

THE INFLUENCE OF WORK DISCIPLINE ON JOB SATISFACTION THROUGH WORK MOTIVATION IN PERUMDA TIRTANADI EMPLOYEES

Fitri Dwiana^{1*}, Prihatin Lumbanraja², R. Hamdani Harahap³

¹ Faculty Economic and Business, University North Sumatera, Indonesia

^{2,3} Faculty of Social and Political Sciences, University North Sumatera, Indonesia

*Corresponding Author: fitri.dwiana98@gmail.com

Abstract: This research aims to analyze the influence of work discipline on the job satisfaction of Perumda Tirtanadi employees through work motivation as an intervening variable. The population of this study were employees of PERUMDA Tirtanadi Medan, the sample was determined using non probability Sampling with the Slovin method. Data was collected from 248 Perumda Tirtanadi employees who had worked for more than 5-10 years, analyzed using SEM PLS. The results of this research indicate that work discipline has a positive and significant effect on job satisfaction (H1 is accepted). Work discipline has a positive and significant effect on work motivation (H2 is accepted). Work motivation has a positive and significant effect on job satisfaction (H3 is accepted). Work discipline has a positive and significant effect on job satisfaction through work motivation (H4 is accepted). All Pvalue statistical values for all hypotheses are $0.000 < 0.05$. Recommendations for future researchers: This research could be expanded with several hypotheses and variables such as adding leadership or self-confidence in influencing job satisfaction.

Keywords: Work Discipline, Job Satisfaction, Work Motivation

1. Introduction

Every company or organization has its own goals and objectives. For this reason, companies must have superior human resources and experts in their fields. Superior human resources will play an important role in the company's operational activities in achieving the set goals. Human resources are a very strategic issue because human quality will support success in carrying out work.

HR is very important in companies because it is a systematic process that directs and controls employee activities, playing an important role in influencing employee outcomes, including job satisfaction, burnout, performance, engagement, employee turnover, and overall well-being (Gile, 2022)

As PERUMDA Tirtanadi Medan also requires its employees to be superior human resources at work, because to achieve organizational goals of course employees are required to maximize their performance. Employee performance is an important thing for organizations to pay attention to because it can influence the achievement of organizational goals and progress so that job satisfaction occurs within them. Job satisfaction is an important part for employees in a company. Employees who feel satisfied with the final results received for the work they have done will have an impact on growing feelings of joy and enthusiasm in doing their work. On the other hand, if employees are not satisfied with the final results they receive for the work they have done, this will result in a growing feeling of dissatisfaction and lack of enthusiasm in doing their work (Bhastary, 2020). To achieve this, of course employees must have work discipline and motivation.

Work discipline is a strength that resides within a person who is able to adapt to decisions, regulations and values in an organization (Jufrizen, 2021). Good work discipline will certainly increase the quality and quantity of employees at work, so employees who are satisfied with their work will be shown by the work discipline they provide to the job and the company, as (Menang T L & Phongsatha T, 2024), states that positive work conditions increase job satisfaction. higher.

However, in fact, in the field, many PERUMDA Tirtanadi Medan employees are still undisciplined in their work. Employees still like to be late for work, and some even leave when it's time to work. Facts on the ground also show that there are still employees who procrastinate their work. In fact, employees are required to be disciplined at work because work discipline is one of the evaluations of employees' work and is also one of the characteristics in assessing their job satisfaction. In line with this, research conducted by (Rahmawati S, 2023), shows that work discipline influences employee job satisfaction. However, research conducted by (Putri I F, 2021), shows that work discipline has no effect on job satisfaction.

Apart from work discipline, motivation is also very important for PERUMDA Tirtanadi Medan employees. With high motivation, employee performance will increase, this will also increase their satisfaction at work. However, the facts in the field show that employee work motivation is still relatively low. This is because the company does not provide facilities and a comfortable work space for working, such as a hot room, crowded work desks, untidy work desks, and wages given too many deductions. In fact, work motivation really determines employee performance and satisfaction at work, as research conducted by (Basir et al., 2023), states that work motivation influences employee satisfaction. However, this is different from research conducted by (Amaral S A, 2021) that motivation has no effect on employee job satisfaction and research conducted by (Hanif M, 2018) that motivation has little effect on job satisfaction.

Based on the problem phenomena and research gaps above, it is necessary to carry out further research with the title "The Influence of Work Discipline on Job Satisfaction Through Work Motivation among Perumda Tirtanadi Employees".

2. Literature Review

Work Discipline Concept

Work discipline is a strength that resides within a person who is able to adapt to decisions, regulations and values in an organization (Jufrizen, 2021). Forms of work discipline such as arriving on time, completing work on time, complying with applicable regulations, it is hoped that employees will be more productive and performance will increase so that if they are able to achieve the targets set by the company (Irfan, 2023).

Concept of Work Motivation

According to (Kasmir, 2019), Motivation is something that needs to be a primary consideration. Motivation is a series of attitudes and values that influence individuals to achieve certain things in accordance with individual goals. These attitudes and values are invisible ones that provide the power to encourage individuals to behave in achieving goals.

Concept of Job Satisfaction

According to (Kasmir, 2019) one of the factors that influences performance is job satisfaction, where job satisfaction is a feeling of joy or excitement, or the feeling someone likes before and after doing work.

Job satisfaction is a human's attitude regarding the results received as an imbalance in the quality and quantity of work and responsibilities that have been carried out, which can include the physical and mental aspects of a person (Jufrizen, 2021). Job satisfaction can encourage employees to increase their productivity, because employees want conditions to be better than current conditions (Hanawidjaya, 2022)

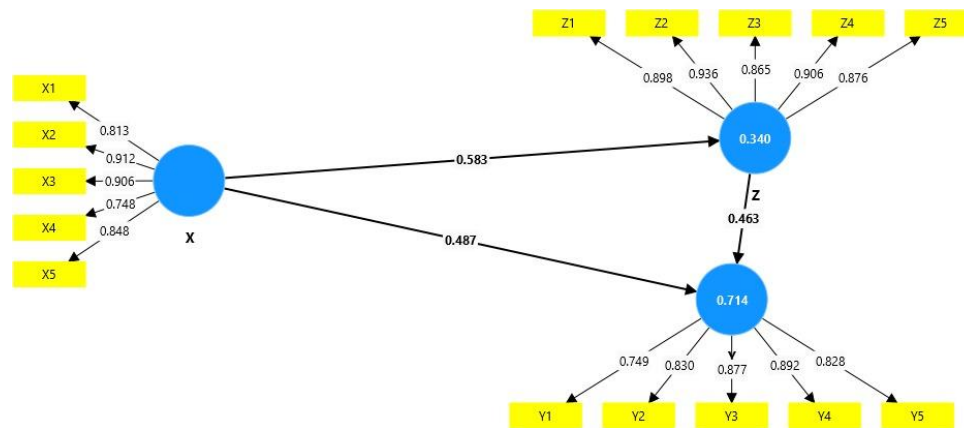


Figure 1
Conceptual Framework

3. Method

This research includes quantitative method research and SEM Smart PLS software as an analysis tool. The measurement of indicators for this variable in research uses an interval scale, then the indicators will be used as a guide in collecting instrument items in the form of statements and then respondents will answer. The population in this study were all employees of PERUMDA Tirtanadi Medan and the sampling technique used Non Probability Sampling, namely Perumda employees who worked 5-15 years at PERUMDA Tirtanadi Medan as many as 248 employees, then using the Slovin formula:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{248}{1 + 248 \times 5^2}$$

$$n = \frac{248}{1 + 248 \times 0,0025}$$

$$n = \frac{248}{1 + 2,4475}$$

$$n = 72$$

4. Result and Discussion

This research analysis was carried out using quantitative methods using SEM PLS. The research results in this study consist of several sub-sections, namely:

Evaluation of Measurement Models

In this research, the first thing to do is test the evaluation of the measurement model which consists of testing with outer loading on the basis of decision making if the value is >0.70, composite reliability if the value is >0.70, Cronbach's alpha value is >0.50, ave if the value is

> 0.50, and finally the discriminant validity test using three methods seen from cross loading, fornell lacker, and HTMT. On the basis of decision making, if the resulting value is <0.90, this research is declared valid.

Based on testing using SEM PLS, the results of outer loading, composite reliability, Cronbach's alpha, ave are known as in Table 1 below:

Table 1. Outer Loading, Composite Realibilty, Everage Variance Extracted

Variabel	Indikator	Outer Loading	Composite Realibility	Cronbach's Alpha	AVE
Work Discipline (X)	Employees are present at work at the appointed time	0.813	0.910	0.910	0.718
	Employees comply with workplace rules	0.912			
	Employees follow directions from superiors	0.906			
	Employees voluntarily perform work without coercion	0.748			
	Employees are responsible for their work	0.848			
Work Motivatio n (Z)	Employee needs for decent wages	0.898	0.940	0.940	0.803
	Employee needs for job protection	0.936			
	The need to be accepted in the desired environment	0.865			

Variabel	Indikator	Outer Loading	Composite Reliability	Cronbach's Alpha	AVE
	Employee's need to be respected/appreciated	0.906			
	The need for self-development	0.876			
Job Satisfacti on (Y)	Employees are satisfied with the wages given	0.749	0.892	0.892	0.700
	Employees are satisfied with the work provided	0.830			
	Employees feel satisfied with their work superiors	0.877			
	Employees are satisfied with the promotion/increase in position	0.892			
	Employees are satisfied with their coworkers	0.828			

Based on the table above, work discipline is measured by five valid statement items using an outer loading of 0.748 - 0.912, this shows that the five statement items on the work discipline variable are valid, because all outer loading values are above 0.70. The level of reliability in the work discipline variable is stated as reliable, which is shown by all test results on composite reliability above 0.70 (reliable). Meanwhile, the convergen level produced in the AVE value is 0.718 and this value is >0.50, thus the work discipline variable meets good convergent validity.

Meanwhile, the second and third statements have the highest outer loading values, namely 0.912 and 0.906, meaning that the measurement items for the second and third statements, namely about obeying rules and following directions from superiors, have gone very well at PERUMDA Tirtanadi Medan, so work discipline in research This really reflects about obeying the rules and following directions from superiors. Statements for items 1, 4 and 5 have also been categorized well but still need improvement. The work motivation variable is measured by five valid statement items using an outer loading of 0.749-0.892, this shows that the five statement items on the work motivation variable are valid, because all outer loading values are above 0.70. The level of reliability in the work motivation variable is stated to be reliable, which is shown by all test results on composite reliability above 0.70 (reliable). Meanwhile,

the convergen level produced in the AVE value is 0.700 and this value is >0.50 , thus the work motivation variable meets good convergent validity.

Meanwhile, the third and fourth statements have the highest outer loading values, namely 0.877 and 0.892, meaning that the measurement items for the second and third statements, namely about the desired work environment and respect for employees, have gone very well at PERUMDA Tirtanadi Medan, so work motivation in research This really reflects the desired work environment and respect for employees. Statements for items 1, 3 and 5 have also been categorized well but still need further improvement.

The job satisfaction variable is measured by five valid statement items using an outer loading of 0.865-0.936, this shows that the five statement items on the job satisfaction variable are valid, because all outer loading values are above 0.70. The level of reliability in the job satisfaction variable is stated as reliable, which is shown by all test results on composite reliability above 0.70 (reliable). Meanwhile, the convergen level produced in the AVE value is 0.700 and this value is >0.50 , thus the job satisfaction variable meets good convergent validity.

Meanwhile, the third and fourth statements have the highest outer loading values, namely 0.865 and 0.936, meaning that the measurement items for the second and third statements, namely about feeling satisfied with performance and promotions and promotions, have gone very well at PERUMDA Tirtanadi Medan, so job satisfaction In this research, it really reflects feeling satisfied with performance and promotion and promotion. Statements for items 1, 3 and 5 have also been categorized well but still need improvement.

After testing outer loading, composite reliability, Cronbach's alpha, the next step is to test discriminant validity, namely by looking at the three methods of fornell and lacker, HTMT, and cross loading.

Tabel 2. Fornell dan Lacker

	Work Discipline	Job satisfaction	Work motivation
Work Discipline	0.848		
Job satisfaction	0.756	0.837	
Work motivation	0.583	0.747	0.896

Source: Data processed by the author, 2024

The first step in testing discriminant validity in this study is to look at the fornell and lacker tests. In testing fornell and lacker discriminant validity is declared good if the ave root of the exogenous variable must be higher than the correlation with the endogenous variable. Based on the results of fornell and lacker testing in the table above, the work discipline variable (0.848) has a greater root ave than the job satisfaction variable (0.756) and also the motivation variable (0.583). Likewise, the job satisfaction variable has a higher root ave than work motivation, namely $0.837 > 0.747$. Next is the test of discriminant validity by looking at the value of HTMT based on testing, the HTMT value is known as follows:

Tabel 3. HTMT

	Work Discipline	Job satisfaction	Work motivation
Work Discipline			
Job satisfaction	0.838		
Work motivation	0.627	0.809	

Source: Data processed by the author, 2024

In the SEM PLS test, the HTMT test is carried out to ensure discriminant validity in research. The HTMT test is carried out by calculating the correlation ratio between variables, as Hair recommends

(2019), a good HTMT value is below 0.90. Based on the HTMT value test, all variables in this study had values below 0.90. This shows that discriminant validity is met or achieved and is categorized as good. So this research is worthy of further research.

Finally, the cross loading validity test was tested by looking at the SEM PLS test results. After carrying out the calculation analysis, the cross loading results are known as in the table below:

Tabel 4. Cross Loading

	Work Discipline	Job satisfaction	Work motivation
X1	0.813	0.516	0.364
X2	0.912	0.674	0.523
X3	0.906	0.674	0.573
X4	0.748	0.618	0.451
X5	0.848	0.696	0.523
Y1	0.775	0.749	0.492
Y2	0.638	0.830	0.567
Y3	0.606	0.877	0.576
Y4	0.614	0.892	0.654
Y5	0.527	0.828	0.813
Z1	0.460	0.754	0.898
Z2	0.481	0.758	0.936
Z3	0.633	0.602	0.865
Z4	0.471	0.658	0.906
Z5	0.571	0.561	0.876

Source: Data processed by the author, 2024

Based on the table above, it is known that the correlation value of the work discipline variable has a higher correlation with the work discipline variable and a lower correlation with the others, so work discipline really measures work discipline and low measures other variables.

Evaluasi Model Stuktural

In the research, structural model evaluation was carried out using several methods, first by testing multicollinearity in INNER VIF. The basis for decision making is that if INNER VIF < 5, then there are no symptoms of multicollinearity. After that, in this research, evaluate the structural model by testing hypotheses either directly or indirectly (mediation).

Based on the results of the multicollinearity test in this study as in the table below:

Tabel 5. Inner VIF

	Work Discipline	Job satisfaction	Work motivation
Work Discipline			
Job satisfaction		1.000	1.000
Work motivation		1.000	

Source: Data processed by the author, 2024

Based on the table above, it is known that the INNER VIF value for all variables is <5, therefore this study has no symptoms of multicollinearity and the level of multicollinearity in this study is classified as low as in Hair (2019).

After testing multicollinearity, the next step is testing the direct influence hypothesis. So the test results are as in the table below:

Table 6. Hypothesis Testing (Direct Influence)

	Path coefficient	P values	F Square
H1 Work Discipline -> Job satisfaction	0.487	0.000	0.547
H2 Work Discipline -> Work motivation	0.583	0.000	0.514
H3 Work motivation -> Job satisfaction	0.463	0.000	0.496

Source: Data processed by the author, 2024

Through testing the hypothesis in the table above, several conclusions are stated, namely:

1. The first hypothesis (H1) is accepted, namely that there is a significant influence of work discipline on job satisfaction as evidenced by the statistical value P value 0.000, this value is <0.05 . And the magnitude of the influence is shown by the Path Coefficient value of 0.487, meaning that every 1% increase in work discipline will affect job satisfaction by 0.487. And the F Square value shows that work discipline has an influence in increasing job satisfaction which is categorized as high, because the F Square value is 0.547.
2. The second hypothesis (H2) is accepted, namely that there is a significant influence of work discipline on work motivation as proven by the statistical value P value 0.000, this value is <0.05 . And the magnitude of the influence is shown by the Path Coefficient value of 0.583, meaning that every 1% increase in work discipline will affect work motivation by 0.514. And the F Square value shows that work discipline has an influence in increasing work motivation which is categorized as high, because the F Square value is 0.514.
3. The third hypothesis (H3) is accepted, namely that there is a significant influence of work motivation on job satisfaction as evidenced by the statistical value P value 0.000, this value is <0.05 . And the magnitude of the influence is shown by the Path Coefficient value of 0.463, meaning that every 1% increase in work motivation will affect job satisfaction by 0.496. And the F Square value shows that work discipline has an influence in increasing work motivation which is categorized as high, because the F Square value is 0.496.

Next is indirect hypothesis testing (Mediation), based on the test analysis, the results of the hypothesis test are as in the table below:

Table 7. Hypothesis Testing (Mediation Effect)

Hipotesis	Path Coefficient	P values	Upsilon V
Work Discipline -> Job satisfaction	0.270	0.000	0,0729

Source: Data processed by the author, 2024

Based on the table above, the fourth hypothesis is accepted, namely that there is a significant influence of work discipline on job satisfaction mediated by work motivation as evidenced by the statistical value P value 0.000, this value is <0.05 . And the magnitude of the influence is shown by the Path Coefficient

value of 0.270, meaning that every 1% increase in work discipline will affect job satisfaction mediated by work motivation by 0.270. And the Upsilon V value shows that work discipline has an effect on increasing job satisfaction which is mediated by motivation which is categorized as moderate, because the Upsilon V value is 0.0729.

Evaluation of Model Goodness and Suitability

Evaluation of the goodness and suitability of the model in this research is by testing SRMR on SEM PLS. Based on the test analysis, the SRMR results of this research are as follows:

Tabel 8. SRMR

	Model Estimates
SRMR	0.09

Source: Data processed by the author, 2024

Based on the table above, it is known that the SRMR value is 0.09, according to Hair (2019), this value is that this research can explain the influence between variables in the model and this value shows that the regression model is said to be good and fit, because the SRMR value is < 0.10 .

Evaluation of the measurement model in this research is based on outer loading and composite reliability, the value is > 0.70 , while for Cronbach alpha and AVE the value is > 0.50 . After testing outer loading, composite reliability, Cronbach's alpha, the next step is to test discriminant validity, namely by looking at the three methods of Fornell and Lacker, HTMT, and Cross loading. Based on the results of the Fornell and Lacker tests in the table above, the work discipline variable (0.848) has a greater root than the job satisfaction variable (0.756) and also the motivation variable (0.583). Likewise, the root of the job satisfaction variable is higher than work motivation, namely $0.837 > 0.747$. Based on the HTMT value test, all variables in this study had values below 0.90. Finally, using cross loading, after the analysis was carried out, it was discovered that the correlation value of the work discipline variable had a higher correlation with the work discipline variable and a lower correlation with the others, so that work discipline really measured work discipline and lowly measured other variables.

Evaluation of the goodness and suitability of the model in this research was carried out by looking at the SRMR value through analysis tests with SEM PLS. And the results show that the SRMR value is $0.09 < 0.10$, meaning that this research is suitable and the regression model is said to be fit and good. After various evaluations of the measurement model and model suitability have been carried out and everything has been fulfilled, the discussion in this research is:

The Influence of Work Discipline on Job Satisfaction

The first hypothesis (H1) is that the influence of work discipline on job satisfaction in this research is accepted, meaning that work discipline has a significant and positive effect on satisfaction with the value of the research analysis results showing that the p value is $0.000 < 0.05$. The magnitude of the influence is 0.487% and the rest is influenced by other things outside the research. And work discipline has a high influence in increasing job satisfaction as shown in the F Square value of 0.547.

The results of this research support previous research that work discipline influences job satisfaction (Rahmawati S, 2023). However, this is different from research conducted by (Putri I F, 2021) that work discipline has no effect on job satisfaction.

The Influence of Work Discipline on Motivation

The second hypothesis (H2) regarding work discipline is accepted. This is indicated by the statistical value of the research results, the p-value is 0.000, this value is smaller than 0.05. The magnitude of the effect is 0.583, meaning that every 1% increase in work discipline will affect work motivation by 0.583%. Work discipline in this research has a high influence, meaning that work discipline in increasing work motivation has a high value as evidenced by the F Square value of 0.514.

The results of this research support previous research, as conducted by (Sanjaya A R, 2024) and (Sanjaya A R, 2024) that work discipline affects work motivation. However, it also contradicts previous research that work discipline has no influence on employee work motivation.

The Influence of Work Motivation on Job Satisfaction

The third hypothesis (H3) is accepted, that work motivation has a significant and positive influence on employee job satisfaction as evidenced by the statistical results of the p value of 0.000 and this value is greater than 0.05. And the magnitude of the influence is shown by the Path Coefficient value of 0.463, meaning that every 1% increase in work motivation will affect job satisfaction by 0.496. And the F Square value shows that work discipline has an influence in increasing work motivation which is categorized as high, because the F Square value is 0.496.

The results of this research support previous research, as conducted by (Basir et al., 2023) that work motivation influences job satisfaction. However, this is different from research conducted by (Amaral S A, 2021) that motivation has no effect on employee job satisfaction and research conducted by (Hanif M, 2018) that motivation has little effect on job satisfaction.

The Influence of Work Discipline on Satisfaction Through Motivation

The fourth hypothesis (H4) is accepted, meaning that work discipline has a positive and significant effect on satisfaction through motivation as indicated by a p value of $0.000 < 0.05$. And the magnitude of the influence is shown by the Path Coefficient value of 0.270, meaning that every 1% increase in work discipline will affect job satisfaction mediated by work motivation by 0.270. And the Upsilon V value shows that work discipline has an effect on increasing job satisfaction which is mediated by motivation which is categorized as moderate, because the Upsilon V value is 0.0729. This research is in line with previous research that work discipline and job satisfaction simultaneously influence work motivation.

5. Conclusions

Based on the results of the research analysis, several conclusions can be drawn that work discipline has a positive and significant effect on job satisfaction (H1 is accepted). Work discipline has a positive and significant effect on work motivation (H2 is accepted). Work motivation has a positive and significant effect on job satisfaction (H3 is accepted). Work discipline has a positive and significant effect on job satisfaction through work motivation (H4 is accepted). All Pvalue statistical values for all hypotheses are $0.000 < 0.05$. Recommendations for future researchers: This research could be expanded with several hypotheses and variables such as adding leadership or self-confidence in influencing job satisfaction. This research has important implications for company management, especially in increasing employee satisfaction and motivation through the implementation of effective work discipline. Discipline is proven to not only directly influence satisfaction, but also motivates employees, so integrating discipline programs in efforts to increase motivation, such as rewards and career

development, is very necessary.

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