

The Influence of Work Discipline and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Indonesian Living Plank

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<p>Article Information:</p> <hr/> <p>Keywords: Work Dicipline; Work Motivation; Job Statifaction; Employe Performance;</p> <p>Article History: Received : February 10, 2024 Revised : March 10, 2024 Accepted : March 28, 2024</p> <hr/> <p>Cite This Article:</p> <p>Nurhidayah, A., & Pratiwi, K. W. (2025). The influence of work discipline and work motivation on employee performance with job satisfaction as an intervening variable at PT. Indonesian Living Plank. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(1), 53–66. doi:https://doi.org/10.22441/indikator.v9i1.28005</p>	<p style="text-align: center;"><i>Abstract</i></p> <hr/> <p><i>This research aims to test and analyze the influence of work discipline and work motivation on performance with job satisfaction as an intervening variable at PT. Plank Living Indonesia. The population in this study was 79 employees. Research data was collected from the results of questionnaires to 79 respondents and then carried out statistical analysis. This approach uses a quantitative approach with statistical analysis techniques, namely partial least squares – structural equation model (PLS-SEM) which aims to carry out path analysis with latent variables. The research results show that work discipline has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Job satisfaction mediates the influence of work discipline on employee performance. Job satisfaction mediates the influence of work motivation on employee performance.</i></p>
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INTRODUCTION

Human resources have a very strategic position in the organization, meaning that the human element plays an important role in carrying out activities to achieve goals. According to Tamara (2016) a company's ability to develop depends on the human resources available in the company. For this reason, the existence of human resources in organizations is very strong, Rosidah (2013). In order for management activities to run well, companies should have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases.

According to Syamsuddinnor (2014), human resources are one of the main capital in an organization, which can provide an invaluable contribution to the strategy of achieving organizational goals. One example of the importance of the contribution of human resources in a company can be seen from the production process. Where when the company already has strong finances, sufficient raw materials, and the latest technology but does not have good human resources, then the production process will not run smoothly.

PT. Plank Living Indonesia is a subsidiary of the Air Division Singapore company which operates in the furniture sector which was founded in 2019. Because labor costs in Singapore

are high, therefore Air Division Singapore, which is the main company, established a company in Indonesia. All operational activities are managed by the main company in Singapore. PT. Plank Living focuses on production where the results of this production will be exported to Singapore, which is the head shop. Not only Singapore but also exported to various countries such as China, Taiwan and Australia. The phenomenon that occurs at PT. Plank Living Indonesia in optimizing performance still has problems that should be addressed regarding the quality of employee work. Based on the quality of work of PT employees. Plank Living Indonesia in 2023 will still have employees who are not optimal in their performance.

Employee performance is an inseparable part of the scope of the organization or company, and all parties involved in the company. Performance plays an important role as a reference in assessing employee quality in order to maintain the performance of all employees who work in the company or organization. Therefore, every company strives to improve employee performance. Simamora (2004) said that performance refers to the level of achievement of the tasks that make up an employee's job and reflects how well the employee fulfills the requirements of a job, but is often misinterpreted as effort which reflects the energy expended, performance is measured by in terms of results. By achieving the performance of each individual, the company can produce complete performance and achieve success in accordance with what the company expects (Suhasto, 2018). Improving performance itself is not an easy thing for organizations, because management has difficulty identifying what causes employee performance to decline. There are several variables that can influence employee performance, one of which is work discipline.

Work discipline is one of the benchmarks that can influence employee performance. Work discipline is a form of real practice by employees regarding the rules implemented by an organization. Discipline is not only a form of employee obedience but also the responsibility carried out by the company, therefore, based on this, it is hoped that employee effectiveness will increase. Discipline is something that should be instilled in every employee, where work discipline is an awareness that every employee needs to have in complying with applicable regulations. This regulation is none other than so that every activity carried out in the company can provide productive results, not only that, regulations really need to be enforced in order to provide guidance and counseling for employees in creating order in the company. In an organization, a leader needs a tool to communicate with employees regarding employee behavior, and how to improve employee behavior to be even better, and the work discipline that is applied is a leadership communication tool. As stated by Veithzal Rivai (2004) who states that work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and social norms. applicable. The implementation of work discipline can develop employee performance so that in the end it will improve company performance (Syamsuddinnor, 2013).

Hasibuan (2010) states that work discipline has an influence on employee performance because the better the employee's work discipline, the higher the performance achieved by the

employee. With work discipline, employee performance can increase (Sidanti, 2015). Syamsuddinnor (2013) stated that work discipline is very important and has a significant influence on employee performance. With good employee discipline, the quantity and quality of work will also increase, which will indirectly improve employee performance (Syamsuddinnor, 2013). This is supported by research conducted by Syamsuddinnor (2013) and Sidanti (2015) which states that work discipline has a positive influence on performance.

Azar (2013) states that one reason for the success of employees and organizations is because of high discipline and motivation. Apart from work discipline, another thing that can influence performance is motivation. Work motivation also influences performance (Olusadum, 2018). Motivation comes from the word "mover" which means the urge from within humans to act or behave. Motivation is a key factor that encourages individuals to achieve their goals. In general, motivation can come from internal or external drives that influence a person to act, behave and think in a certain way. Referring to the dimensions of motivation according to Tremblay et al (2009), they consist of intrinsic motivation and extrinsic motivation. Intrinsic motivation is motivation that arises from within a person, there is no need for external stimulation, meaning that from within a person there is an urge that causes them to take action. Extrinsic motivation, on the other hand, is encouragement that comes from outside or from other people. Motivation questions how to provide encouragement to followers or subordinates so they can work optimally. Employees need motivation to be able to complete the work they have been given. A person's behavior is generally motivated by the desire to obtain certain goals. Employee. According to Sinambela, (2017) argues that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Meanwhile, Khasmir (2018) believes that motivation is something that causes, supports, human behavior so that they are willing to work hard and enthusiastically achieve optimal results.

Job satisfaction, job satisfaction are also variables that can influence performance. According to Mangkunegara (2015), job satisfaction is a supportive feeling within the employee and is related to work or working conditions. When someone works, he not only feels satisfaction from the results of his work but also other things such as how his efforts are received by his superiors or other co-workers. Apart from that, it is also important to consider whether the salary or compensation given is in accordance with what has been done at work. Meanwhile, another definition of job satisfaction, according to Kreitner and Kinicki (2015), is an effective or emotional response to various aspects of work. Meanwhile, Davis and John (2015) explain that job satisfaction is a set of pleasant and unpleasant employee feelings. So when employees work, there are several things that can make employees feel happy or satisfied with the work they are given. Job satisfaction is a positive feeling that a person feels in carrying out their duties at work and is very important for a person's mental health and performance at work. As expressed by (Putu 2013), job satisfaction and performance have a positive and significant influence, meaning that the higher the satisfaction received by employees, the higher the impact on employee performance. This is supported by the results of research conducted by Muslih and Nisa (2022) as well as research by Setria et al (2020) which also states that job satisfaction has a positive and significant effect on employee performance.

From this background, the aim of this research is to determine and analyze: 1) The influence of work discipline on employee performance, 2) The influence of work motivation on employee performance, 3) The influence of work discipline on employee performance through job satisfaction and 4) The influence of work motivation on employee performance through job satisfaction.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Performance

According to Mangkunegara (2017) Performance is the level of maximum fulfillment of targets of an agency. According to Robbin (2016) defines performance as a result achieved by employees according to certain criteria that apply to a job. According to Afandi (2018) performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. From these opinions, it can be concluded that employee performance is the result of work achieved by an employee in accordance with the work given to him within a certain period of time.

According to Robbins (2006) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work quality. Measuring the quality of performance is seen from employee perceptions of the quality of the work produced as well as the perfection of tasks regarding the employee's skills and willingness.
2. Quantity. The quantity in question is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
3. Punctuality. Timeliness is the level of activity that is completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.
4. Effectiveness. Effectiveness is the level of use of organizational resources (energy, money, technology and raw materials) which is maximized with the aim of increasing the results of each unit in using resources.
5. Independence. Independence is the level of an employee who will later be able to carry out their work functions in accordance with work commitments. Independence is also a level where employees have work commitments to the agency and employee responsibilities towards the office.

Work discipline

Work discipline is a form of a person's attitude and obedience to applicable regulations both at work and in carrying out daily activities. Work discipline appears as a habit that will be inherent in the individual. According to Hasibuan (2016) that "discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms". According to Affandi (2016) work discipline is a tool used by managers to change behavior and increase employee awareness and willingness to comply with company rules and applicable social norms. Hasibuan (2013) states that good discipline reflects the magnitude of a person's responsibility for whatever tasks are entrusted to him. Discipline plays a very important role in the implementation of employee work, where disciplined employees will come regularly and on time, obey superiors' orders, and work by following predetermined work rules so that it has an impact on improving the employee's own performance (Hidayat, 2017).

Discipline indicators are needed to measure the level of discipline of an organization. According to Alfred (2015), there are four indicators of work discipline, namely:

1. Punctuality If an employee comes to the office on time, leaves the office on time, and the employee can behave in an orderly manner then it can be said that the employee has good work discipline.

2. Employees who are careful in using office equipment to avoid damage to office equipment is a reflection of employees who have good work discipline.

2. High responsibility Employees who always complete the tasks assigned to them in accordance with procedures and are responsible for the results of their work can also be said to have high work discipline.

3. Compliance with office rules. Employees who wear uniforms according to the rules, wear identity cards, and have permission when not entering the office, are also a reflection of high discipline.

Work motivation

Motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities sincerely, happily and seriously so that the results of the activities carried out are good and of good quality (Afandi 2018). According to Hasibuan (2016), "motivation is the provision of driving force that creates enthusiasm for a person's work, so that they are willing to work together, work effectively, and integrate with all efforts to achieve satisfaction." Abraham Maslow (2016) explains that the indicators of work motivation are as follows:

1. Physiological needs, namely the lowest level needs or also known as the most basic needs. For example, the need to eat, drink and breathe.

2. Safety needs, namely the need for protection from threats, danger, conflict and the environment, not only in the physical sense, but also mentally, psychologically and intellectually.

3. Social needs, namely the need for them to have, namely the need to be accepted in a group, affiliated, interact, and the need to love and be loved.

4. Esteem needs, namely these needs are related to the need to be respected and appreciated by other people in the environment.

5. Self-actualization needs, namely the need to use abilities, skills, potential, the need to express opinions by expressing ideas, providing assessments and criticism of something.

Job satisfaction

Robbins and Judge (2018) state that "Job satisfaction shows the conformity between a person's expectations that arise and the rewards provided by the job, so that job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation." Dewi and Harjojo (2019) also say that job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work as well as matters involving physical and psychological factors.

Each employee has a different standard of job satisfaction. There are five indicators that determine job satisfaction according to Luthans and Spector in Robbins, (2006), namely:

1. The job itself

Work is the majority source of job satisfaction. The degree to which a job provides tasks that match the employee's abilities, learning opportunities and the opportunity to gain responsibility.

2. Wages

With a salary, individual satisfaction will arise because the salary is able to answer individual needs.

3. Opportunity or promotion.

Opening up opportunities to obtain promotions means employees have the opportunity to develop themselves and broaden their work experience. Refers to the extent of movement or advancement opportunities between different levels in the organization. Promotions are able to satisfy employees with higher income, social status, psychological growth and the desire for a sense of justice.

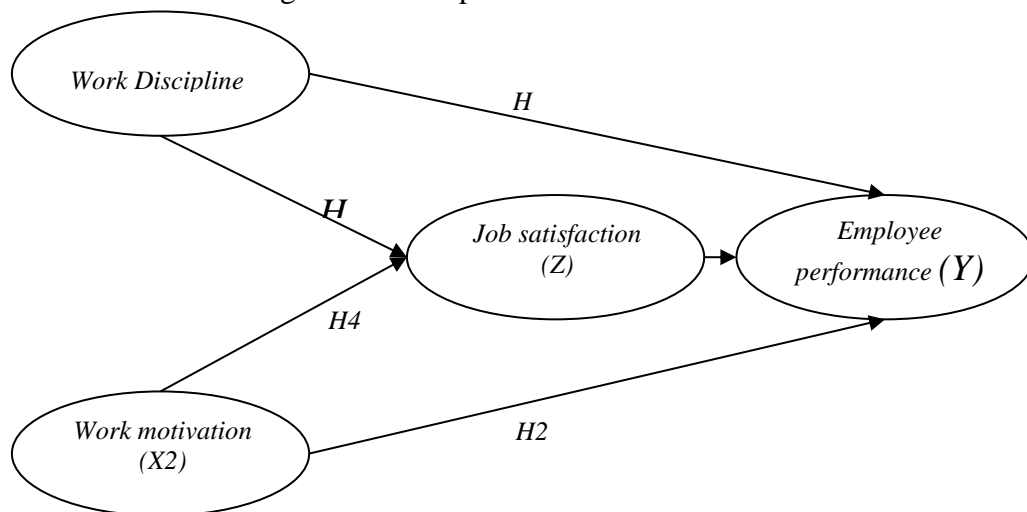
4. Supervisors

Judging from the supervisor's ability to provide technical assistance and behavioral support. Bosses who have good personal relationships with subordinates and are willing to understand the interests of subordinates make a positive contribution to job satisfaction, and subordinate participation in decision making has a positive impact on job satisfaction.

5. Work colleague.

Colleagues who support employees will fulfill basic human needs, namely the need for social relationships. For most employees, work also fills the need for social interaction, therefore having friendly and supportive coworkers will lead to increased job satisfaction. If there is a conflict with coworkers, then this will affect the level of job satisfaction with one's job.

Figure 1. Conceptual Framework



Source: Research Development from Muslih and Nisa Zamara (2022).

HYPOTESIS

Based on previous research and the literature review that has been described, the research hypothesis is as follows.

1. H₁ : There is a positive influence of work discipline on employee performance.
2. H₂ : There is a positive influence of work motivation on employee performance.
3. H₃ : There is a positive influence of work discipline on employee performance through job satisfaction

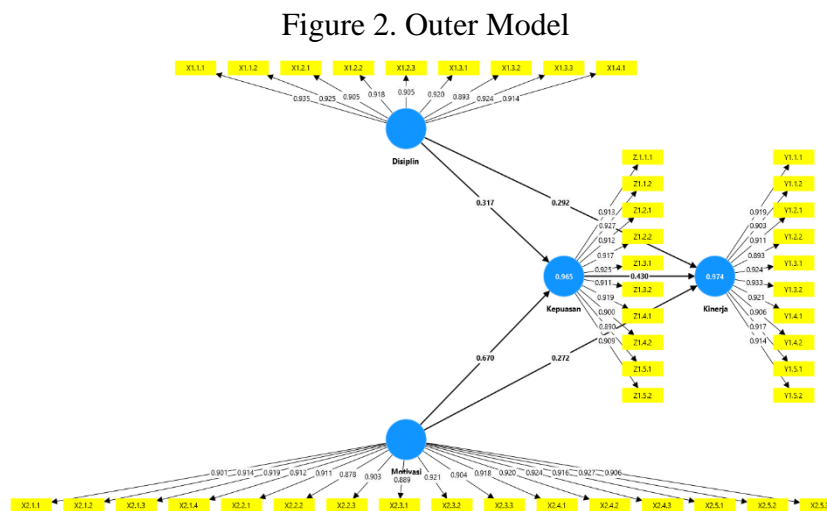
4. H4: There is a positive influence of work motivation on employee performance through Job Satisfaction

RESEARCH METHOD

This type of research uses a quantitative approach with associative descriptive methods through surveys taken from a population and using questionnaires as a data measuring tool. Quantitative research is used to measure independent variables and dependent variables using numbers, starting from data collection, interpretation of numbers and appearance of the results. Quantitative research is also correlational research because it is intended to test the influence of independent variables including work discipline and work motivation on the dependent variable, namely employee performance and the mediating variable in the form of job satisfaction.

RESULTS AND DISCUSSION

Outer Model



Validity test

The convergent validity of the measurement model with reflective indices can be seen from the correlation between item/index scores and construct scores. An individual measure of reflectivity is considered high if it correlates greater than 0.70 with the construct being measured. However, at the research scale development stage, a loading of 0.50 to 0.60 is still acceptable (Ghozali & Latan, 2015).

Table 1. Cross Loading Results

	Work Discipline (X1)	Work Motivation (X2)	Performance (Y)	Job satisfaction (Z)	KET
X1.1.1	0.935	0.907	0.896	0.901	Valid
X1.1.2	0.925	0.898	0.901	0.889	Valid
X1.2.1	0.905	0.893	0.887	0.889	Valid
X1.2.2	0.918	0.906	0.905	0.897	Valid

X1.2.3	0.905	0.889	0.890	0.883	Valid
X1.3.1	0.920	0.888	0.902	0.880	Valid
X1.3.2	0.893	0.884	0.878	0.886	Valid
X1.3.3	0.924	0.906	0.889	0.899	Valid
X1.4.1	0.914	0.895	0.901	0.891	Valid
X2.1.1	0.887	0.901	0.878	0.884	Valid
X2.1.2	0.893	0.914	0.905	0.898	Valid
X2.1.3	0.905	0.919	0.902	0.911	Valid
X2.1.4	0.884	0.912	0.892	0.883	Valid
X2.2.1	0.907	0.911	0.892	0.896	Valid
X2.2.2	0.861	0.878	0.855	0.863	Valid
X2.2.3	0.896	0.903	0.892	0.891	Valid
X2.3.1	0.868	0.889	0.859	0.882	Valid
X2.3.2	0.900	0.921	0.899	0.901	Valid
X2.3.3	0.870	0.904	0.892	0.888	Valid
X2.4.1	0.912	0.918	0.913	0.911	Valid
X2.4.2	0.886	0.920	0.894	0.893	Valid
X2.4.3	0.908	0.924	0.891	0.891	Valid
X2.5.1	0.892	0.916	0.903	0.898	Valid
X2.5.2	0.894	0.927	0.904	0.901	Valid
X2.5.3	0.887	0.906	0.890	0.883	Valid
Y1.1.1	0.914	0.907	0.919	0.919	Valid
Y1.1.2	0.876	0.881	0.903	0.874	Valid
Y1.2.1	0.872	0.886	0.911	0.872	Valid
Y1.2.2	0.899	0.893	0.893	0.891	Valid
Y1.3.1	0.890	0.895	0.924	0.908	Valid
Y1.3.2	0.918	0.921	0.933	0.902	Valid
Y1.4.1	0.889	0.889	0.921	0.891	Valid
Y1.4.2	0.885	0.876	0.906	0.890	Valid
Y1.5.1	0.893	0.900	0.917	0.906	Valid
Y1.5.2	0.891	0.906	0.914	0.912	Valid
Z1.1.1	0.885	0.901	0.896	0.913	Valid
Z1.1.2	0.905	0.904	0.919	0.927	Valid
Z1.2.1	0.880	0.893	0.899	0.912	Valid
Z1.2.2	0.899	0.896	0.896	0.917	Valid
Z1.3.1	0.891	0.894	0.907	0.925	Valid
Z1.3.2	0.891	0.884	0.884	0.911	Valid
Z1.4.1	0.890	0.900	0.897	0.919	Valid
Z1.4.2	0.880	0.888	0.873	0.900	Valid
Z1.5.1	0.866	0.892	0.880	0.890	Valid
Z1.5.2	0.887	0.892	0.896	0.909	Valid

Source: Processed Primary Data, 2024

Based on the test results using Smart PLS 4.0 software in table 1 above, it can be seen that all indicators on the variables of work discipline, work motivation, performance and job satisfaction have greater cross loading values according to the forming variables compared to

the results of cross loading values on the latent variables other. Therefore, it can be concluded that the indicators or statement items from the work discipline, work motivation, performance and job satisfaction variables used in this research are declared valid.

Average Variance Extracted (AVE)

Average Variance Extraction (AVE) is the average percentage of values between questionnaire items or indicators of a variable which are a combination of convergent indicators. For good conditions, if the AVE of each question is > 0.5 then it can meet the reliability requirements (Ghozali, 2015).

Table 2 Average Variance Extraction (AVE) Test Results

Variable	AVE	Information
Work Discipline (X1)	0.838	Valid
Work Motivation (X2)	0.828	Valid
Performance (Y)	0.836	Valid
Job Satisfaction (Z)	0.832	Valid

Source: Processed Primary Data, 2024

Based on the results of the AVE calculation in table 2, it can be concluded that all variables are valid variables because all variables have an AVE value > 0.50.

Composite Reliability

The composite reliability test is used to test the reliability of instruments in research designs. Reliability testing involves examining how consistently a measurement tool measures any concept. Measurement reliability indicates the extent to which the measurement is unbiased (free from error) and thus ensures consistent measurements over time and for different instrument elements (Uma Sekaran and Roger Bougie, 2017). Reliability was measured using composite reliability and Cronbach's alpha statistical tests. If Cronbach's alpha reliability and composite reliability ≥ 0.7 then the variable is declared reliable Ghozali & Latan (2015:75).

Table 3 Composite Reliability Test Results

Variable	Composite Reliability	Information
Work Discipline (X1)	0.976	Reliable
Work Motivation (X2)	0.986	Reliable
Performance (Y)	0.978	Reliable
Job Satisfaction (Z)	0.978	Reliable

Source: Processed Primary Data, 2024

Based on the reliability test results in table 3, the composite reliability value for all variables should ideally be greater than 0.8. Therefore, all variables in this research can be said to be reliable variables.

Cronbach's Alpha

A construct or variable can be said to be good or reliable if the value of Cronbach's alpha is > 0.7 (Ghozali and Latan, 2015)

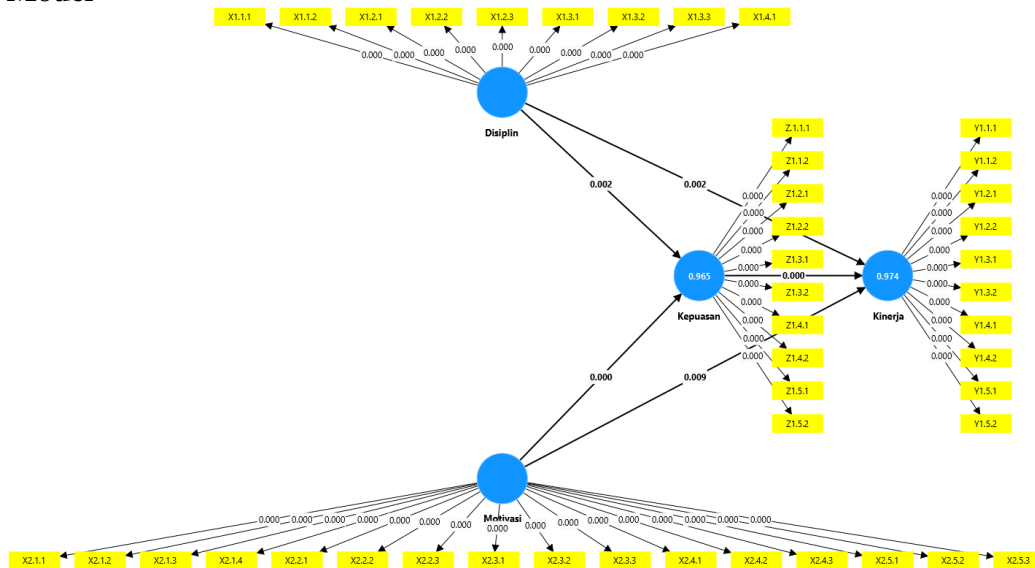
Table 4 Results of Cronbach's Alpha Test

Variable	Cornbach's Alpha	Information
Work Discipline (X1)	0.976	Reliable
Work Motivation (X2)	0.986	Reliable
Performance (Y)	0.978	Reliable
Job Satisfaction (Z)	0.978	Reliable

Source: Processed Primary Data, 2024

Based on the test results shown in table 4, the Cronbach's alpha value for all variables is above 0.7. So it can be stated that all the variables in this study have good reliability

Inner Model



R-Square

R-Square shows how much of the variance in the dependent variable is explained by the independent variable. R-squared is used to measure the extent to which endogenous variables are influenced by other variables.

Table 5 R-Square Test Results

	R-Square	R-Square Adjusted
Performance (Y)	0.974	0.972
Job Satisfaction (Z)	0.965	0.964

The R-squared result of 0.67 or higher for potential endogenous variables in the structural model indicates the influence of exogenous (influential) variables on endogenous (impacted) variables. Meanwhile, if the result is between 0.33 to 0.67 it is included in the average category and if the result is 0.19 to 0.33 then it is classified as weak. Ghazali & Latan (2015)

Predictive Relevance (Q-Square)

Predictive Relevance used to measure the level of quality of observations obtained from the model and estimated parameters.

$$\begin{aligned}
 Q2 &= 1 - (1-R1) (1-R2) \\
 &= 1 - (1-0.965) (1-0.974) \\
 &= 1 - (0.035) (0.026) \\
 &= 1 - 0.00091 \\
 &= \mathbf{0.999}
 \end{aligned}$$

The results of this research show that employee performance is influenced by work discipline, work motivation and job satisfaction of 0.999, which means that the observed values have been reconstructed well and have predictive relevance.

HYPOTHESIS TESTING

Table 6 Direct Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Discipline -> Performance	0.292	0.286	0.094	3,109	0.002
Motivation -> Performance	0.272	0.272	0.105	2,602	0.009

The results of hypothesis 1 testing on the influence of the Work Discipline variable on employee performance are 0.292 with a significance value of 3.109 > 1.96 and a p-value of 0.002 < 0.05. Thus, H1 supported. The results of hypothesis 2 testing on the influence of the Work Motivation variable on Employee Performance is 0.272 with a significance value of 2.602 > 1.96 and a p-value of 0.009 < 0.05. Thus, H2 supported.

Table 7 Indirect Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Discipline -> Satisfaction -> Performance	0.136	0.138	0.059	2,329	0.020
Motivation -> Satisfaction -> Performance	0.288	0.292	0.081	3,567	0,000

Based on the results of hypothesis 3 testing on the influence of the Work Discipline variable on Employee Performance through Job Satisfaction, it is proven that Work Discipline has an indirect effect on Employee Performance through Job Satisfaction as a mediating variable of 0.136 with a significance value of 2.329 > 1.96 and a p-value equal to 0.020 < 0.05. Thus, H3 supported.

Based on the results of hypothesis 4 testing on the influence of the Work Motivation variable on Employee Performance through Job Satisfaction, it is proven that Work Motivation has an indirect effect on Employee Performance through Job Satisfaction as a mediating variable of 0.265 with a significance value of 3.952 > 1.96 and a p-value equal to 0.000 < 0.05. Thus, H4 supported.

DISCUSSION

Work Discipline directly has a positive and significant effect on Employee Performance (H1)

Hypothesis testing shows that there is a positive and significant influence of work discipline directly on the performance of PT employees. Plank Living Indonesia. This means that increasing Work Discipline in employees will improve the performance of PT employees. Plank Living Indonesia.

The results of this research are in line with research conducted by Nunu Nurjaya (2021), Muhammad Riziq Sihab et al., (2020), Shelia et al., (2022) which states that work discipline has a positive and significant effect on employee performance, meaning that the higher work discipline, the higher the performance. Meanwhile, research conducted by Nailul Muna and Sri

Isnowati (2022) shows that work discipline has a negative and insignificant effect on employee performance.

Work Motivation directly has a positive and significant effect on Employee Performance (H2)

Hypothesis testing shows that there is a positive and significant influence of work motivation directly on the performance of PT employees. Plank Living Indonesia. This means that increasing work motivation in employees will improve the performance of PT employees. Plank Living Indonesia.

The results of this research are in line with research conducted by Nunu Nurjaya (2021), Yusram Adi et al., (2021), Tjong and Siagian (2018), which states that work motivation has a positive and significant effect on employee performance, meaning that the higher the employee's motivation, then employee performance will also increase. Meanwhile, research conducted by Setria Feri shows that motivation has a negative and significant effect on employee performance.

Work Discipline has a significant effect on Employee Performance through Job Satisfaction as a mediating variable (H3)

This research shows that there is a positive and significant influence of work discipline through job satisfaction on the performance of PT employees. Plank Living Indonesia. This statement means that the work discipline of PT employees has increased. Plank Living Indonesia will improve their performance by increasing job satisfaction felt by employees.

The results of this research are in line with research conducted by Muslih (2022), Windi Astuti (2021), which states that work discipline has a positive and significant effect on employee performance through job satisfaction as a mediating variable. The results of other research conducted by Rasmewahni et al., (2023), and Fahmi and Siti show that job satisfaction cannot mediate between work discipline and employee performance.

Work Motivation has a significant effect on Employee Performance through Job Satisfaction as a mediating variable (H4)

This research shows that there is a positive and significant influence of work motivation through job satisfaction on the performance of PT employees. Plank Living Indonesia. This statement means that increasing work motivation possessed by PT. Plank Living Indonesia employees will improve their performance through increasing job satisfaction felt by employees.

The results of this research are supported by research conducted by Setria Feri et al., (2020), Rasmewahni et al., (2023) which states that work motivation has a positive and significant effect on performance through job satisfaction as a mediating variable. The results of other research show that Muslih et al., shows that work motivation does not have a positive and significant effect on performance through job satisfaction.

CONCLUSION

Based on the results of analysis and testing in this research, researchers can convey the following conclusions:

1. Work discipline has a positive and significant effect on the performance of PT employees. Plank Living Indonesia. This means that the higher the work discipline, the higher the employee performance will be. Thus hypothesis 1 is supported

2. Work motivation has a positive and significant effect on the performance of PT. Plank Living Indonesia employees. This means that the higher the work motivation, the higher the employee performance will be. Thus, hypothesis 2 is supported
3. Job satisfaction mediates the influence of work discipline on PT employee performance. Plank Living Indonesia. This means that the better the Work Discipline, the greater the ability to increase Job Satisfaction and have a positive impact on Employee Performance. Thus, hypothesis 3 is supported.
4. Job satisfaction mediates the influence of work motivation on PT employee performance. Plank Living Indonesia. This means that the better the work motivation, the greater the job satisfaction and positive impact on employee performance. Thus, hypothesis 3 is supported.

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