The AVE value for work discipline is 0.599 (59%), meaning that the variation of measurement items X1 contained in the work discipline variable is 59%. The AVE value for job satisfaction is 0.623 (62%), indicating that the variation of measurement items X2 contained in the job satisfaction variable is 62%. The AVE value for employee performance is 0.632 (63%), signifying that the variation of measurement items Z contained in the employee performance variable is 63%. The AVE value for work motivation is 0.633 (63%), demonstrating that the variation of measurement items Y contained in the work motivation variable is 63%.

Discriminant Validity

Test is a stage conducted to determine whether the variables or indicators used in the study have unique values and are only related to their own variables or indicators. Discriminant Validity Test can be done by looking at cross-loading values and Fornell-Larcker criterion. The first method is to measure cross-loading, where the cross-loading results must show that the indicators of each variable have higher values than the indicators of other variables. The second method for the next test is the Fornell-Larcker criterion. To obtain good discriminant validity from a research model, the square root of the AVE on constructs must be higher than the correlation of constructs with other latent variables. The results of the Fornell-Larcker criterion obtained are as follows:

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

Table 5. Results of Fornell-Larcker Criterion Analysis

	Work Discipline (X1)	Job Satisfaction (Y)	Performance (Z)	Work Motivation (X2)
Work Discipline (X1)	0,874			
Job Satisfaction (Y)	0,676	0,850		
Employee Performance (Z)	0,746	0,687	0,945	
Work Motivation (X2)	0,678	0,790	0,678	0,895

Source: Data processed with SmartPLS 2023

Based on Table 5, it can be observed that all variables have higher values. Disiplin Kerja, as observed in Table 4.13, has a value of 0.874, which is higher than other variables in the same column. Kepuasan Kerja, observed in the table above, has a value of 0.850, which is higher than other variables in the same column. Kinerja Karyawan, in the table above, has a value of 0.945, which is higher than other variables in the same column. Motivasi Kerja, in Table 4.13, has a value of 0.895, which is higher than other variables in the same column. Based on Table 4.13, it can be concluded that the tested data model in this study has met the requirements or criteria, demonstrating evidence that the variables in the model have discriminant validity.

Composite Realibility Test

The specific acceptable range for Composite Reliability values in exploratory research is typically between 0.60 and 0.70. A variable is considered to have high reliability if its value is 0.70. The table of Composite Reliability values is as follows:

Table 6. Results of Cronbach Alpha and Composite Reliability Analysis

	Cronbach's Alpha	Composite Reliability
Work Discipline (X1)	0,866	0,899
Job Satisfaction (Y)	0,949	0,955
Employee Performance (Z)	0,961	0,965
Work Motivation (X2)	0,951	0,957

Source: Data processed with SmartPLS 2023

Based on Table 6, it can be concluded that all variables are reliable, both composite reliability and Cronbach's alpha have values above 0.70. Thus, all variables in this research model have internal consistency reliability. Based on several previous data, it can be inferred that this study has good convergent validity, good discriminant validity, and good internal consistency reliability. The following is a table that shows a summary of validity and reliability

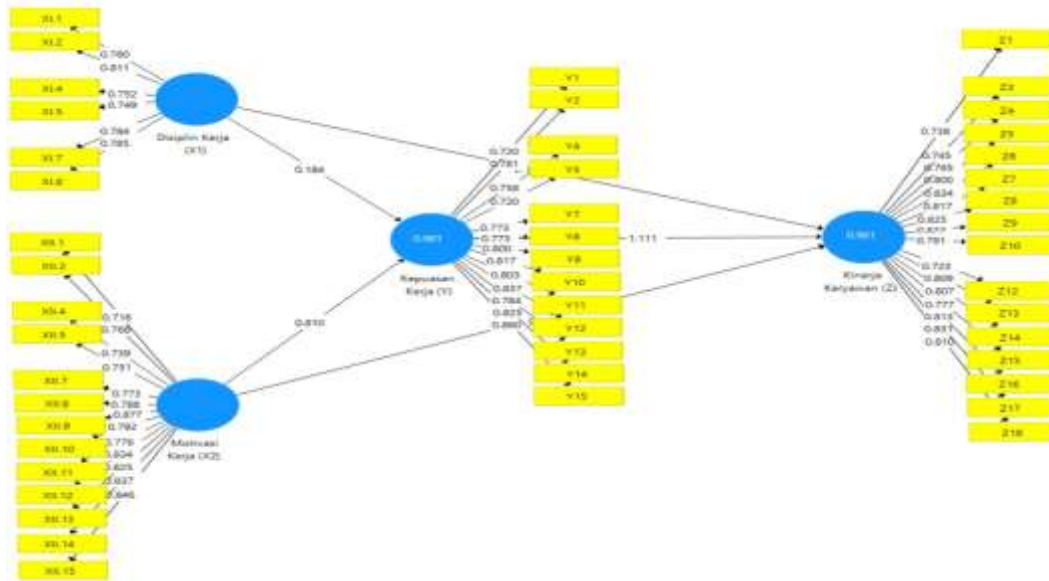


Figure 1. Outer Models Results
 Source: Data processed with SmartPLS 2023

R-Square (R²) Result Test

The process of assessing the research model with PLS begins by looking at the R-square for each latent dependent variable. The R2 value can be used to measure the extent of the influence of exogenous variables on endogenous variables. If the R2 value is larger, it means the research model's prediction is better. The following table shows the estimated R-square using SmartPLS:

Table 7. Results of R-Square Analysis

	R Square Adjusted
Job Satisfaction (Y)	0,981
Employee Performance (Z)	0,980

Source: Data processed with SmartPLS 2023

Based on the results of the R2 testing in Table 8 above, the R2 value for job satisfaction variable is 0.981. The testing in Table 8 explains that the indicators on exogenous variables (work discipline and work motivation) collectively influence job satisfaction by 98.1%, while the remaining 1.9% is influenced by other factors. The R2 value for the employee performance variable is 0.980, indicating that the indicators (work discipline and work motivation) collectively influence employee performance by 98%, while the remaining 2% is influenced by other factors. The standard measurement for R-Square is considered strong at 0.75, moderately sufficient at 0.50, and weak at 0.25. Table 4.12 shows that the R-Square value for the job satisfaction variable is 0.981 (98.1%), which falls into the strong measurement standard. Thus, it can be interpreted that there is a strong relationship between work motivation and work discipline with job satisfaction.

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

Furthermore, Table 4.15 shows that the R-Square value for the employee performance variable is 0.980 (98%), which falls into the strong measurement standard. Hence, it can be interpreted that there is a strong relationship between the influence of work motivation and work discipline on employee performance through the job satisfaction variable.

Q-Square (Q²) Result Test

Q-Square is used to measure how well the observed values produced by the model and its parameter estimates match. If the Q-Square value is greater than 0 (zero), it means the model has predictive relevance. Conversely, if the Q-Square value is less than 0 (zero), it means the model lacks predictive relevance (Sulistiyowati et al., 2022). The Q² value ranges from 0 to 1, where values closer to 1 indicate a better model (Chin, 1998).

Table 8. Q-Square Analysis Results

	R-Square	$1 - ((1 - R_1\text{square})(1 - R_2\text{square}))$	Q-Square
Job Satisfaction	0,981	$1 - (1 - 0.981)(1 - 0.980)$	0.999
Employee Performance	0,980		

Source: Data processed with SmartPLS 2023

Based on Table 8, it shows that the Q-Square value is greater than 0 (zero), indicating that this research model has predictive relevance with a percentage of 0.999 or 99%, which is close to 1. This can be stated that this research has a good model.

F-Square (F²) Result Test

F-Square is a measure used to assess the relative impact of an independent variable on a dependent variable. If the f-Square value is 0.02, there is a small effect of the independent variable on the dependent variable. If the f-Square value is 0.15, there is a moderate effect of the independent variable on the dependent variable. Finally, if the f-Square value is 0.35, there is a large effect of the independent variable on the dependent variable (Sulistiyowati et al., 2022). Below are the f-Square values for each variable in this study.

Table 9. Results of F-Square Analysis

	Work Discipline (X1)	Job Satisfaction (Y)	Employee Performance (Z)	Work Motivation (X2)
Work Discipline (X1)		0,081	0,403	
Job Satisfaction (Y)			1,213	
Employee Performance (Z)				
Work Motivation (X2)		1,562	0,082	

Source: Data processed with SmartPLS 2023

Based on Table 9, it can be observed that work discipline has a value of 0.081, indicating a small influence on job satisfaction. Furthermore, work motivation has a value of 1.562, signifying a substantial influence on job satisfaction. The Effect Size (f²) values for

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

work discipline and job satisfaction are 0.403 and 1.213, respectively, indicating that both variables have a significant impact on employee performance. On the other hand, work motivation has a value of 0.082, indicating a small influence on job satisfaction. This suggests that one variable, work discipline, has a minor impact on job satisfaction, while work motivation has a considerable influence. Moreover, work discipline and job satisfaction have a substantial impact on employee performance, whereas work motivation has a minor influence on employee performance.

GoF PLS Test

The Goodness of Fit (GoF) test is used to assess the overall fit of the model, either for the outer model or inner model, by comparing observed values with expected values in the model. The categorization of GoF values is as follows: 0.00 – 0.24 is considered small, 0.25 – 0.37 is moderate, and 0.38 – 1 is high.

Given:

Average AVE = 0.621

Average R Square = 0.980

$$\begin{aligned} \text{GoF} &= \sqrt{\text{Rata - rata AVE} \times \text{Rata - Rata R - Square}} \\ &= \sqrt{0.621 \times 0.980} \\ &= \sqrt{0.60858} \\ &= 0.780 \end{aligned}$$

Based on the calculation above, the GoF value falls into the high category. The results of the Inner Model analysis are as follows:

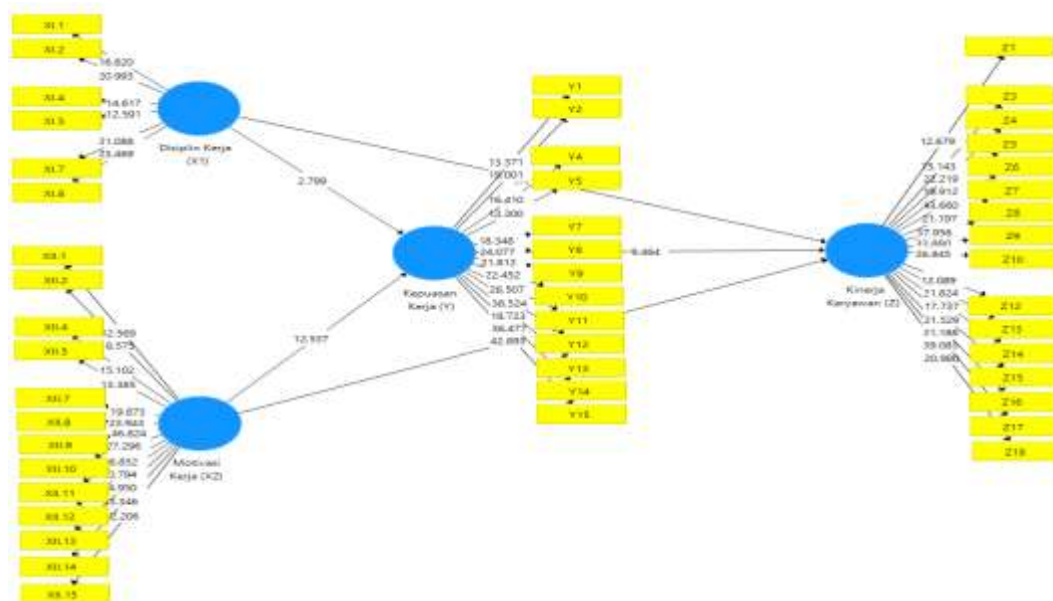


Figure 2. Inner Model Analysis Results

Hipotesis Result Test

The results of the bootstrapping test are as follows:

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

Table 10. Path Coefficient Results

	Original Sample (O)	P Values	Significant Level
Work Discipline (X1) -> Job Satisfaction (Y)	0,184	0,005	Significant
Work Motivation (X2) -> Job Satisfaction (Y)	0,810	0,000	Significant
Work Discipline (X1) -> Employee Performance (Z)	-0,431	0,563	Not Significant
Work Motivation (X2) -> Employee Performance (Z)	0,299	0,008	Significant
Job Satisfaction (Y) -> Employee Performance (Z)	1,111	0,000	Significant

Source: Data processed with SmartPLS 2023

Based on the results from Table 10, the following conclusions can be drawn:

1. Hypothesis Testing 1, which states that work discipline influences job satisfaction. The original sample estimate value is 0.184, indicating a positive direction, and the P-Value is 0.005 (<0.05). It can be concluded that work discipline has a positive and significant influence on job satisfaction. Therefore, Hypothesis H1 is accepted.
2. Hypothesis Testing 2, which states that work motivation influences job satisfaction. The original sample estimate value is 0.810, and the P-Value is 0.000 (<0.05). It can be concluded that work motivation has a positive and significant influence on job satisfaction. Therefore, Hypothesis H2 is accepted.
3. Hypothesis Testing 3, which states that work discipline influences employee performance. The original sample estimate value is -0.431, and the P-Value is 0.563 (<0.05). It can be concluded that work discipline shows a negative direction and does not have a significant influence on employee performance. Therefore, Hypothesis H3 is rejected.
4. Hypothesis Testing 4, which states that work motivation influences employee performance. The original sample estimate value is 0.299, and the P-Value is 0.008 (<0.05). It can be concluded that work motivation has a positive and significant influence on employee performance. Therefore, Hypothesis H4 is accepted.
5. Hypothesis Testing 5, which states that job satisfaction influences employee performance. The original sample estimate value is 1.111, and the P-Value is 0.000 (<0.05). It can be concluded that job satisfaction has a significant influence on employee performance. Therefore, Hypothesis H5 is accepted.

After conducting the Path Coefficient test based on P-Values, the next step is to test indirect effects through intervening variables. The results of the bootstrapping test in the analysis using SmartPLS are as follows:

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

Table 11. Specific Effects Results

	Original Sample (O)	P Values	<i>Significant Level</i>
Work Discipline (X1) -> Job Satisfaction (Y) -> Employee Performance (Z)	0,205	0,009	<i>Significant</i>
Work Motivation (X2) -> Job Satisfaction (Y) -> Employee Performance (Z)	0,900	0,000	<i>Significant</i>

Source: Data processed with SmartPLS 2023

Based on the results of Table 11, the following conclusions can be drawn:

1. Hypothesis Testing 6, which states that job satisfaction mediates the relationship between work discipline and employee performance. This result refers to the original sample estimate value of 0.205 and the P-Value of 0.009 (<0.05). It can be concluded that job satisfaction mediates work discipline's effect on employee performance. Therefore, Hypothesis H6 is accepted. In the analysis, job satisfaction plays a role as a partial mediator, meaning that both directly and indirectly, the independent variable influences the dependent variable.
2. Hypothesis Testing 7, which states that job satisfaction mediates the relationship between work motivation and employee performance. This result refers to the original sample estimate value of 0.900 and the P-Value of 0.000 (<0.05). It can be concluded that job satisfaction mediates the effect of work motivation on employee performance. Therefore, Hypothesis H7 is accepted. In the analysis, job satisfaction plays a role as a partial mediator, meaning that both directly and indirectly, the independent variable influences the dependent variable.

The Influence of Work Discipline on Job Satisfaction

The results of the conducted tests indicate that work discipline has a significantly positive impact on job satisfaction. This finding illustrates that a high level of work discipline in the organizational context directly contributes to individual job satisfaction. The implementation of strict rules, norms, and work ethics seems to create a structured and supportive work environment, enabling employees to feel satisfied with their jobs. In practical terms, this highlights the importance of managing work discipline as a strategy to enhance job satisfaction.

The dominance of female respondents also emerges as a crucial factor. This finding emphasizes the importance of understanding the differing preferences and needs between genders in the context of work discipline and job satisfaction. These potential differences can be a basis for companies to design more interpersonal management approaches tailored to the needs of female employees. This factor may also raise further considerations in designing policies and motivation programs accommodating the preferences of female employees, helping to create an inclusive and supportive work environment. Therefore, aligning management strategies with demographic characteristics, particularly the dominance of female respondents, becomes essential in creating working conditions that promote positive work discipline and, consequently, enhance job satisfaction levels.

The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (a study at PT PLN (persero) generation control unit in Southern Sumatra sector of Keramasan)– Ayu Okti Sapira et.al

Considering this gender factor, companies can more effectively adjust their human resource management strategies to achieve balance and fairness in employee management, thereby improving overall organizational performance

The Influence of Work Motivation on Job Satisfaction

Based on the results of the conducted tests, it is evident that work motivation has a significantly positive impact on job satisfaction. This finding indicates that the indicators within work motivation have sufficiently contributed to influencing employee performance. Furthermore, the discovery that work motivation has a positive and significant effect on job satisfaction provides an opportunity for companies to optimize employee motivation strategies. Proven contributing indicators, such as recognition of achievements, skill enhancement, and setting personal goals, can serve as a foundation for designing more focused and relevant motivation programs. Recognition of employee achievements, for instance, can be reinforced through a transparent and sustainable reward system. Skill enhancement can be supported through continuous training and development, creating an environment that supports the growth and development of employees.

The results of this research align with the study conducted by Primandaru et al. (2018), which demonstrates that work motivation significantly influences job satisfaction. The consistency between these two studies provides consistent support for the concept that high levels of work motivation can play a crucial role in enhancing employee job satisfaction. The uniformity of these findings emphasizes that efforts to stimulate employee motivation can positively influence their job satisfaction. The implications of the consistency in these findings provide a solid perspective for companies in designing comprehensive human resource management strategies. Therefore, practices such as recognizing achievements, providing development opportunities, and creating a motivating work environment can be a primary focus in enhancing both aspects.

The Impact of Work Discipline on Employee Performance

Based on the results of the conducted tests, it is evident that work discipline has a non-significant negative impact on employee performance. The indication that certain aspects of work discipline may not always align with performance improvement provides a new perspective for companies. Therefore, further analysis is needed to identify specific dimensions or elements within the concept of work discipline that have a negative impact on employee performance. There may be certain factors, such as supervision methods or the enforcement of sanctions, that contribute to this unfavorable relationship. With a deeper understanding of impactful dimensions, companies can customize their work discipline management strategies to more effectively motivate and enhance employee performance.

The results of this research align with the study conducted by Arisanti et al. (2019), which shows that work discipline does not have a significant impact on employee performance. The consistency between the findings of these two studies highlights the complexity and variation in the relationship between work discipline and employee performance. In this context, this finding provides important insights for practitioners and researchers in the field of human resource management to understand that work discipline

is not always the sole determining predictor in improving employee performance. The implications of the consistency in these findings raise questions about other factors that may contribute more strongly to employee performance, as well as the need for a more holistic and diverse management approach. Therefore, companies may consider adjusting their management strategies, focusing efforts on other factors that may have a greater impact on employee performance, while still considering the importance of work discipline in their organizational context.

The Influence of Work Motivation on Employee Performance

Based on the results of the conducted tests, it is evident that work motivation has a significantly positive influence on employee performance. The test results indicate that the indicators within motivation have sufficiently contributed to their role in influencing employee performance. Expanding on the test results, which show that work motivation has a positive and significant impact on employee performance, it can be explained that the success of employees is determined not only by their technical skills but also by their level of motivation in achieving goals and facing challenges. Motivational indicators, such as enthusiasm to achieve personal goals, responsibility towards tasks, and a passion for professional growth, emerge as key drivers in enhancing employee performance. Therefore, companies may consider developing more targeted strategies to enhance and maintain employee motivation. Setting clear goals, acknowledging achievements, and providing opportunities for personal development may be specific steps that can be implemented to boost employee motivation.

The research findings by Yanuari (2019) indicate that work motivation significantly influences employee performance. The alignment between these two studies affirms and strengthens the view that a high level of work motivation plays a key role in improving employee performance. The implications of the consistency in these findings provide substantive support for the importance of designing management strategies that can effectively motivate employees. Therefore, companies can draw inspiration from the results of this study and Yanuari's research to develop human resource management approaches focused on understanding and meeting the individual motivational needs of employees.

Job Satisfaction and its Impact on Employee Performance

Based on the conducted tests, it is evident that job satisfaction can have a significant positive impact on employee performance. It can be said that the indicators within job satisfaction have sufficiently contributed to influencing employee performance. Building upon the test results that show job satisfaction has a positive and significant impact on employee performance, it can be emphasized that factors contributing to the level of job satisfaction also play a crucial role in shaping optimal work outcomes. Indicators such as support from colleagues, recognition of achievements, job flexibility, and task clarity seem to have made a significant contribution to enhancing job satisfaction, subsequently positively affecting employee performance. Therefore, companies may consider aligning their human resource management practices with a focus on these aspects. Creating a supportive work culture, providing consistent appreciation, and ensuring clarity in job tasks can be concrete steps applied to enhance job satisfaction and, naturally, boost employee

performance.

These research findings align with a study conducted by Azhari et al. (2021), indicating that job satisfaction has an influence on employee performance. Consistency between these research findings strengthens the argument that high levels of job satisfaction correlate positively with better employee performance. In this context, it is essential for companies to recognize the central role of job satisfaction in achieving optimal work outcomes and to ensure that their human resource management strategies include efforts to improve employee job satisfaction. The implications of the consistency of these findings create a strong foundation for the development of policies and management practices focused on improving job satisfaction as a means to enhance overall productivity and employee performance.

Job Satisfaction Mediates the Relationship between Work Discipline and Employee Performance

Based on the results of the conducted tests, it is evident that job satisfaction can partially mediate the relationship between work discipline and employee performance. The test results indicate that indicators within job satisfaction significantly mediate the influence of work discipline on employee performance. With the test results showing that job satisfaction partially mediates the impact of work discipline on employee performance, this finding provides a deeper understanding of the dynamics of key variables in the organizational context. Specifically, this finding highlights that while work discipline has a direct impact on employee performance, a significant portion of its effects is also transmitted through the level of job satisfaction generated. Factors within work discipline, such as adherence to rules, orderliness, and work ethics, seem to form the foundation that contributes to job satisfaction, which, in turn, has a positive impact on employee performance.

These research findings align with a study conducted by Rachmaniah (2022), stating that job satisfaction can mediate the relationship between work discipline and employee performance. Consistency between these two studies confirms a significant connection between work discipline, job satisfaction, and employee performance. These results provide a strong theoretical and practical foundation for companies to design more holistic management strategies. The implications of these findings underscore that creating a healthy work discipline culture can positively contribute to job satisfaction, subsequently enhancing employee performance. Therefore, companies may consider an approach that combines effective work discipline policies with efforts to improve job satisfaction as a more comprehensive way to achieve optimal employee performance. The consistency of these findings also provides a platform for further research to detail the complex dynamics between work discipline, job satisfaction, and employee performance, creating a more in-depth and detailed understanding for practitioners and researchers in the field of human resource management.

Job Satisfaction Mediates Work Discipline on Employee Performance

Based on the test results, it is indicated that job satisfaction can partially mediate the impact of work discipline on employee performance. The test results suggest that the

indicators within job satisfaction positively and significantly mediate the influence of work discipline on employee performance. The findings, stating that job satisfaction partially mediates the impact of work discipline on employee performance, bring a new understanding regarding the complexity of relationships within the work environment. This emphasizes that while work discipline can directly influence employee performance, a significant portion of its impact also goes through the level of job satisfaction generated.

The findings of this study align with research conducted by Dewi et al (2021), which states that job satisfaction can mediate the relationship between work motivation and employee performance. The alignment between these two studies provides additional insights into the complex relationship between work motivation, job satisfaction, and employee performance. These findings provide a solid foundation for understanding that a high level of job satisfaction may be a crucial link in bridging the positive impact of work motivation on employee performance. The implications of these findings are not only academically relevant but also provide practical guidance for companies in managing their human resources. Therefore, the implementation of management strategies that combine efforts to improve work motivation with a focus on enhancing job satisfaction can be key to achieving optimal employee performance. The continuity of these findings provides a basis for companies to design holistic employee development programs, encompassing aspects of motivation and job satisfaction, thereby maximizing employee contributions to organizational goals.

CONCLUSION

Based on the analysis results, several significant findings can be concluded. Firstly, work discipline has a positive and significant influence on employee performance. Secondly, work motivation also has a positive and significant impact on employee performance. Interestingly, work discipline, on the other hand, has a non-significant negative effect on employee performance. Thirdly, work motivation re-emerges as a factor that positively and significantly influences employee performance. Fourthly, job satisfaction apparently has a positive and significant relationship with employee performance. Fifthly, work discipline again shows a positive and significant impact on employee performance when mediated through job satisfaction. Finally, work motivation continues to have a positive and significant influence on employee performance when linked with job satisfaction as a mediator. Thus, these findings provide a comprehensive overview of the relationships among work discipline, work motivation, job satisfaction, and employee performance in the context of this study.

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