

The Influence of Discipline and Work Motivation on Employee Performance with Job Satisfaction as Mediation at PT. Jasiyah Travel Service

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Abstract

This study seeks to investigate how work discipline, work motivation, and job satisfaction impact employee performance directly. It also examines the direct influence of work discipline and work motivation on job satisfaction. The study looks into the indirect impact of work discipline and work motivation on employee performance, with job satisfaction acting as a mediator. Data was collected through questionnaires from a sample of 32 respondents at PT. Jasiyah Travel Service. The questionnaire results were analysed for validity and reliability using the PLS model scheme. Several tests were conducted to evaluate the model, including determinant coefficient tests, goodness of fit tests, and hypothesis tests. SmartPLS version 3 was used for data processing. The study found that work discipline and job satisfaction positively impact employee performance. Work discipline also has a positive effect on job satisfaction. However, work motivation does not affect employee performance or job satisfaction. Work discipline was found to indirectly influence employee performance through job satisfaction as a mediator, while work motivation did not have the same effect.

Keywords: Work Discipline, Work Motivation, Employee Performance, Job Satisfaction, Employee Productivity.

1. Introduction

In today's digital world, companies must use their resources efficiently to compete at both local and national levels due to increased complexity. The company's success is affected by employee performance. Campbell and Wiernik (2015) noted that performance is the result of work behaviour achieved when completing tasks within a certain timeframe. Good performance means achieving maximum results according to set standards that align with company objectives. In this case, the success of a company is also influenced by an increase in work discipline and work motivation (Sabirin & Ilham, 2020).

The level of discipline in the workplace has a significant impact on how well employees perform. By enforcing rules and standards, discipline helps motivate employees to adhere to them and avoid making mistakes (Rachmaniah, 2022). According to Tarigan and Priyanto (2021) the definition of work discipline is a tool used by managers to communicate with employees so that they are willing to change a behaviour and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

Apart from work discipline, work motivation can also affect employee performance, by (Kurniawan & Anwar Us, 2021) the way the organisation provides or motivates employees so that employees feel happy, happy, healthy and willing to perform tasks optimally (Pitaloka & Foeh, 2024). According to Ingsih et al. (2021) states that motivation stems from an individual's



sense of necessity and their personal desires pushing them towards achieving satisfaction. The process of motivation starts with identifying one's needs. The complexity of this process arises from the fact that each employee has unique needs, resulting in different levels of motivation in the workplace.

Job contentment is based on how individuals perceive their roles, and it is crucial in attaining peak efficiency. It leads to a boost in output and superior staff accomplishments (Rachmaniah, 2022). Job contentment is a measure that indicates an individual's emotions and opinions about their state of happiness or discontentment in the workplace (Rivai & Sagala, 2004).

According to the findings from the researchers at PT Jasiyah Travel Service, also known as Al Jasiyah Travel, which was established in 2014 and is among the leading Hajj and Umrah travel agencies in eastern Indonesia. The study reveals a situation where some employees are not as engaged and efficient in their roles because they do not receive adequate motivation from the company. As such this study seeks to investigate how work discipline, work motivation, and job satisfaction impact employee performance directly.

2. Literature Review

2.1. Human Resource Management

Human Resources (HR) is one of the organisational resources that has an important role to drive other resources in the organisation, including money, materials, methods and machines. Management as a tool to achieve organisational goals and organisational human resources are like two sides of a coin that complement each other. Management has no meaning without the existence of HR and HR cannot carry out its functions and roles properly without the existence of management. HR without management will be lame and vice versa management without HR has no meaning. That is why management and HR have quite important and strategic meaning in an organisation.

Likewise, HRM also has an important role in organisations, both public and private organisations (Emmywati et al., 2024). This is because HRM can be interpreted as a process for carrying out various important activities in the organisation as stated by Hasibuan (2008) Human Resource Management involves the processes and actions taken to acquire, nurture, inspire, and assess the workforce required to help the company reach its objectives.

2.2. Psychological Perspective Theory as Grand Theory

The primary theory (grand theory) underpinning this study is the Psychological Perspective theory, which combines different scientific perspectives from behavioural and cognitive psychology. Luthans et al. (1985) through his study of organisational behaviour, said that the recommended approach for examining behaviour within organisations involves using the stimulus-response method. Luthans further refined this model into S-O-B-C (Stimulus-Organism-Behaviour-Consequences) with similar underlying principles as the S-O-R model. The S-O-B-C model offers the advantage of demonstrating the outcomes that indicate the orientation achieved through work behaviour. Each action is aimed at enhancing productivity and performance. Following the psychological perspective theory associated with the S-O-R model, subsequently adapted by Luthans into the S-O-B-C model, factors such as work discipline, motivation, and satisfaction can be classified as stimuli for shaping employee performance as a response shaped by their motives and attitudes within the organizational environment.

2.3. Employee Performance

Employee performance is commonly described as the completion of tasks, with employees needing to follow the organization's work plan while at work in order to demonstrate the organization's effectiveness in achieving its vision, mission, and goals. Employee performance is the end goal for the employee (Anitha, 2014). Performance in an organization refers to how effectively individuals or teams carry out their tasks and duties in accordance with established norms, procedures, and benchmarks. Suwati believes that companies are always striving to enhance employee performance in order to reach their objectives (Yulianto harinugroho & Fahlefi, 2022). According to Mangkuprawira and Hubeis (2009) there are three aspects in assessing employee performance, namely personal aspects, leadership factors and togetherness factors. According to Silaen (2021), there are five indicators to measure employee performance, namely: 1) Quality of Work; 2) Work Quantity; 3) Timeliness; 4) Effectiveness; 5) Commitment.

2.4. Work Discipline

According to Maryani et al. (2021) work discipline pertains to the adherence of employees to the established standards and procedures within a company in order to successfully meet its goals with maximum productivity and effectiveness. According to Nurramdhani et al. (2024) work discipline involves adhering to the regulations and standards within a company to promote consistent employee commitment towards meeting organizational objectives. According to Hasibuan (2008), key influences on work discipline include setting goals and capabilities, leading by example, offering rewards, ensuring fairness, providing effective supervision, implementing disciplinary measures, maintaining consistency, and managing interpersonal dynamics. It is crucial for an organization or company to uphold discipline as without it, reaching their goals can become a significant challenge. According to Afandi et al. (2018), a few examples of discipline measures include: 1) Keeping track of attendance; 2) Adhering to proper work protocols; 3) Following orders from supervisors; 4) Being mindful and engaged in work tasks; 5) Taking on accountability for one's actions.

2.5. Work Motivation

According to Sufyati and Hudromi (2021) motivation involves understanding a person's drive, focus, and persistence in pursuing objectives. Work motivation is what fuels enthusiasm and support for tasks. The level of a person's motivation can impact the success or failure of their work performance. There are two types of motivation: intrinsic motivation and extrinsic motivation. Intrinsic motivation originates from the worker's inner drive and understanding of the purpose of their work. On the other hand, extrinsic motivation stems from external factors that compel the worker to complete their tasks efficiently (Suryanto et al., 2023). According to Mangkunegara (2013), there are two methods to inspire workers in their tasks - meeting employee needs and using persuasive communication. Taking inspiration from Maslow's theory, work motivation can be broken down into different categories: 1) basic physiological needs; 2) safety and security needs; 3) social interaction needs; 4) self-esteem needs; 5) self-fulfilment needs.

2.6. Job Satisfaction

According to Nurramdhani et al. (2024) job contentment is the emotional response a person has towards their occupation, work environment and interactions with co-workers. According to Siagian (2018) job satisfaction refers to an individual's overall feelings about their work. It indicates that an individual who is content with their job will demonstrate a

favourable outlook towards the company that employs them. As for the factors that influence job dissatisfaction, for example, low incentives, boring work, unsatisfactory conditions at work and so on. Will tend to have a negative attitude towards the organisation where he works in the company. Satisfied employees will affect a positive attitude and also have an impact on the organisation, where the tasks and responsibilities that employees do are relatively easy. Conversely, employees who do not feel satisfied will affect a negative attitude which also has a negative impact on the organisation. According to Afandi (2018), the following are the factors that indicate job satisfaction: 1) Occupation; 2) Advancement; 3) Salary; 4) Oversight; 5) Colleagues.

3. Methods

This research employs a quantitative methodology along with descriptive analysis. The study involved 32 employees/ participants from PT Jasiyah Travel Service. The sampling method used was saturation sampling, where all members of the population were included as samples. The research involved 32 participants employed by PT Jasiyah Travel Service. To analyze the data, Partial Least Square (PLS) was employed, which is a variance-based approach within Structural Equation Modeling (SEM). The methodology utilised in this study included a form of mediation regression analysis and data processing carried out using the Smart PLS version 3.0 software.

4. Results and Discussion

4.1. Research Result

The first step involves assessing convergent validity, which is done by using the loading factor known as the outer loading value. An indicator is considered to meet the criteria for convergent validity if its outer loading is above 0.70.

Table 1. Convergent Validity

	Work Discipline (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (X2)
X1.1	0,878			
X1.10	0,709			
X1.2	0,703			
X1.3	0,817			
X1.4	0,866			
X1.5	0,808			
X1.6	0,955			
X1.7	0,891			
X1.8	0,886			
X1.9	0,838			
X2.1				0,945
X2.10				0,853
X2.2				0,852

X2.3				0,890
X2.4				0,825
X2.5				0,976
X2.6				0,761
X2.7				0,945
X2.8				0,898
X2.9				0,836
Y.1			0,823	
Y.10			0,901	
Y.2			0,903	
Y.3			0,830	
Y.4			0,902	
Y.5			0,879	
Y.6			0,897	
Y.7			0,752	
Y.8			0,865	
Y.9			0,887	
Z.1		0,721		
Z.10		0,802		
Z.2		0,803		
Z.3		0,905		
Z.4		0,840		
Z.5		0,732		
Z.6		0,896		
Z.7		0,923		
Z.8		0,921		
Z.9		0,877		

Source: Data Processing Results 2024

Table 2. Discriminant validity assessed using the Average Variance Extracted (AVE) method

	Average Variance Extracted (AVE)
Work Discipline (X1)	0,703
Job Satisfaction (Z)	0,714
Employee Performance (Y)	0,748
Work Motivation (X2)	0,775

Source: Data Processing Results 2024

According to the information provided in table 2, it is evident that the Employee Performance variable has an AVE value greater than 0.5, specifically 0.748. Similarly, the Work Discipline variable also exceeds the 0.5 threshold with a value of 0.703. Additionally, the AVE value of the Work Motivation variable is greater than 0.5 at 0.775, as is the AVE value of the Job Satisfaction variable at 0.714. This data indicates that all variables exhibit strong discriminant validity.

Table 3. Composite Reliability

	Composite Reliability
Work Discipline (X1)	0,959
Job Satisfaction (Z)	0,961
Employee Performance (Y)	0,967
Work Motivation (X2)	0,972

Source: Data Processing Results 2024

According to the information presented in table 3, it is evident that the Composite Reliability value of the Employee Performance variable is greater than 0.70, specifically at 0.967. The Work Discipline variable also exceeds 0.70 with a value of 0.959, followed by the Work Motivation variable at 0.972 and the Job Satisfaction variable at 0.961. This data reveals that all four variables have a Composite Reliability greater than 0.70, suggesting that they are dependable.

Table 4. Cronbach's Alpha

	Cronbach's Alpha
Work Discipline (X1)	0,952
Job Satisfaction (Z)	0,954
Employee Performance (Y)	0,962
Work Motivation (X2)	0,967

Source: Data Processing Results 2024

According to the information provided in table 4, it is evident that the Cronbach's alpha values for the variables are as follows: Employee Performance variable has a value of 0.962 which is greater than 0.70, Work Discipline variable has a value of 0.952 which is also greater than 0.70, Work Motivation variable has a value of 0.967 which is again greater than 0.70, and Job Satisfaction variable has a value of 0.954 which exceeds 0.70. This demonstrates that all four variables possess a Cronbach's alpha value higher than 0.70, indicating their reliability.

Table 5. Coefficient of Determination (R2)

	R Square	R Square Adjusted
Job Satisfaction (Z)	0,932	0,928
Employee Performance (Y)	0,963	0,959

Source: Data Processing Results 2024

The R2 table is used to determine the impact of work discipline and motivation on job satisfaction, showing a strong correlation with a significant value of 0.928. Following this, the R2 is applied to analyse how work discipline, motivation, and job satisfaction affect employee performance, with a substantial value of 0.959 indicating a meaningful connection.

A. Goodness of Fit

The calculation results of Q-Square are as follows:

$$\begin{aligned}
 Q &= 1 - [(1 - R_{21}) \times (1 - R_{22})] \\
 &= 1 - [(1 - 0,928) \times (1 - 0,959)] \\
 &= 1 - (0,072 \times 0,041) \\
 &= 1 - 0,0029
 \end{aligned}$$

= 0,99

According to the findings of the calculations mentioned above, the Q-Square value stands at 0.99, indicating that the research model can account for 99% of the diversity in the data. As a result, it can be concluded that the research model fits well based on these results.

B. Direct Effect

Table 6. Direct Testing Results

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z)	0,842	0,872	0,173	4,862	0,000
Work Discipline (X1) -> Employee Performance (Y)	0,346	0,347	0,172	2,018	0,044
Job Satisfaction (Z) -> Employee Performance (Y)	0,603	0,605	0,152	3,954	0,000
Work Motivation (X2) -> Job Satisfaction (Z)	0,130	0,101	0,187	0,698	0,485
Work Motivation (X2) -> Employee Performance (Y)	0,042	0,039	0,125	0,341	0,733

Source: Data Processing Results 2024

Looking at the data provided in table 6, it is evident that the t-statistic for the impact of work discipline on job satisfaction is significant at a level below 5%, specifically 4.862 with a significance level of 0.000. In contrast, the effect of work motivation on job satisfaction is not statistically significant, measuring at 0.698 with a significance level of 0.485. The impact of work discipline on employee performance is statistically significant at a level below 5%, registering at 2.018 with a significance level of 0.044. On the other hand, the effect of work motivation on employee performance is not statistically significant, measuring at 0.341 with a significance level above 5%, specifically 0.733. Additionally, the direct effect of job satisfaction on employee performance is statistically significant at a level below 5%, specifically 3.954 with a significance level of 0.000.

C. Indirect Effect

Table 7. Indirect Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,508	0,535	0,187	2,711	0,007
Work Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,079	0,052	0,115	0,685	0,493

Source: Data Processing Results 2024

According to the data in table 7, it is evident that the t-statistic value of the indirect impact of job satisfaction factors can play a role in mediating the influence of work discipline on employee performance, with a tstatistic exceeding 1.96, specifically 2.711, at a significance

level below 5% or 0.05, specifically 0.007. Conversely, the indirect impact of job satisfaction factors is unable to mediate the impact of work motivation on employee performance, with a t-statistic below 1.96, specifically 0.685, and a significance level above 5% or 0.05, specifically 0.493.

4.2. Discussion

4.2.1. Work Discipline on Employee Performance

The findings from the study on how work discipline impacts employee performance indicated a positive relationship with a coefficient of 0.346. The t-value exceeded the critical value ($2.018 > 1.96$) and the significance level was below 5% ($0.044 < 0.05$), suggesting that work discipline significantly enhances employee performance. A correlation was observed between the respondents' work discipline and their level of performance, with higher discipline leading to better outcomes.

Original sample with positive direction is because work discipline is not only an individual attribute, but also a strategic element that supports consistent performance achievement. This positive relationship indicates that organisations need to encourage and maintain work discipline. Because work discipline plays an important role in creating work patterns that support productivity and effectiveness at PT Jasiyah Travel Service.

According to the information gathered, adherence to regulations, dedication to duties, and regular work performance all contribute to work discipline. The research indicates that individuals who show strong discipline are often more efficient in their tasks, efficient, and consistent in achieving work targets. Work discipline affects not only quantitative aspects such as productivity but also the quality of work, including the ability to meet organisational standards.

Psychologically, good discipline creates an orderly work pattern, reduces stress due to disorganisation, and increases an individual's sense of responsibility. In an organisational context, discipline also creates a more structured and harmonious work environment, which in turn motivates individuals to work more optimally.

The findings of this study align with previous research carried out by Putri and Yunus (2023), Pittaloka and Foeh (2024) and (Syahfitri & Fauzan, 2020) which show that Employee performance is positively impacted by good work discipline. The First Hypothesis (H1) is supported by this evidence, leading to the acceptance of H_a and the rejection of H_o .

4.2.2. Work Motivation on Employee Performance

The study findings regarding the impact of work motivation on employee performance showed a positive correlation with a value of 0.042 in the initial sample. The calculated t-value (0.341) was lower than the critical t-value (1.96), and the significance level (0.733) exceeded 5%, suggesting that work motivation does not influence employee performance. Regardless of whether respondents exhibit high or low levels of work motivation, it does not seem to have any impact on their performance.

Original sample with a positive direction is due to work motivation both intrinsic and extrinsic naturally encourages employees to work better, but the effect is small which shows that employees who are low motivated are not able to improve their performance.

Based on the data obtained, work motivation includes both internal and external drives to achieve work goals, in this case it is not strong enough to directly affect employee performance. Work motivation in this case is not well integrated into the organisation's work system. If incentive, reward or recognition structures are inadequate, employees may not feel that their efforts are valued, even though they are motivated. Even if employees feel motivated,

the motivation may not be relevant to the tasks or responsibilities they have. For example, respondents may be motivated by promotion opportunities, but their daily tasks do not directly support performance improvement.

The outcomes of this study do not align with previous research findings from Cahyanisyam (2024), Fitriani and Rochmatullah (2024) and Saputra et al. (2023) which state that Motivation at work plays a crucial role in boosting employee productivity. After analysis, it is evident that the Second Hypothesis (H2) is not supported, therefore H_a is disproved while H_o is validated.

4.2.3. Job Satisfaction on Employee Performance

The findings from the study examining the impact of job satisfaction on employee performance showed a positive correlation with a value of 0.603, where the tstatistic exceeded the ttable ($3.954 > 1.96$) and the significance level was below 5% ($0.000 < 0.05$), indicating that job satisfaction plays a significant and positive role in enhancing employee performance. The basis for this positive correlation lies in the fact that job satisfaction reflects how content employees are with various aspects of their work, including rewards, work environment, relationships with colleagues, and opportunities for growth. When employees are highly satisfied, they are motivated to perform better and consequently demonstrate improved performance.

Based on the data obtained, respondents who are satisfied with their working conditions often feel a sense of control and autonomy at work, which in turn increases their commitment to the organisation and its goals. Respondents feel valued and recognised, which leads to higher intrinsic motivation to deliver the best results. This not only affects productivity levels, but also improves the quality of their interactions with colleagues, minimises absenteeism, and reduces high employee turnover, all factors that are critical in supporting overall organisational performance.

Job satisfaction also acts as an indicator of an employee's emotional and psychological balance. When employees are satisfied, they tend to feel more motivated and engaged in their work, resulting in higher work effectiveness. Conversely, dissatisfaction often triggers an inability to cope with job challenges, reduces creativity, or even creates a stressful work environment, which decreases performance.

The outcomes of this study align with previous research carried out by Kuncorowati et al. (2022) which states that employee performance is greatly influenced by how satisfied they are with their job. This leads to the conclusion that the Third Hypothesis (H3) is supported, therefore H_a is supported and H_o is disproved.

4.2.4. Work Discipline on Job Satisfaction

The study findings on how work discipline impacts job satisfaction revealed a positive trend with a value of 0.842. The tstatistic exceeded the ttable ($4.862 > 1.96$) and the significance level was below 5% ($0.000 < 0.05$), suggesting that work discipline significantly influences job satisfaction. These outcomes suggest that individuals with higher work discipline tend to experience greater job satisfaction.

Original sample positive direction is because work discipline reflects compliance with rules, time, and job responsibilities. When employees work in a structured and stable environment, they tend to feel more comfortable, secure, and satisfied with what they do.

Based on the data obtained, high discipline helps employees complete tasks on time and with good quality. This success provides a sense of achievement that contributes to job satisfaction and work discipline can also reduce the potential for conflict between individuals

and teams because all parties adhere to the same work standards. Uncertainty in task execution is also minimised, creating a more harmonious work environment.

Work discipline has a large and significant influence on employee job satisfaction. This positive relationship suggests that organisations that instil a culture of discipline not only improve performance, but also create a work environment that supports employee satisfaction. By implementing consistent policies and rewarding disciplined behaviour, organisations can maximise this positive impact to improve overall employee well-being.

The findings align with studies carried out by Tegor et al. (2023) according to the research, maintaining a strong work ethic leads to increased and valuable job contentment.

4.2.5. Work Motivation on Job Satisfaction

The results of the analysis of the effect of work motivation on job satisfaction, obtained the direction of motivation with a value of 0.130, the $t^{\text{statistic}}$ is smaller than the t^{table} ($0.698 < 1.96$) and the significance level is greater than 5% ($0.485 > 0.05$) which indicates that work motivation has no effect on job satisfaction. High or low work motivation owned by respondents has no impact on their satisfaction with their work.

In the initial study, the focus was on the positive aspect because job satisfaction is influenced by different factors like salary, relationships with superiors, work environment, and career growth opportunities. Work motivation was considered to have a minor impact on overall job satisfaction.

According to the findings, job satisfaction encompasses various aspects, including salary satisfaction, relationships with superiors, work environment, and career development opportunities. Respondents felt that their work motivation, although present, did not directly influence the elements that made them feel satisfied with their jobs. For example, someone with high motivation may still feel dissatisfied due to a lack of rewards or work facilities. Motivated employees may have high expectations of rewards or recognition. When these expectations are not met, their motivation is not enough to increase job satisfaction.

Work motivation has a positive but insignificant relationship with job satisfaction, which indicates that motivation is not the main determining factor in increasing job satisfaction. This could be due to differences in employee perceptions of job satisfaction. Organisations need to understand that motivation, while important, may be more relevant for other purposes, such as productivity or loyalty, than direct job satisfaction.

This outcome does not align with the findings of the investigation carried out by Basalamah (2021) which state that motivation in the workplace has a strong and beneficial impact on overall job contentment. It appears that the Fifth Hypothesis (H5) can be disproved, leading to the rejection of H_a and acceptance of H_o .

4.2.6. Work Discipline on Employee Performance mediated by Job Satisfaction

The findings from the study on how work discipline impacts employee performance through job satisfaction showed a strong positive relationship with a value of 0.508. Additionally, the $t^{\text{statistic}}$ value was higher than the t^{table} ($2.711 > 1.96$) and the significance level was below 5% ($0.007 < 0.05$), indicating that work discipline positively influences employee performance through job satisfaction. As the financial efficiency of participants increases, so does their tendency to make investment choices.

Original sample positive direction is due to high work discipline creates structure and stability in work, which is often valued by employees as an ideal working condition. The satisfaction arising from these conditions strengthens the culture of discipline and dedication of employees, which in turn has an impact on better performance.

According to the information gathered, work discipline involves staff adhering to regulations, being accountable, and managing time efficiently. Maintaining high discipline fosters a well-organized workplace, enabling employees to meet work requirements reliably. Yet, the impact of work discipline on employee productivity is enhanced when employees have job contentment, with job satisfaction serving as a driving force.

Job contentment acts as an emotional connection between work ethics and output. Employees who are disciplined at work and content with their jobs usually show improved performance because satisfaction enhances motivation, commitment, and loyalty.

Research has demonstrated that job satisfaction plays a crucial role in mediating the impact of work ethics on employee performance in a positive and significant way. This discovery underscores the necessity of a comprehensive approach to managing human resources. By enhancing both work ethics and job satisfaction concurrently, organisations can foster a conducive environment that nurtures employee productivity and well-being. This underscores the idea that optimum output is not just achieved through adherence to regulations, but also through a profound sense of fulfilment in one's job.

These results are in line with research conducted by Alfarizi et al. (2022) which states that employee performance is positively influenced by a strong work ethic, and this is further enhanced by job satisfaction acting as a mediator. The outcome suggests that the Sixth Hypothesis (H6) is supported, leading to the acceptance of H_a and the rejection of H_o .

4.2.7. Work Motivation on Employee Performance mediated by Job Satisfaction

The analysis results showed that the impact of work motivation on employee performance, mediated by job satisfaction, was slightly positive with a value of 0.079. However, the calculated t-score (0.685) was lower than the critical t-value (1.96), and the significance level (0.493) was higher than 5%, indicating that work motivation does not significantly impact employee performance when job satisfaction is taken into account.

The modest positive trend observed in the original data was primarily due to job satisfaction, which was found to be ineffective as a mediator between work motivation and employee performance. This suggests that job satisfaction may influence performance to some extent, but work motivation alone does not play a significant role in enhancing employee performance through job satisfaction.

Based on the data obtained, although employees may be motivated, they may not have sufficient resources or support to translate that motivation into better performance. Job satisfaction can indeed affect performance, but in this analysis the role of job satisfaction as a mediator is not strong enough to show a significant relationship. Job satisfaction is more influenced by other factors such as interpersonal relationships, rewards, and work-life balance, which may be more profound and instrumental in improving performance than motivation alone.

In this instance, it is evident that work motivation does not have a notable impact on employee performance when job satisfaction is taken into account as a mediator. This suggests that although work motivation is crucial, factors like training, expertise, and the work environment could be more influential on employee performance. Hence, companies should consider a range of other factors to guarantee optimal employee performance.

This result is not in line with research conducted by Ingsih et al. (2021) which states that Employee performance is greatly influenced by work motivation, where job satisfaction acts as a mediator. In light of this, it can be inferred that the Seventh Hypothesis (H7) has been disproved, thus H_a is disapproved while H_o is affirmed.

5. Conclusion

According to the findings from analysing the data and discussing the results, it can be inferred that adherence to rules and regulations in the workplace positively impacts employee productivity. Conversely, motivation levels at work do not seem to have any bearing on employee performance. Job satisfaction, on the other hand, is found to have a strong and positive influence on how well employees carry out their tasks. The level of discipline shown in the workplace also has a significant impact on employee contentment with their job. However, the study also reveals that motivation levels at work do not affect job satisfaction. In addition, work discipline is shown to have a positive and significant effect on both employee performance and job satisfaction, with the latter acting as a mediator. Conversely, work motivation does not seem to influence employee performance when job satisfaction is factored in as a mediator.

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