

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 05

Issue: 04

Year: 2025

Page: 1345–1358

Citation:

Sibarani, D. D., Okta, H., & Nurlina. (2025). Effect of motivation and satisfaction on performance with discipline as mediator. *Research Horizon*, 5(4), 1345–1358.

Article History:

Received: June 29, 2025

Revised: July 25, 2025

Accepted: July 30, 2025

Online since: August 30, 2025

Effect of Motivation and Satisfaction on Performance with Discipline as Mediator

Dina Damaris Sibarani^{1*}, Hafrizal Okta¹, Nurlina¹

¹ Universitas Tamansiswa, Padang, Indonesia

* Corresponding author: Dina Damaris Sibarani (dinasibarani13@gmail.com)

Abstract

Employee performance is a critical factor in organizational success and is influenced by various psychological and behavioral factors. Among them, work motivation and job satisfaction play significant roles in shaping employee behavior and outcomes. However, the role of work discipline as an intervening variable in this relationship has not been thoroughly explored, especially in cooperative institutions. This study aims to identify and analyze the influence of work motivation and job satisfaction on employee performance, with work discipline serving as a mediating variable. This research uses a quantitative approach, involving 128 employees selected through probability sampling. Data were collected using a structured questionnaire and analyzed using Partial Least Squares-Structural Equation Modeling. The results indicate that neither work motivation ($P = 0.426$) nor job satisfaction ($P = 0.112$) has a direct, significant effect on work discipline. Likewise, neither work motivation ($P = 0.154$) nor job satisfaction ($P = 0.112$) has a direct influence on employee performance. However, work discipline has a significant impact on performance ($P = 0.187$), and it mediates the effect of work motivation ($P = 0.010$) and job satisfaction ($P = 0.002$) on employee performance. Work discipline plays a crucial mediating role in translating motivation and satisfaction into improved employee performance.

Keywords

Employee Performance, Job Satisfaction, Work Discipline, Work Motivation.

1. Introduction

The role of management is crucial for a company, as management, according to Cahyono et al. (2022), is the process of coordinating all activities within the organization to achieve effective and efficient goals. Effective management has a significant impact on the company, and vice versa; poor management has a similarly negative impact on the company (Adipradana & Andriyani, 2021). Human Resource Management (HRM) is a recognition of the importance of organizational labor as a human resource that is very important in contributing to organizational goals and uses several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals organizations and society (Arda, 2017; Priansa, 2018; Pering, 2020).

Work motivation is an internal or external drive that motivates a person to work optimally and achieve their goals, performing at a high level in a work environment. Work motivation is essential in creating high productivity and job satisfaction for individuals (Busro, 2018). Job satisfaction is an attitude that employees have towards their work, related to the work environment, relationships between employees, and rewards received in the job, as well as factors that involve physical or psychological aspects (Desyantoro & Widhiastuti, 2021). Work discipline is part of the attitude and behavior that cannot be separated from complying with company regulations. With regulations on employee behavior, attitudes, and actions, it can serve as a reference for companies in defining rules as well as a source of knowledge for employees (Effendy & Fitria, 2020). If employees lack discipline, it can interfere with or hinder the work and activities of other employees.

Employee performance refers to the extent to which a worker achieves the expected results in his or her job. Employee performance can be measured in various ways, such as productivity, work quality, efficiency, teamwork, and target achievement (Wirya et al., 2020; Fathin, 2022). Several problems are being faced by Saving and Loan Cooperative (*Koperasi Simpan Pinjam/KSP*) Makmur Mandiri, namely work motivation at KSP Makmur Mandiri, a lack of motivation among fellow leaders and employees, and a lack of employee response in the process of providing motivation, which will have a significant impact on the work results and organizational goals (Siagian & Fitriana, 2020; Ghozali, 2021).

The company does not provide satisfaction to its employees. A high level of employee satisfaction is one of the key positive traits for their work, while employees with a low level of satisfaction tend to exhibit a negative attitude towards their work. The decline in employee compliance with company rules is characterized by a decrease in employee attendance, with employees often arriving late and taking leave (Hair et al., 2021). In employee performance, one of the issues is the lack of openness within the company, starting from the problems that have occurred, the impact of those problems, and the decisions made to address them.

KSP Makmur Mandiri currently faces several serious challenges in managing its human resources (Yoyo, 2018; Hardisman, 2021). The primary issue is low work motivation, affecting both leaders and employees. This condition has a direct impact on low work enthusiasm, minimal initiative, and decreased active employee participation in supporting the achievement of organizational goals (Sri, 2018). Furthermore, job dissatisfaction is also a prominent issue evident in employees' negative attitudes toward their jobs. This is exacerbated by low work discipline, such as poor attendance, tardiness, and frequent absences, which, of course, impact overall performance (Indryani & Budiarti, 2016).

However, few have simultaneously analyzed how work motivation, job satisfaction, and work discipline influence employee performance, particularly in the savings and loan cooperative sector, such as KSP Makmur Mandiri. In fact, these

three factors are closely interrelated and collectively can be a key determinant of organizational success.

This study aims to comprehensively analyze the influence of work motivation, job satisfaction, and work discipline on employee performance at KSP Makmur Mandiri. By understanding the relationship between these three variables and performance, it is hoped that management can formulate more appropriate strategies to sustainably increase employee productivity and effectiveness.

2. Literature Review and Hypothesis Development

2.1. Theoretical Foundation

Motivation comes from the word “motive” which can be interpreted as a force in the individual that causes the individual to act or do. Employees’ motivation to perform work utilizing their abilities, skills, and behaviors is influenced by their motives, expectations, and incentives (Isvandiani & Al Idris, 2018). Work motivation is a behavior and set of factors that influence employees’ attitudes and behaviors towards their work. Work motivation is a process that demonstrates an individual’s intensity, direction, and perseverance in their efforts to achieve organizational goals (Jufrizen, 2018).

Work satisfaction refers to the extent to which a person feels satisfied with their job, work environment, relationships with colleagues, rewards earned during work, and other factors. According to Kinanti and Simanjuntak (2022), job satisfaction is defined as “a positive feeling or evaluation of the work done by an individual”. In general, employee job satisfaction refers to an employee’s emotional and psychological state, encompassing their level of satisfaction with their job and the work environment in which they work.

According to Liyas and Primadi (2017), discipline is an attitude of respect for company rules and regulations that exists in employees, enabling them to voluntarily adjust to the company’s rules and regulations. Good discipline reflects the magnitude of a person’s responsibility for the tasks assigned to them. According to Marimin and Santoso (2020), discipline is considered good if it demonstrates the individual’s responsibility to carry out an ordered task properly.

Employee performance is a comparison between the actual work results of employees and the work standards set by the company. Performance refers to the implementation of a plan that has been prepared. Performance implementation is carried out by human resources who have the ability, motivation, and interest (Akbar & Nuriyah, 2025).

2.2. Work Motivation and Work Satisfaction on Work Discipline

Work motivation is an internal and external drive that drives someone to work optimally and responsibly in their assigned tasks (Rosalina & Wati, 2020). When employees are highly motivated, they will demonstrate compliance with company regulations, arrive on time, and complete work according to targets. Strong motivation makes employees feel that discipline is an essential part of professionalism. Conversely, low work motivation can lead employees to become less motivated, less concerned with their responsibilities, and more likely to violate applicable regulations (Pramularso, 2017). Work motivation from both superiors and coworkers has led to a decline in discipline, as evidenced by increased tardiness and unexcused absences. Therefore, strong work motivation can foster higher and more sustainable work discipline.

work satisfaction reflects the extent to which an individual is satisfied with their job, including the work environment, relationships between employees, and the rewards received. Employees who are satisfied with their jobs tend to exhibit high enthusiasm and a greater sense of responsibility in complying with company regulations (Prasetyo & Marlina, 2019). They tend to be more obedient, less absent,

and maintain discipline as a form of loyalty to the organization. Conversely, dissatisfied employees are more likely to exhibit indiscipline. In the context of KSP Makmur Mandiri, a lack of job satisfaction impacts discipline, particularly in terms of tardiness and work permits. Therefore, increasing job satisfaction is a crucial strategy for improving employee discipline (Prasetyo & Febriana, 2023).

H1: Work motivation has a positive and significant effect on work discipline.

H2: Work satisfaction has a positive and significant effect on work discipline.

2.3. Work Motivation and Work Satisfaction on Employee Performance

Work motivation is an internal or external drive that drives an individual to perform optimally and achieve work targets. When employees are highly motivated, they are more enthusiastic about completing tasks, demonstrate greater initiative, and work more efficiently (Rahadi, 2023). This motivation can stem from various factors, such as recognition. A supportive work environment, or the presence of career goals. Low work motivation is one factor contributing to declining employee performance. This is evident in a lack of active participation in work, minimal initiative, and suboptimal work results. Therefore, it can be concluded that increasing work motivation will have a direct and significant impact on employee performance (Anjani et al., 2024).

Similarly, job satisfaction plays a crucial role in determining the quality of employee performance (Rahman & Solikhah, 2016). When employees are satisfied with their jobs, whether due to harmonious relationships with coworkers, a conducive work environment, or appropriate compensation, they will demonstrate a positive work attitude, loyalty, and responsibility. Conversely, if job satisfaction is low, enthusiasm and commitment to the job will decrease, negatively impacting work results.

H3: Work motivation has a positive and significant effect on employee performance.

H4: Work satisfaction has a positive and significant effect on employee performance.

2.4. The Role of Work Discipline

Work discipline plays a critical role in shaping employee behavior and performance. It refers to the level of employee compliance with company rules, procedures, and standards. Employees with high discipline tend to complete tasks on time, maintain consistent attendance, and follow work procedures effectively (Rahmawati & Yuniarti, 2023). This behavior directly contributes to better employee performance in terms of productivity, efficiency, and teamwork. Therefore, when work discipline is consistently upheld, it has a positive and significant influence on overall employee performance (Sari & Oktaviani, 2020).

Furthermore, work discipline can also act as a mediating factor between work motivation and employee performance. Employees who are highly motivated typically demonstrate a strong commitment to their roles (Ringle et al., 2020). However, motivation alone may not be sufficient without consistent discipline. Motivation supported by disciplined behavior enables employees to stay focused, avoid procrastination, and achieve their targets more efficiently. Thus, motivated employees are more likely to achieve optimal performance when they also maintain high levels of discipline in the workplace (Robbins & Judge, 2018).

Similarly, job satisfaction influences performance through the mechanism of work discipline. Satisfied employees typically have a positive attitude toward their work and organization. This positivity encourages them to be more disciplined, arriving on time, meeting deadlines, and following organizational norms. In turn, this disciplined behavior enhances their performance. Employees who are both satisfied and disciplined are better equipped to make meaningful contributions to organizational success.

- H5: Work discipline has a positive and significant effect on employee performance
- H6: Work motivation has a positive and significant effect on employee performance through work discipline
- H7: Work satisfaction has a positive and significant effect on employee performance through work discipline

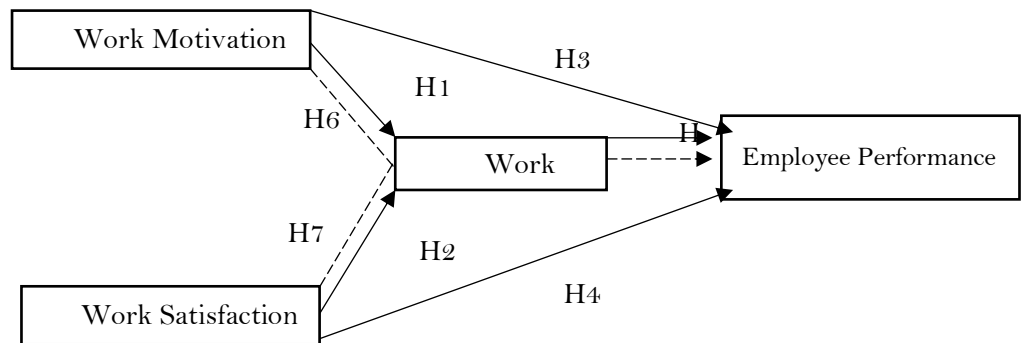


Figure 1. Conceptual Framework

Figure 1 shows a conceptual model illustrating the influence of work motivation and job satisfaction on employee performance, with work discipline as an intervening variable. In this model, work motivation and job satisfaction each have a direct relationship with work discipline, which in turn influences employee performance. Furthermore, both work motivation and job satisfaction also have a direct influence on employee performance, indicating that work discipline can act as a partial mediator in this relationship. This model illustrates how internal employee factors can be interrelated and collectively determine performance.

3. Methods

The research method employed in this study is a quantitative descriptive approach, which aims to explain the relationship between variables through statistical analysis of numerical data. Quantitative research was chosen because it allows for the measurement of relationships between work motivation, work satisfaction, and work discipline using statistical tools, thereby producing objective and generalizable results.

The population in this study consists of 128 employees of KSP Makmur Mandiri located in Padangsidempuan, North Sumatra. To determine the sample, the study employed a non-probability sampling technique, specifically saturated sampling. Saturated sampling is a method where the entire population is used as the sample when the population size is relatively small and can still be managed effectively. However, due to certain constraints such as availability and respondent willingness, the final number of participants who were successfully involved in the study totaled 83 respondents. This approach ensures that all individuals who meet the criteria are included, reducing selection bias and enhancing the representativeness of the sample concerning the organization under study.

The types of data collected in this research are primary and secondary data. Primary data were obtained directly from respondents through questionnaires, interviews, and observations, while secondary data were gathered from internal documents and organizational records related to employee performance, attendance, and HR policies. The questionnaire method was the primary data collection technique, structured using a Likert scale, which allows respondents to express their

level of agreement with various statements related to work motivation, satisfaction, and discipline.

For data analysis, this study employed the Partial Least Squares (PLS) method, which is part of the Structural Equation Modeling (SEM). This method was chosen due to its suitability for analyzing complex relationships between latent variables, especially when the sample size is relatively small. The PLS-SEM technique enables researchers to test both the measurement model (outer model) and the structural model (inner model), ensuring the reliability and validity of the constructs used, and drawing conclusions on the direct and indirect effects among the studied variables.

4. Results

The value of convergent validity is the value of the loading factor on the variable and its indicators. The outer loading value of this determinant validity is > 0.7 . Furthermore, the convergent validity can also be seen based on the AVE value, with a validity value of >0.05 .

Table 1. Outer Loading Result

Variable	Indicator	Outer Loading	Information
Work Motivation	X1.1	0.876	Valid
	X1.2	0.861	
	X1.3	0.855	
	X1.4	0.855	
	X1.5	0.794	
	X1.6	0.818	
	X1.7	0.827	
	X1.8	0.778	
	X1.9	0.861	
	X1.10	0.830	
	X1.11	0.841	
	X1.12	0.793	
	X1.13	0.813	
	X1.14	0.859	
	X1.15	0.865	
	X1.16	0.848	
	X1.17	0.840	
	X1.18	0.882	
	X1.19	0.843	
	X1.20	0.840	
	X1.21	0.811	
	X1.22	0.828	
	X1.23	0.860	
	X1.24	0.806	
	X1.25	0.887	
	X1.26	0.839	
	X1.27	0.894	
	X1.28	0.862	
	X1.29	0.836	
	X1.30	0.766	
Work Satisfaction	X2.1	0.865	Valid
	X2.2	0.791	
	X2.3	0.827	
	X2.4	0.839	
	X2.5	0.739	
	X2.6	0.807	
	X2.7	0.758	
	X2.8	0.827	
	X2.9	0.834	

Variable	Indicator	Outer Loading	Information
	X2.10	0.825	
	X2.11	0.829	
	X2.12	0.844	
	X2.13	0.835	
	X2.14	0.817	
	X2.15	0.775	
	X2.16	0.781	
	X2.17	0.795	
	X2.18	0.813	
	X2.19	0.825	
	X2.20	0.747	
	X2.21	0.779	
	X2.22	0.781	
	X2.23	0.806	
	X2.24	0.822	
	X2.25	0.840	
	X3.1	0.884	
	X3.2	0.892	
	X3.3	0.907	
	X3.4	0.869	
	X3.5	0.864	
	X3.6	0.876	
	X3.7	0.884	
	X3.8	0.848	
	X3.9	0.846	
Work Discipline	X3.10	0.879	Valid
	X3.11	0.848	
	X3.12	0.851	
	X3.13	0.792	
	X3.14	0.873	
	X3.15	0.864	
	X3.16	0.870	
	X3.17	0.805	
	X3.18	0.889	
	X3.19	0.879	
	X3.20	0.859	
	Y.1	0.885	
	Y.2	0.882	
	Y.3	0.857	
	Y.4	0.842	
	Y.5	0.841	
	Y.6	0.851	
	Y.7	0.798	
	Y.8	0.894	
	Y.9	0.822	
Employee Performance	Y.10	0.856	Valid
	Y.11	0.846	
	Y.12	0.858	
	Y.13	0.865	
	Y.14	0.827	
	Y.15	0.857	
	Y.16	0.850	
	Y.17	0.788	
	Y.18	0.870	
	Y.19	0.880	
	Y.20	0.849	

Variable	Indicator	Outer Loading	Information
	Y.21	0.847	
	Y.22	0.870	
	Y.23	0.872	
	Y.24	0.834	
	Y.25	0.881	

Based on Table 1, it can be seen that the loading value obtained by each indicator of both variables Work Motivation, Job Satisfaction, Employee Performance, and Work Discipline is more than 0.7. So, it can be concluded that the indicators used in each of these variables are declared valid as latent variables.

Table 2. Validity Test

Variable	Average Variance Extracted (AVE)
Work Motivation	0.705
Job Satisfaction	0.654
Work Discipline	0.747
Employee Performance	0.728

Table 2 show that the Average Variance Extracted (AVE) value on the variables Work Motivation, Job Satisfaction, Employee Performance, and Work Discipline produced is more than 0.50. Thus, it can be concluded that the indicators used in this study are declared valid.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Work Motivation	0.985	0.986
Job Satisfaction	0.978	0.978
Work Discipline	0.982	0.982
Employee Performance	0.984	0.985

Based on the Table 3, it can be seen that the variables Work Motivation, Job Satisfaction, Employee Performance, and Work Discipline have Cronbach's Alpha and Composite Reliability values greater than 0.7. so, it can be concluded that all variables are reliable and have good reliability values.

Table 4. R-Square Results

Variable	R-square	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Work Discipline	0.748	2560.000	1148.041	0.552
Employee Performance	0.792	3200.000	1386.790	0.567

Based on Table 4, analysis, an R-square value for the Work Discipline variable was obtained of 0.748, which means that the influence of the variables Work Motivation and Job Satisfaction on Work Discipline was 74.8% and included a moderate influence. Then the R-square value for the Employee Performance variable is 0.792 which means that the influence of the variables Work Motivation, Job Satisfaction and Work Discipline on Employee Performance is 79.2% and belongs to the category of strong influence.

The results of the calculation using the above formula obtained values of 0.552 and 0.567. The Q^2 value obtained is greater than 0 this shows that the model used in this study has good predictive relevance. The value of f^2 is the direct influence of the variable at the structural level with the criteria (f^2 low 0.02 moderate and 0.35 high).

Table 5. Effect Size Results (F2)

Variable	Work Discipline	Employee Performance
Work Motivation	0.462	0.154
Job Satisfaction	0.380	0.112
Work Discipline		0.187

Based on Table 5, the f2 value of work motivation for work discipline obtained was 0.462 which means that there is a strong influence/effect of the work motivation variable on work discipline. The value of f2 job satisfaction with work discipline obtained is 0.380 which means that there is a strong influence/effect of the work satisfaction variable on work discipline. The value of f2 work motivation on employee performance obtained is 0.154 which means that there is a moderate influence/effect of the work motivation variable on employee performance. The value of f2 job satisfaction on employee performance obtained is 0.112 which means that there is a small influence/effect of the work satisfaction variable on employee performance. The f2 value of work discipline on employee performance obtained is 0.187 which means that there is a moderate influence/effect of the work discipline variable on employee performance. The value of Q² is declared good (fit model) on the endogenous variable if the value is >0.02.

Table 6. Hypothesis Testing

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values
Work Motivation - > Work Discipline	0.489	4.315	0.000
Job Satisfaction - > Work Discipline	0.444	3.941	0.000
Work Motivation - > Employee Performance	0.311	2.629	0.009
Job Satisfaction - > Employee Performance	0.258	3.094	0.002
Work Discipline - > Employee Performance	0.393	3.998	0.000
Work Motivation -> Work Discipline -> Employee Performance	0.193	2.583	0.010
Job Satisfaction -> Work Discipline -> Employee Performance	0.175	3.062	0.002

Based on Table 6, the effect of Work Motivation on Work Discipline has a statistical t-value of 4.315 > 1.96 and a p-value of 0.000 < 0.05. Then H₁ is accepted so that it can be concluded that there is a positive and significant influence between work motivation variables on partial employee performance. The effect of Job Satisfaction on Work Discipline has a statistical t-value of 3.941 > 1.96 and a p-value of 0.000 < 0.05. Then H₂ is accepted so that it can be concluded that there is a positive and significant influence between the variables of work satisfaction on employee work discipline partially. The effect of Work Motivation on Employee Performance has a statistical t-value of 2.629 > 1.96 and a p-value of 0.009 < 0.05. Then H₃ is accepted so that it can be concluded that there is a positive and significant influence between work motivation and partial employee performance. The effect of Job Satisfaction on Employee Performance has a statistical t-value of 3.094 > 1.96 and a p-value of 0.002 < 0.05. Then H₄ is accepted so that it can be concluded that there is a positive and significant influence between job satisfaction and partial employee performance. Influence Work Discipline against Employee Performance has a statistical t-value of 3.998 > 1.96 and a p-value of 0.000 < 0.05 then H₅ accepted so that it can be concluded that there is a positive and significant influence between work discipline and partial employee performance.

The test of the effect of Work Motivation on Employee Performance through Work Discipline obtained a statistical t-value of $2.583 > 1.96$ and a p-value of $0.010 < 0.05$. Then H_6 was accepted so that it can be concluded that there is a positive and significant influence between the variables of work motivation on employee performance and work discipline as a partial intervening variable. Testing the effect of Job Satisfaction on Employee Performance through Work Discipline obtained a statistical t-value of $3.062 > 1.96$ and a p-value of $0.002 < 0.05$ then H_7 accepted so that it can be concluded that there is a positive and significant influence between the variables of job satisfaction on employee performance and work discipline as a variable of partial employee intervention.

5. Discussion

Hypothesis testing analysis shows that Hypothesis 1 in this study is supported, which states that work motivation has a significant effect on work discipline with values P-Values = 0.000. Thus, overall work motivation has a significant influence on work discipline supported by test results effect where work motivation has a strong influence on employee performance with values F-Square = 0.462. and from the measurement results, the respondents' responses were categorized quite well with a TCR value = 76.0% which was evidenced by the majority of respondents giving agreeable responses to all statements (Sudaryo, 2018; Setiaman, 2023).

The results of the hypothesis test showed that Hypothesis 2 (H_2), namely job satisfaction had a significant effect on work discipline, was accepted with a score P-Values = 0.000 (< 0.05), which means that the influence is very statistically significant. Value F-Square of 0.380 indicates that the strength of the influence of job satisfaction on work discipline is in the large category. The value of F-Square > 0.35 is a big effect. The level of response of respondents to the indicators of job satisfaction and work discipline is also relatively good, with Total Cumulative Response (TCR) of 78.1%, reflecting the high validity of the construct (Shinta & Siagian, 2020).

Based on the results of hypothesis 3 testing, it is known that work motivation has a significant effect on employee performance, with a value of P-Values by 0.009. This statistically indicates that the influence exerted does not occur by chance and has strong inferential validity (Suali, 2017; Yuliana & Rakhmat, 2023). These findings are reinforced by the test results effect size through the value of F-Square of 0.154, which is at a moderate level of influence. This means that work motivation contributes a significant contribution to the variation in employee performance. Respondents' responses were categorized as "quite good" with TCR 76.0% showed a positive perception of the indicators proposed, and reflected the internal awareness of employees on the importance of strong work encouragement in the implementation of tasks. According to Nurmasari et al. (2025), employee performance is important, therefore a key psychological mechanism is needed that translates empowerment into tangible performance outcomes.

Hypothesis testing analysis shows that Hypothesis 4 in this study is supported, which states that job satisfaction has a significant effect on employee performance with a value P-Values = 0.002. Thus, Job satisfaction has a significant influence on employee performance which is supported by test results effect where work motivation has a strong influence on employee performance with values F-Square = 0.112. and from the results the measurement of respondents' responses was categorized quite well with a TCR value = 78.1% which was evidenced by the majority of respondents giving agreed responses to all statements.

Hypothesis testing analysis shows that Hypothesis 5 in this study is supported, which states that work discipline has a significant effect on employee performance with a P-Values = 0.000. Thus, work discipline as a whole has a significant influence on employee performance which is supported by the results of the sice effect test

where work discipline has a strong influence on employee performance with a value of $f\text{-square} = 0.187$. and from the measurement results of respondents' responses are categorized quite well with a TCR value = 76.5% which is evidenced by the majority of respondents giving positive responses to all statements (Sudaryo et al., 2018; Sutrisno, 2020).

The results of the hypothesis test analysis indicate that Hypothesis 6 is supported, namely that work discipline mediates the influence of work motivation on employee performance, with a P-value of 0.010. This is reinforced by the calculated t-value for the indirect effect of 2.583, which is greater than the direct effect of 2.629. This means that work motivation significantly influences employee performance through the mediation of work discipline. Work discipline, coupled with work motivation, can improve performance in achieving organizational goals.

Furthermore, Hypothesis 7 is also supported, stating that work discipline mediates the influence of job satisfaction on employee performance, with a P-value of 0.002. The calculated t-value for the indirect effect of 3.062 is slightly smaller than the direct effect of 3.094. However, job satisfaction still has a significant influence on performance through work discipline as a mediating variable (Syahputra & Jufrizen, 2019; Steven & Prasetyo, 2020). Thus, job satisfaction coupled with work discipline can have a greater influence on employee performance in achieving organizational goals.

6. Conclusion

Based on the research results and discussion, this study found that work motivation and job satisfaction significantly influence work discipline and directly impact employee performance. Furthermore, work discipline also significantly impacts performance and has been shown to mediate the influence of work motivation and job satisfaction on employee performance.

Practically, these results suggest that management should maintain and enhance employee work motivation and job satisfaction by adopting an approach that prioritizes the work environment, colleague relationships, and individual competency development. Adequate work discipline also needs to be maintained through strengthening internal regulations and ongoing development to support optimal performance and the achievement of organizational targets. Theoretically, this study strengthens the theory of organizational behavior, which states that motivation and job satisfaction are important factors in shaping employee discipline and performance. It also adds to our understanding of the role of work discipline as a mediating variable in this relationship.

However, this study has several limitations, such as the use of a quantitative approach and the limited scope of the research object to a single cooperative. Therefore, the results cannot necessarily be broadly generalized. Further researchers are advised to expand the research object to different organizations and consider other variables such as leadership style, compensation, or work environment, in order to obtain more comprehensive results in understanding the factors that influence employee performance.

References

- Adipradana, M., & Andriyani, A. (2021). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel pemoderasi (Studi Pada Karyawan CV Batik Wahyu Kencana Pekalongan). *Diponegoro Journal of Management*, 10(1), 1-10.
- Akbar, M., & Nuriyah, N. (2025). Disiplin kerja dan kepuasan kerja pengaruhnya terhadap kinerja. *Innovative: Journal Of Social Science Research*, 5(1), 6356-6363.

- Anjani, N. K. M. Y., Puspitawati, N. M. D., & Purnawati, N. L. G. P. (2024). Motivasi kerja dan disiplin kerja terhadap kinerja karyawan pada Koperasi Pasar Srinadi Klungkung. *Values*, 5(3), 663-674.
- Arda, M. (2017). Pengaruh kepuasan kerja dan disiplin kerja terhadap kinerja karyawan pada Bank Rakyat Indonesia cabang Putri Hijau Medan. *Jurnal ilmiah manajemen dan bisnis*, 18(1), 45-60.
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Jakarta: Prenada Media.
- Cahyono, D. D., Hamda, M. K., & Prahastiwi, E. D. (2022). Pimikiran Abraham Maslow tentang motivasi dalam belajar. *Tajdid: Jurnal Pemikiran Keislaman Dan Kemanusiaan*, 6(1), 37-48.
- Desyantoro, I., & Widhiastuti, H. (2021). Motivasi kerja dan kepuasan kerja terhadap kinerja karyawan PT. XYZ melalui disiplin kerja sebagai variabel intervening. *Philanthropy: Journal of Psychology*, 5(1), 31-46.
- Effendy, A. A., & Fitria, J. R. (2020). Pengaruh gaya kepemimpinan, motivasi dan disiplin kerja terhadap kinerja karyawan (Studi kasus PT. Modernland Realty, TBK). *Jenius (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 264-274.
- Fathin, L. N. (2022). Pengaruh disiplin kerja, motivasi dan kompensasi terhadap kinerja karyawan PT Excelitas Technologies Batam. *Scientia Journal: Jurnal Ilmiah Mahasiswa*, 5(2), 250-260.
- Ghozali, I. (2021). *Partial least squares: konsep, teknik, dan aplikasi menggunakan program SmartPLS 3.2. 9 untuk penelitian empiris*. Semarang: Universitas Diponegoro.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook* (p. 197). Springer Nature.
- Hardisman. H. (2021). *Analisis Partial Least Square Structural Equation Modelling (PLS-SEM) (Cetakan Pertama)*. Yogyakarta: Bintang Pustaka Madani.
- Indryani, W. D., & Budiarti, A. (2016). pengaruh gaya kepemimpinan motivasi dan disiplin kerja terhadap kinerja karyawan. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 5(9), 12-22.
- Isvandiar, A., & Al Idris, B. (2018). Pengaruh kepemimpinan dan disiplin kerja terhadap kinerja karyawan pada pt central capital futures cabang malang. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 12(1), 17-22.
- Jufrizen, J. (2018). Peran motivasi kerja dalam memoderasi pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan. In *Prosiding: The National Conferences Management and Business (NCMAB)* (Vol. 405424).
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT Rajagrafindo Persada
- Kinanti, B., & Simanjuntak, J. (2022). Pengaruh budaya organisasi, lingkungan kerja dan motivasi terhadap kepuasan kerja karyawan Pt. Nov Profab Di Kota Batam. *scientia journal: Jurnal Ilmiah Mahasiswa*, 4(7), 1-10.
- Liyas, J. N., & Primadi, R. (2017). Pengaruh disiplin kerja terhadap kinerja karyawan pada bank perkreditan rakyat. *Al-Masraf: Jurnal Lembaga Keuangan dan Perbankan*, 2(1), 17-26.
- Marimin, A., & Santoso, H. (2020). Analisis pengaruh kepuasan kerja, komitmen organisasi, dan keterlibatan kerja pada kinerja karyawan bank muamalat surakarta. *Jurnal Ilmiah Ekonomi Islam*, 6(3), 703-708.
- Nurmasari, S. S., Pala'langan, R., Hidayati, R., & Lataruva, E. (2025). The Role of Empowerment in Improving Generation Z Engagement and Performance in the Workplace. *Research Horizon*, 5(3), 533-544.
- Pering, I. M. A. A. (2020). Kajian analisis jalur dengan Structural Equation Modeling (SEM) Smart-PLS 3.0. *Jurnal Ilmiah Satyagraha*, 3(2), 28-48.
- Pramularso, E. Y. (2017). Pengaruh disiplin kerja terhadap kinerja karyawan cipta hotel Pancoran Jakarta Selatan. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 1(2), 171-178.
- Prasetyo, E. T., & Marlina, P. (2019). Pengaruh disiplin kerja dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Inspirasi Bisnis dan Manajemen*, 3(1), 21-30.
- Prasetyo, M. & Febriana, A. (2023). Pengaruh disiplin kerja, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan di PT. Maju Gemilang Garmen. *Jurnal Manajemen dan Dinamika Bisnis (JMDB)*, 2(1), 1-13.
- Priansa, Donni Juni. (2018). *Perencanaan & Pengembangan SDM*. Bandung: Alfabeta.
- Putri, A. R. & Kurniawan, H. (2023). Pengaruh motivasi kerja terhadap kinerja karyawan pada perusahaan ritel di Jakarta. *Jurnal Ilmu Manajemen Terapan*, 11(2), 101-110.

- Rahadi, D. R. (2023). *Pengantar Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Lentara Ilmu Madani.
- Rahman, T., & Solikhah, S. (2016). Analisis pengaruh rotasi kerja, motivasi kerja dan kepuasan kerja terhadap kinerja karyawan di lembaga keuangan mikro syariah. *Muqtasid: Jurnal Ekonomi dan Perbankan Syariah*, 7(2), 23-49.
- Rahmawati & Yuniarti (2023). Pengaruh motivasi dan disiplin kerja terhadap kinerja pegawai Dinas Sosial Kota Bandung. *Jurnal Ilmu Manajemen Terapan*. 5(2). 112-120.
- Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial Least Squares Structural Equation Modeling in HRM research. *The International Journal of Human Resource Management*, 31(12), 1617-1643.
- Robbins, S. P., & Judge, T. A. (2018). *Perilaku Organisasi, cetakan ketujuh*. Jakarta: Salemba Empat.
- Rosalina, M., & Wati, L. N. (2020). Pengaruh gaya kepemimpinan terhadap disiplin kerja dan dampaknya terhadap kinerja karyawan. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 10(1), 18-32.
- Sari, D. P., & Oktaviani, R. (2020). Pengaruh kepuasan kerja terhadap disiplin kerja pegawai pada kantor pelayanan pajak. *Jurnal Manajemen dan Bisnis*. 7(1), 45-52.
- Setiawan, S. (2023). *Tutorial analisa parsial model persamaan struktural dengan software SMART-PLS versi 3 untuk tenaga kesehatan*. Sumedang: Yayasan Bakti Mulia.
- Shinta & Siagian. (2020) Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan SMK Ksatrya Jakarta. *Jurnal Ekobis:Ekonomi Bisnis Manajemen*. 9(1). 40-55.
- Siagian, M., & Fitriana, E. (2020). Pengaruh disiplin dan motivasi kerja terhadap kinerja karyawan PT. Mitra Hosindo Sejahtera. *Jurnal Ilmiah Kohesi*, 4(3), 181-188.
- Sondang, Siagian. (2018). *Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- Sri, H. (2018). Workload, work environment and employee performance of housekeeping. *International Journal of Latest Engineering and Management Research (IJLEMR)*, 3(10), 310-321.
- Suali, S.E., M. (2017). Pengaruh komitmen organisasi, disiplin kerja, dan motivasi terhadap kinerja pegawai Hotel Pasifik Batam. *Jurnal Ilmiah Manajemen Universitas Putera Batam*. 5(2), 581-590.
- Sudaryo, Ariwibowo, & Sofiaty. (2018). *Manajemen Sumber Daya Manusia: Kompensasi Tidak Langsung dan Lingkungan Fisik*. Yogyakarta: Penerbit Andi.
- Sutrisno, E. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Prenamedia Group.
- Syahputra, Indra, & Jufrizen. (2019). Pengaruh diklat promosi, dan kepuasan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 104-16.
- Wirya, K. S., Andiani, N. D., & Telagawathi, N. L. W. S. (2020). Pengaruh stres kerja dan kepuasan kerja terhadap kinerja karyawan PT BPR Sedana Murni. *Prospek: Jurnal Manajemen dan Bisnis*, 2(1), 50-59.
- Yoyo, Sudaryo. (2018). *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit Andi.
- Yuliana, D., & Rakhmat, T. (2023). Pengaruh kepuasan kerja terhadap kinerja karyawan pada perusahaan jasa di Indonesia. *Jurnal Riset Ekonomi dan Manajemen*. 11(1), 55-64.

Acknowledgment

We gratefully acknowledge the contributions of individuals who supported the completion of this article.

Funding Information

This research did not receive any funding.

Conflict of Interest Statement

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



Copyright: © 2025 by the authors.

This work is licensed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License

(<https://creativecommons.org/licenses/by-sa/4.0/>).