
THE EFFECT OF WORK MOTIVATION, JOB SATISFACTION WITH DISCIPLINE AS AN INTERVENING VARIABLE ON THE PERFORMANCE OF GOVERNMENT EMPLOYEES

Sri Hastuti

STIE Widya Wiwaha Yogyakarta, Indonesia
Email: srihastutioikaswin@gmail.com

Abstract

This study aims to examine the effect of work motivation and job satisfaction on employee performance with work discipline as mediation. The sample used was employees of the Natuna Regency Public Works and Spatial Planning Office, totaling 60 people. The analysis method used is Partial Least Square (PLS) which shows work motivation has a positive and significant effect on work discipline, job satisfaction has a positive and significant effect on employee work discipline, job satisfaction has a positive and significant effect on employee work discipline, work motivation has a positive and insignificant effect on employee performance, job satisfaction has a positive and insignificant effect on employee performance, and work discipline has a positive and significant effect on employee performance, meanwhile, the indirect influence of work discipline is able to mediate the influence of work motivation on employee performance, and work discipline is able to mediate job satisfaction on employee performance.

Keywords: work motivation, job satisfaction, work discipline, employee performance

INTRODUCTION

The implementation of an agency or organization pays great attention to the context of optimizing its main functions to the existence of members of the organization or organization, especially in an effort to improve performance in order to get maximum results, be it in the form of business profits or in the form of services. An agency or organization is considered effective if it can achieve its goals optimally, is able to adapt to the environment and can increase work motivation and human resource development. Therefore, an agency or organization is obliged to improve performance, including the Public Works and Spatial Planning Office of the Local Government of Natuna Regency.

The performance of an organization is not only at the level of top managers, but from staff to middle managers. If viewed only at top managers who have high performance, the quality of work of an organization will be felt to be still low. This is because the field implementers are precisely the staff. Therefore, performance improvement must be comprehensive at all levels of the organization, be it upper, middle, and lower levels. Given the importance of employee performance in supporting the organization's operational activities, every organizational leader is required to improve the performance of his employees. According to Widyanti, (2019) the factors used to improve employee performance include motivation and job satisfaction. Motivation is the drive, effort and desire that exists in humans that activates, empowers and directs behavior to carry out tasks well in their work environment. According to Noor 2013 in Jufrizen,

(2018) work motivation is a state or condition that encourages, stimulates or moves a person to perform a work task mandated to him so that he can achieve his organizational goals. Motivation is also defined as a process that determines the intensity, direction and perseverance of individuals in trying to achieve goals. Motivation as a process that starts from psychological and physiological forces or needs that result in behaviors or drives aimed at a goal or incentive. Efforts to achieve organizational goals cannot be separated from how a leader improves employee performance through motivation because basically employees also have different needs and expectations. In addition, as human beings, they are inseparable from various kinds of desires and needs that drive to achieve their goals. This need can be viewed as a generator, reinforcement or driver of one's behavior. If need is the causative factor underlying the birth of one's behavior, it can be said that the strongest at a given moment will be the motivating factor that moves (motivator) someone who behaves towards achieving goals.

The study of employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all expectations can be met in carrying out their job duties. According to Jufrizen, (2018) Job satisfaction is a real behavior displayed by everyone as work achievements produced by employees in accordance with their role in the company. According to Mangkunegara & Prabu, (2016) "Job satisfaction is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". In addition to several variables that affect performance, discipline variables also have a very important role. Discipline as an ideal condition in supporting the implementation of tasks according to the rules in order to support work optimization. Setiyawan, (2006) stated that one of the requirements for discipline to be grown in the work environment is a complete division of labor to the lowest employee or officer so that everyone knows and is aware of their duties, how to do it, when work starts and finishes, what kind of work is required and to whom to account for the results of the work (Siregar, 2017).

The establishment of Natuna Regency was confirmed based on Law Number 53 of 1999, by the Minister of Home Affairs (Faisal Tanjung) on October 12, 1999 and as amended several times most recently by Law Number 34 of 2008. Geographically, the area of Natuna Regency is located at the coordinate point 1016'-7019' LU (North Latitude) and 10500'-110000' BT (East Longitude) of Natuna Regency directly adjacent to several neighboring countries. The boundaries of Natuna Regency are as follows :

- North Side : North Natuna Sea, Vietnam
- East Side : East Malaysia and West Kalimantan Province
- South : Bintan Regency, and
- West Side : East Malaysia and West Kalimantan Province

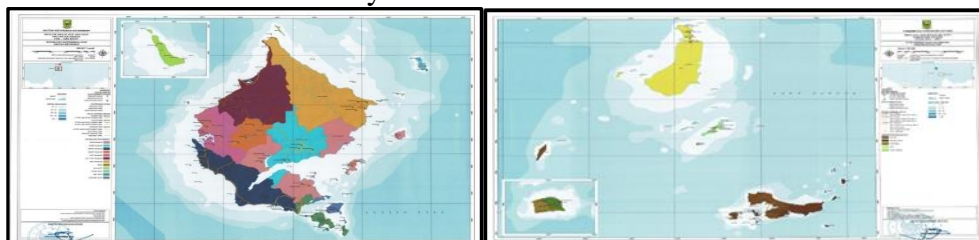


Figure 1 Map of Natuna Regency

Sumber : Renstra 2021-2026 DPUPR

In the area of Natuna Regency there are 154 islands, with 27 islands (17.53 percent) inhabited and most islands (127 islands or 82.47 percent) uninhabited. The islands are

spread across 14 sub-districts, with Serasan sub-district having the largest number of islands, namely 34 islands (11.76% inhabited islands and 88.24% uninhabited), while Bunguran Tengah District has no islands at all. This is as shown in **Table 1** below :

Table 1 Administrative Areas of Natuna Regency by District

No.	District	Land Area (Km ²)	Ocean Area (Km ²)	Number of Villages / Desa	Number of Islands
1	Midai	13,80		3	1
2	Suak Midai	12,45		3	1
3	Bunguran Barat	248,38		5	16
4	Bunguran Batubi	214,81		5	1
5	Bunguran Utara	405,88		8	15
6	Pulau Laut	37,64		3	8
7	Pulau Tiga	41,55		6	15
8	Pulau Tiga Barat	17,41	216.113,42	4	3
9	Bunguran Timur	142,14		7	9
10	Bunguran Timur Laut	299,42		7	10
11	Bunguran Tengah	85,95		3	-
12	Bunguran Selatan	234,56		4	8
13	Serasan	44,99		7	34
14	Subi	146,33		8	23
15	Serasan Timur	26,61		4	10
		1.978,19	216.113,42	77	154

Source : Renstra 2021-2026 DPUPR

Based on its topographic conditions, Natuna Regency is a hilly and mountainous land. Lowlands and gently sloping ones are found on the coast. The height of the area between sub-districts is quite diverse, ranging from 3 to 959 meters above sea level with a slope between 2 to 5 meters. In addition, in general, the soil structure in the Natuna Regency area consists of red yellow podzolic soil from rocks whose basic soil has granite material, and alluvial as well as organosolic soil and gley humus. The climate in Natuna Regency is strongly influenced by changes in wind direction. In the range of the rainy season that occurs in Natuna, there is a popular season in the Natuna community, especially for fishermen, namely the north wind season. This season is called the north wind because the wind comes continuously from the north through the Natuna region. If this season is underway, fishermen in Natuna Regency dare not go to sea because waves, wind and sea storms are very dangerous. Based on data from the Meteorology,

Climatology and Geophysics Agency (BMKG), Natuna enters the north wind season in January, April and August. In 2019, the north wind season takes place in January, February, April, May, June, August, September and October. According to monitoring conducted by BMKG, the air temperature in Natuna Regency is in the range of 21.6°C to 35.2°C in 2019. The temperature reaches its highest point in August with the maximum temperature being 35.2°C. However, when referring to the average daily temperature, the highest air temperature occurs in April with an average of 28.5°C.

The Public Works and Spatial Planning Office of the Regional Government of Natuna Regency is one of the technical organizations in the Natuna Regency Area which has the task of assisting the Regent in coordinating, formulating policies and establishing and carrying out tasks in the Field of Highways and Construction Development, Spatial Planning, Water Resources and Copyrights in accordance with the provisions of the authority of the Natuna Regency Regional Government and Laws and Regulations, and carry out assistance duties in the field of Public Works and Spatial Planning in accordance with the scope of their duties. In carrying out these duties, the Public Works and Spatial Planning Office of Natuna Regency has the following functions: management of secretarial activities, including general administration, staffing, program and budget planning and evaluation, financial management, equipment and equipment of the office, administration, and household; Preparation of annual, medium-term and long-term work programs in the field of public works and spatial planning; formulation of technical policies, facilitation, coordination and technical guidance in the field of public works and spatial planning, which includes the fields of Highways and Construction Development, the field of Spatial Planning, the field of Water Resources and the field of Copyright, Secretariat and technical implementation units and the implementation of other tasks in the field of Public Works and Spatial Planning submitted by the Regent. The Public Works and Spatial Planning Office of Natuna Regency has goals that must be achieved which are contained in the Strategic Plan of the PUPR Office of Natuna Regency for the Year from 2021 - 2026 as stated in.

Table 2 Medium-Term Goals and Objectives of PUPR Office FY. 2021-2026

No.	Purpose	Target	Indicator Goal Performance	Performance Target Year-to-Year Target -				
				2022	2023	2024	2025	2026
1	Improve regional infrastructure development	Improved road infrastructure achievement	Percentage of increments road length in steady condition	1,83	2,69	3,66	4,85	5,82
2	Improve regional infrastructure development	Increased achievement of Water Resources infrastructure	Percentage of raw water availability	96,73	156,14	158,32	157,29	161,02
3	Improve regional infrastructure development	Increased access to settlement infrastructure services	Percentage of population Access to clean water	79,91	80,67	82,35	84,55	87,34

Performance Indicator Achievement Target The percentage of road additions in steady condition is 90.71% with a realization of 1.66% obtained from the implementation

of the Road Implementation Program with District/City Road Implementation Activities consisting of Road Construction Sub-Activities and Road Reconstruction Sub-Activities, which can add and maintain road stability. Of the two existing sub-activities, there is an addition of steady condition roads in the Road Reconstruction sub-activity with the work package of Lapis Hotmix Road Improvement (AC-BC) Jl. Air Merah Section, West Bunguran District along 2.2 Km. The road handling budget comes from the Regular Special Allocation Fund (DAK). The non-achievement of this target is due to the increasing rate of decline in road conditions that are not balanced with road improvement efforts and non-fulfillment of routine road maintenance standards, in addition to that there are still many gravel and dirt road sections that have not been handled, lack of financing for handling road maintenance (periodic maintenance/rehabilitation and routine maintenance of roads) for lightly damaged road conditions, and lack of integration of related planning and budgeting handling of District Road sections. In the Revised Regional Budget (APBDP) there was a budget reduction which caused several work packages to be omitted from the DPPA.

Achievement of Target Performance Indicators the percentage of raw water availability is 100.00% with a realization of 96.73%. The availability of raw water until 2021 is 109.50 liters / second (96.73 %) sourced from the availability of PDAMs, and 8 (eight) existing reservoirs (Lampa Strait, Sedanau, Buton Bay, Tanjung Kumbik (Pulau Tiga), Air Payang (Pulau Laut), Sabang Mawang (Pulau Tiga), Subi Kecil, and Tanjung Batang). In 2022, it is planned that raw water needs are assumed per capita of 100 liters/person/day of 179.76 liters/second (156.14%) with the construction of Embung Sebayar and Embung Serasan (Air Ringau). Data on 2022 achievements are obtained from the implementation of the Water Resources Management Program (SDA) with Natural Resources Management Activities and Beach Safety Buildings in River Areas (WS) in 1 (One) District/City Area consisting of Sub-Activities for the Development of Reservoirs and Other Water Reservoirs. The construction of Embung Sebayar with a capacity of 410,000 M3, *output of* 68 liters / second, where the Natuna Regency Government has responsibility for land acquisition of communities affected by the development of Embung covering an area of 18.86 hectares. Regarding construction/physical development funded from the State Budget through the Sumatra River Basin Center (BWSS) IV, the construction of Embung Serasan (Air Ringau) with a capacity of 8,928 M3, *output of* 2.26 liters / second (National Physical Activities).

Achievement of Target Performance Indicators The percentage of the population with access to clean water is 101.95% with a realization of 81.47%. Until the end of 2021, the percentage of people with access to clean water in Natuna Regency is 79.43%, with the number of households with access to clean water 16,183 out of a total of 20,374 households. In 2022, it is planned to add 100 (one hundred) households with access to clean water. Until the end of 2021, the percentage of people with access to clean water in Natuna Regency is 79.43%, with the number of households with access to clean water 16,183 out of a total of 20,374 households. In 2022, it is planned to add 100 (one hundred) households with access to clean water. Data on achievements in 2022 were obtained from the implementation of the Drinking Water Supply System Management and Development Program with Drinking Water Supply System Management and Development (SPAM) Activities in Districts/Municipalities consisting of Sub-Activities for the Development of Piping Network SPAM in Rural Areas. The implementation of PAMSIMA (Community Based Water Supply and Sanitation Program) in 8 (eight) villages, namely: Subi Village, Air Nusa Village, Selading Village, Sebadai Hulu Village, Air Ringau Village, Air Putih

Village, Kelarik Air Mali Village, and Pangkalan Village from the Regular Special Allocation Fund (DAK) and in 3 (three) Villages, namely: Air Kumpai Village, Batu Belanak Village, and Sededap Village from the Regional Budget, with the achievement of 527 (five hundred twenty seven) households with access to clean water.

In Fiscal Year 2022, the Public Works and Spatial Planning Office of Natuna Regency was unable to carry out several important physical activities that are strategic programs of the elected Regents-Vice Regents. This is allegedly due to inadequate budget availability, immature planning for the implementation of physical work and weather conditions in Natuna Regency which experienced high rainfall from July to December in Fiscal Year 2022. Some physical activities carried out by the Public Works and Spatial Planning Office of Natuna Regency are only in the form of physical activities that have a range of values (fund ceilings) below Rp 200,000,000 (Two Hundred Million Rupiah) which are carried out with a direct procurement mechanism (PL) and only amount to about 100 work packages with a physical implementation time of 25 calendar days. Such physical activities revolve around drainage work, neighborhood roads and other simple work. Looking at the internal side of the PUPR Office, apart from the unavailability of physical budget by the Regional Government of Natuna Regency itself, it is considered that the unpreparedness from within the PUPR Office itself is marked by the unavailability of representative physical work implementation planning by considering local climate and weather conditions, so that the implementation of physical work in Fiscal Year 2022 seems forced. As a result of the unavailability of representative physical work implementation planning, it can be suspected that the decline in the performance condition of the State Civil Apparatus from the Public Works and Spatial Planning Office itself. These basic things from the initial monitoring are caused by several things, including leadership behavior and management applied by office leaders tend to be coercive, the provision of incentive allowances for State Civil Apparatus (TPP) employees who are not on time and the involvement of State Civil Apparatus employees of the PUPR Service which tends to only involve central figures who can understand the coercive work system of office leaders. As a result, many important physical works were not carried out at all that year, making it a bad record for the PUPR Office when compared to the previous year.

RESEARCH METHODS

Research design based on the characteristics of the main research problem, namely using associative strategies. Associative research is research that aims to determine the influence of two or more variables. This research is also a hypothesis testing study on explanatory research because it is intended to explain the relationship between variables through hypotheses. Measurement of variable values in question items on the research questionnaire using a scale. Analysis methods to answer the research objectives and see an overview of the variables, namely work motivation, job satisfaction, discipline and employee performance at the Natuna Regency Local Government PUPR Office in utilizing descriptive analysis tools with a rating scale on each variable.

According to Ghozali & Latan, (2015) the purpose of PLS-SEM is to develop theories or build theories (predictive orientation). PLS is used to explain the presence or absence of relationships between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with certain scale measurements, the

number of samples is small. PLS-SEM analysis consists of two sub-models, namely the measurement model or outer model and the structural model or inner model.

RESULT AND DISCUSSION

Table 3 NFI Analysis Results

Model	Saturated Model	Estimated Model
SRMR	0,094	0,094
d_ ULS	1,869	1,869
D_ G	1,517	1,517
Chi-Square	417,618	417,618
NFI	0,696	0,696

Source: Primary analysis data 2023

Based on the results of the analysis in Table 4.17, that in the fit model indicator shows that the NFI value > 0.1 or higher, the model can be said to be much better.

Hypothesis Testing

To see the results of the hypothesis test in research can be accepted or rejected, it can be done by looking at the results of *t Statistics* and *p Values*. This hypothesis can be said to be accepted if the *t-statistic* of the calculation result is greater than 1.96 and the *p-Values* < 0.05 then there will be a significant influence between variables. In addition, it is also necessary to convey the results and confidence interval of 95% of the estimated path coefficient parameters.

In this study also has a direct and indirect influence on each variable because in it there are independent variables, dependent variables, and *intervening variables*.

Hypothesis Testing of Direct Influence

In direct influence, there is an f square value, which is a direct variable influence at the structural level with criteria (f square 0.02 low, 0.15 moderate, and 0.35 high), Hair et al (2021) in Sofyan Yamin (2022). As for the mediation effect called *upsilon v* statistics obtained by squaring the mediation coefficient, Leuhery, (2018) is a low mediation effect (0.01), a medium mediation effect (0.075), and a high mediation influence (0.175).

The results of processing the direct influence hypothesis can be seen in the *path coefficient table* in *bootstrapping* SmartPLS.

The path coefficient with positive characteristics then the influence of one variable on other variables is unidirectional, if a variable increases up, other variables also increase up, the path coefficient has negative characteristics, the influence of one variable on other variables is in the opposite direction, if the value of one variable increases, the other variables will decrease

Table 4 Path Coefficients

Hipotesis	Path Coefficient	t-statistik	p-value	95% Interval Path		F Square
				Trusted Coefficient	Path	
				Lower limit	Upper limit	
H ₁ . Satisfaction → Discipline	0,448	3,228	0,001	0,183	0,713	0,385
H ₂ . Motivation → Discipline	0,487	3,785	0,000	0,221	0,715	0,456
H ₃ . Discipline → Performance	0,795	4,400	0,000	0,409	1,125	0,545
H ₄ . Satisfaction work → kinerja	0,014	0,105	0,916	-0,237	0,307	0,000
H ₅ . Motivation → Performance	0,050	0,320	0,749	-0,236	0,372	0,003

Source: Primary analysis data 2023

Based on the results of hypothesis testing in Table 2 it can be known as follows :

- 1) The first hypothesis (H1) shows that *statistical t* $3.228 > 1.96$ and *p value* $0.001 < 0.05$ then statistically H_0 is rejected and H_a is accepted meaning that there is a positive and significant influence between employee job satisfaction on employee discipline with a *path coefficient* of 0.448. In the 95% confidence interval, the influence of discipline in increasing employee job satisfaction lies between 0.183 to 0.713. In the table above it can also be seen that the existence of employee job satisfaction in improving work discipline has a high influence at the structural level (*f square* = 0.385).
- 2) The second hypothesis (H2) shows that the *statistical t* is $3.785 > 1.96$ and the *p value* is $0.000 < 0.05$, then statistically H_0 is rejected and H_a means that there is an influence and significant between motivation on employee discipline with a *path coefficient* of 0.487. In the 95% confidence interval, the influence of discipline in increasing motivation lies between 0.221 and 0.715. Then it can be seen that the existence of motivation in improving work discipline has a high influence at the structural level (*f square* = 0.456).
- 3) The third hypothesis (H3) shows that *statistical t* $4.400 > 1.96$ and *p value* $0.000 < 0.05$ then statically H_0 is rejected and H_a is accepted meaning that there is an influence and significant between discipline on employee performance with a *path coefficient* of 0.795. In the 95% confidence interval, the effect of performance in improving employee discipline lies between 0.409 and 1.125. In the table above it can also be seen that the existence of discipline in improving employee performance has a high influence at the structural level (*f square* = 0.545).
- 4) The fourth hypothesis (H4) shows that the *statistical t* $0.105 < 1.96$ and *p value* $0.916 > 0.05$ then statically H_0 is accepted and H_a is rejected meaning that there is a positive and insignificant influence between satisfaction with employee performance and the

path coefficient 0.014. In the 95% confidence interval, the effect of performance in increasing employee job satisfaction lies between -0.237 to 0.307, and the existence of employee job satisfaction in improving performance has a low influence at the structural level (*f square* = 0.000).

- 5) The fifth hypothesis (H5) shows that the statistical $t\ 0.320 < 1.96$ and *p value* $0.749 > 0.05$ then statically H_0 is accepted and H_a is rejected meaning that there is an influence and insignificant between motivation on employee performance and *the path coefficient* 0.050. In the 95% confidence interval the effect of performance in increasing motivation lies between -0.236 to 0.372, and the presence of motivation in improving performance has a low influence at the structural level (*f square* = 0.003).

Indirect Hypothesis Testing/Mediation Effects

This analysis is more to explain the results of significant influence indirectly or using mediation. The criteria for determining Juliandi's (2018) indirect influence (indirect effect) are:

1. if the PValues value < 0.05 , then significant means the mediator variable (Z / discipline), mediating the influence of exogenous variables (X / job satisfaction) on endogenous variables (Y / performance). In other words, the influence is indirect.
2. if the PValues value is >0.05 , then it is not significant meaning that the mediator variable (Z / discipline) does not mediate the influence of an exogenous variable (X / motivation) on an endogenous variable (Y / performance). In other words, the influence is immediate. The following test results of the effects of mediation as shown in Table 3 below.

Table 5 Indirect effects Test Results

Hipotesis	Path Coefficient mediasi	t-statistik	p-value	95% Confidence Interval		Upsilon v
				Lower limit	Upper limit	
H ₆ . Satisfaction → Discipline → Performance	0,356	2,500	0,012	0,113	0,670	0,127
H ₇ . Motivation → Discipline → Performance	0,387	2,894	0,004	0,134	0,640	0,149

Source: Primary analysis data 2023

The conclusion of *the indirrect effect* values in Table 3 is as follows :

- 1) The sixth hypothesis (H6) The indirect effect of job satisfaction variables on employee performance through work discipline is 0.356 with a P-Value of $0.012 < 0.05$ and a t-statistic of $2.500 > 1.96$, then work discipline mediates the effect of job satisfaction on employee performance. In the table above it can also be seen that a 95% confidence interval between 0.113 to 0.670 with the structural level of the disciplinary mediation

role has a moderate / moderate mediating effect ($\text{upsilon } v = 0.127$), Ogbeibu *et al* (2020) dalam Sofyan Yamin (2022)

- 2) The seventh hypothesis (H7) The indirect effect of work motivation variables on employee performance through work discipline is 0.387 with a P-Value of $0.004 < 0.05$ and t-statistics of $2.894 > 1.96$, then work discipline mediates the influence of work motivation on employee performance. Then in the table above, it can be seen that the structural level of the role of disciplinary mediation has a moderate / moderate mediation influence ($\text{upsilon } v = 0.149$) Ogbeibu *et al* (2020) in Sofyan Yamin (2022)

The effect of job satisfaction on work discipline

The variable of job satisfaction has a significant direct effect on employee work discipline. The resulting influence is positive, meaning that the higher the employee's job satisfaction, the work discipline will also increase. Vice versa, the lower the job satisfaction, the work discipline of Natuna Regency Public Works and Spatial Planning office employees will also decrease.

This research is also in line with other researchers conducted by Jufrizen, 2018; Rukhan, (2021) which proves that job satisfaction variables have a positive and significant effect on work discipline. So, this concludes that every time there is an increase in job satisfaction, work discipline will also increase.

The influence of motivation on work discipline

Work motivation has a significant direct effect on work discipline. The resulting influence is positive, meaning that the higher the employee's work motivation, the work discipline will also increase. Vice versa, the lower the work motivation, the employee's work discipline will also decrease.

The results of this study are also aligned and support research conducted by Jufrizen, 2018; Jufrizen & Sitorus, 2021; Permana, 2019; Rukhan, (2021) which stated that work motivation positively and significantly affects work discipline.

The influence of work discipline on employee performance

On the direct influence variable, it is concluded that work discipline has a significant effect on employee performance. The resulting influence is positive, meaning that the higher the employee's work discipline, the performance will increase. Vice versa, if the lower the work discipline, the performance of employees will also decrease.

The results of this study are in line and support with the results of research conducted by Hana *et al.*, 2022; Isvandari & Al Idris, 2018; Jufrizen, 2018; Jufrizen & Sitorus, (2021) who showed that work discipline has a significant effect on performance.

The effect of job satisfaction on employee performance

On the direct influence variable, it can be concluded that job satisfaction has no significant effect on employee performance. The resulting influence shows that there is a

positive and insignificant influence between job satisfaction on the performance of Umun Job Office employees and Natuna Regency Government Spatial Planning.

The results of this study are in line and support with the results of research conducted by Jufrizen & Sitorus, (2021) but not in line with the results of other studies conducted by Arifin, (2017) which show with the results that job satisfaction is very decisive or has a significant effect on performance. So, for the fulfillment of job satisfaction for employees need special attention from the agency. This is to avoid unwanted impacts and can harm employees and agencies. In addition, it can also affect the level of employee performance results.

The effect of motivation on employee performance

On the direct influence variable, it can be concluded that work motivation has an insignificant effect on employee performance. The resulting influence shows that there is a positive and insignificant influence between job satisfaction on the performance of Umun Job Office employees and Natuna Regency Government Spatial Planning.

The results of this study are in line and support with the results of research conducted by (Marjaya & Pasaribu, 2019; Putra, 2021). The provision of work motivation has no effect on employee performance, which means that motivation is not the dominant factor in improving employee performance. This means that employees no longer need to be motivated because without being motivated employees already have their respective duties and responsibilities so that this makes employees inevitably have to complete these jobs and responsibilities according to the deadlines that have been set.

The effect of job satisfaction on employee performance through work discipline as mediation.

The indirect influence of work discipline is able to mediate the relationship between job satisfaction and employee performance, so it can be concluded that the indirect influence (mediation) between job satisfaction on nurse performance through work discipline is significant, and it can be said that high work discipline caused by job satisfaction has a positive influence on the performance of employees of the Public Works Office and Spatial Planning of Natuna Regency. where higher job satisfaction will increase employee work discipline, so that it will affect and have an impact on improving employee performance, and vice versa. Therefore, in achieving better employee performance or to maintain or further improve the application of better job satisfaction, it must be mediated by work discipline.

These results support research conducted by Hendrawan & Pradhanawati, 2017; Listiyana & Ngatno, (2019) who stated that job satisfaction has a positive and significant effect on performance mediated by work discipline.

The influence of work motivation on employee performance through work discipline as mediation.

The indirect influence of work discipline can mediate in the relationship between work motivation and employee performance, so it can be concluded that the indirect influence (mediation) between work motivation and employee performance through work discipline is significant. It can be said, the high work discipline caused by work motivation has a real positive influence on employee performance, where the higher work motivation will increase employee work discipline, so that it will affect and have an impact on improving the performance of employees of the Public Works Office and Spatial Planning of Natuna Regency. Therefore, in achieving better employee performance or to maintain or further improve the application of better work motivation, it must be mediated by work discipline.

These results do not support research conducted by Jufrizen & Sitorus, (2021) which states that the effect of work motivation on employee performance mediated by work discipline is not supported, and in achieving better employee performance which is prioritized in increasing or implementing better work motivation without having to be mediated by work discipline.

CONCLUSSION

Starting from the results of the research analysis, a discussion was obtained and a discussion related to the analysis of the Effect of Job Satisfaction and Work Motivation on Employee Performance with Work Discipline as an Intervening Variable in Employees of the Office of Public Works and Spatial Planning of Natuna Regency. Job Satisfaction has a positive and significant effect on Employee Work Discipline at the Public Works and Spatial Planning Office of Natuna Regency. Work Motivation has a positive and significant effect on Employee Work Discipline at the Public Works and Spatial Planning Office of Natuna Regency. Work Discipline has a positive and significant effect on Employee Performance at the Public Works and Spatial Planning Office of Natuna Regency. Job Satisfaction has a positive and insignificant effect on Employee Performance at the Public Works and Spatial Planning Office of Natuna Regency. Work Motivation has a positive and insignificant effect on Employee Performance at the Public Works and Spatial Planning Office of Natuna Regency. Work Discipline is able to mediate or mediate the effect of Job Satisfaction on Employee Performance at the Public Works Office and Spatial Planning of Natuna District. This means that if employees have high job satisfaction and are accompanied by having high work discipline, then employee performance will increase and their performance will be optimal. Work Discipline is able to mediate or mediate the influence of Work Motivation on Employee Performance at the Public Works and Spatial Planning Office of Natuna Regency. This means that if employees have high work motivation, accompanied by having high work discipline, then employee performance will increase and their performance will be very optimal.

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