

**THE INFLUENCE OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION ON EMPLOYEES AT CV. KURNIA FITRI AYU FARM**

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**Abstract**

*This study aims to determine the influence of work motivation and discipline through job satisfaction. This research was conducted offline using questionnaires distributed to various respondents in CV Kurnia Fitri Ayu Farm, totaling 33 people based on the saturated sample formula. The quantitative Approach is the method used in this study. The presence of working variables makes Path Quality Analysis an appropriate research analysis. Research results Model I Partially know that work motivation has a significant effect on job satisfaction and work discipline has a significant effect on job satisfaction. For Model II, it is known that work motivation has a significant effect on employee performance, work discipline has a significant effect on employee performance, and job satisfaction has a significant effect on employee performance. The indirect effect of the relationship between work motivation and Employee Performance is not able to mediate Job Satisfaction, and the indirect effect of the relationship between work discipline and Employee Performance is also not able to mediate Job Satisfaction.*

**Keywords:** *Work Motivation, Work Discipline, Employee Performance, and Job Satisfaction.*

**1. INTRODUCTION**

In a company that serves public or private interests, there is indeed hope for maximum achievement related to the performance of its employees. Aims to achieve the company's goals (Martha & Putra, 2020). Employees can influence the achievement of the company. An employee will undoubtedly be given responsibilities that must be completed. Employee performance will boost the achievement of goals and affect the company's success if the performance is good (Purnomo<sup>1</sup> & Hasnadia Wati Dewi<sup>2</sup> *et al.*, 2011). Strengthening employee morale is a driver of work stability and quality standards, and employees must also have good performance capabilities for the company to develop rapidly (Shaddiq & Irpan, 2023).

The ability of good employees will lead to success so that the spirit of professionalism in employees can develop, one of which is by developing human resources; companies will succeed if quality human resources support them. Companies can be said to have failed or have not achieved their goals if the performance of their human resources is still low (Hibatullah & Irawati, 2021). As for job satisfaction, several factors can influence it, namely, opportunity, working conditions, social aspects, communication, and facilities (Martha & Putra, 2020).

Meanwhile, according to (Askiyanto & Hamsi<sup>1</sup> *et al.*, 2021), achieving a goal following the vision and mission requires high motivation and discipline so that everything is in line with the company. Several factors affect employees' morale in the company, including the wrong time to finish work and lack of work motivation. Besides that, many employees often go against office rules. Can be seen when employees are still fighting outside the office during working hours

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without supporting clear reasons and employees are often late and have other violations. Motivation is very influential for employees to increase work enthusiasm (Shaddiq, 2023).

According to (Martha & Putra, 2020), motivation is a driving force, even to foster certain behaviors that can arise from within or outside an individual that has been buried for a long time. In addition, motivation given by superiors or managers to employees in the company will have a significantly better effect on employee performance and is very beneficial for the company in achieving goals and following the vision and mission of the company said by (Hibatullah & Irawati 2021) what else? When motivation is sustainable, it is not only done once. It will have a positive impact (Shaddiq, 2023).

Job satisfaction is *feedback* from the feeling of work done with what it does. For everything that is done, the employee will feel satisfied with what is being done. Every employee will feel happy and satisfied with the results of his work if he enjoys what he is doing. (Oli, Lesatari, Susanti, 2021) Work satisfaction and discipline have a positive and significant effect on employee performance satisfaction, so this shows that the higher work motivation, job satisfaction, and work discipline are applied, it causes employee performance to improve and can improve the company's progress (Hendrawan & Pradhanawati *et al.*, 2011).

### **1.1. Theoretical Basis**

#### **1) Work Motivation**

Motivation is a condition or potential strength that exists within humans that can provide energy and encourage activities and even become a driving force, directing or even channeling a person's behavior that can be developed by themselves or developed by management (Hendrawan & Pradhanawati *et al.*, 2011). Besides that, motivation will continue to be a good culture in the company in providing learning (Shaddiq, 2023).

In addition, motivation is a need that encourages a person to carry out activities more directed toward achieving goals. According to (Kurniawan *et al.*, 2019) in his journal, motivation is a process that starts from a need within a person that creates a void. Motivation can be called a psychological process within a person; several factors affect motivation. Motivation is within ourselves, and motivation comes from other people (Ghullam Hamdu, *et al.*, 2011). In his journal, he explains that motivation is an effort that everyone must realize to move, direct and maintain the behavior to be able to act to achieve the desired goal (Alamsyah, 2023).

#### **2) Work Discipline**

Discipline is a mental attitude reflected in the behavior of a person and society trying to obey and comply with a rule, provision, ethics, norms, and even rules already in force (Afriani1 *et al.*, 2022). Strengthened by (Chusminah *et al.*, 2019), discipline reflects the magnitude of an individual's responsibility for a given task. Several indicators can affect the level of employee discipline:

1. The goals and abilities possessed can affect employee discipline. It happens because achieving goals must be clear, ideally determined, and challenging for employee capabilities (Andrini, 2023).

2. Motivation is also very influential on employee discipline because discipline will be formed when a person can be aware of the duties in the company and according to ability (Andrianti et al., 2023).

The discipline of compliance in carrying out duties and obligations, as well as good behavior in the work environment, so that later they can carry out their duties as well as possible. With discipline, it will be easier to adapt to the work environment (Martha & Miawan Putra, 2020). Become one of the keys in the company in applying discipline and later positively impacting the company (Alhempri, 2023).

3) Employee Performance

Performance is a benchmark for an employee when carrying out targeted tasks. Therefore conducting performance research in companies is very important. Ivancevich, Konopaske, and Matteson reinforce it, and performance is the desired result of behavior (performance is the desired result) (Afriani1 et al., 2022.). Performance results from fulfilling employee work and responsibilities assigned by the company (Purnomo1 & Dewi2 et al., 2022). Performance can be seen in employees with the responsibility and willingness to implement changes in the workplace (Rizani et al., 2022).

Performance results in quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given by the company. So the higher the quality, the easier it is to carry out their duties (Syafrina, 2017; Widjaja, 2021). Employee performance is a benchmark used by companies to evaluate their employees. Employees also have standard performance or can even exceed what can be awarded (Surti et al., 2023).

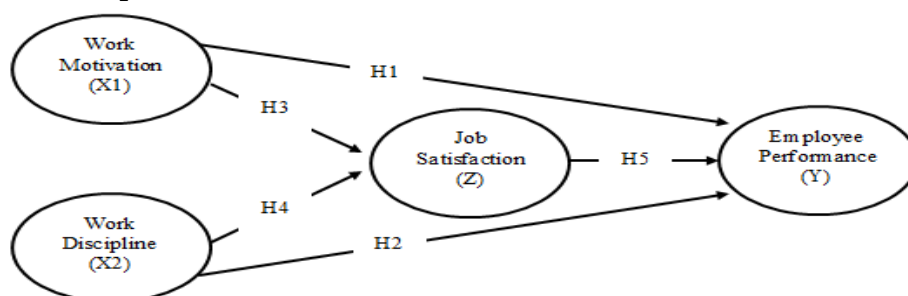
4) Job satisfaction

Job satisfaction reflects employees' feelings about work and everything in the work environment. So when employees feel comfortable and enjoy their work, it shows a sense of satisfaction (Purnomo1 & Dewi2, et al.2022). Job satisfaction also reflects employees' feelings about their work. It is essential to create optimal performance, especially when employees are rewarded. They will feel satisfied with their service (Kabul, 2023).

Job satisfaction is a positive attitude toward work. In contrast, those unsatisfied with work will show a negative attitude toward their work (Bodroastuti & Ruliaji, 2016) because satisfaction refers to an individual's attitude towards the work done in the company. Satisfaction consumer perceptions about satisfaction or not between expectations with the performance received. Performance satisfaction indicators (Arisandi & Thaha, 2019).

- 1. Tangible (existence of physical evidence)
- 2. Reliability
- 3. Responsiveness
- 4. Assurance
- 5. Emphatic

**1.2. Research Conceptual Framework**



**Figure 1.** Conceptual Framework

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**Research Hypothesis**

- H1 = Work motivation has a positive and significant effect on employee performance.
- H2 = Work discipline has a positive and significant effect on employee performance.
- H3 = Work motivation has a positive and significant effect on job satisfaction.
- H4 = Work discipline has a positive and significant effect on job satisfaction.
- H5 = Job satisfaction has a positive and significant effect on employee performance.
- H6 = Work motivation positively and significantly affects employee performance through job satisfaction.
- H7 = Work discipline positively and significantly affects employee performance through job satisfaction.

**2. RESEARCH METHODS**

Quantitative is seen as a phenomenon of social behavior and can be measured, observed, and conceptualized in society (Adawiyah, 2020). Followed by (Bodroastuti & Rulijaji, 2016), quantitative analysis is the management of data in the form of numbers to obtain quantitative data using a Likert scale which can be obtained from the list used into five levels data collection through online questionnaires using Google form. The measurement scale for the variable Work Motivation (X1), Work Discipline (X2), Employee Performance (Y), and Through Job Satisfaction (Z) in the questionnaire uses a five-point Likert scale, namely: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree.

Quantitative is also structured research according to the data as follows. It is known that the number of respondents is divided into two gender categories, namely male and female. The respondents in this study were all employees at CV. Kurnia Fitri Ayu Farm, totaling 33 people. Based on gender, there are six active male employees, or 18% of the total, while active female employees are 27 people, or 82% of the total. It is expected that male and female respondents in this study can provide research data that describes the real object of research.

**3. RESULTS AND DISCUSSION**

**3.1. Validity Test**

Validity testing in this study uses testing by comparing the r-count value of the data for each variable instrument with the r-table value (Erida, 2021). The validity test can be seen by comparing the r-count value with the r-table value. The result is declared valid if the r-count value is greater than the r-table value. However, the result is declared invalid if the r-count value is less than the r-table value. The following is the r-count value data included with the r-table value for each research instrument variable below:

**Table 1.** Research Instrument Validity

Variable	Item	r-count	r-table	Inform.	Variable	Item	r-count	r-table	Inform.
<b>X1</b>	1	0.709	0.334	Valid	<b>Z</b>	1	0.613	0.334	Valid
	2	0.757	0.334	Valid		2	0.761	0.334	Valid
	3	0.570	0.334	Valid		3	0.836	0.334	Valid
	4	0.648	0.334	Valid		4	0.668	0.334	Valid

	5	0.723	0.334	Valid		5	0.600	0.334	Valid
	6	0.600	0.334	Valid		6	0.721	0.334	Valid
	7	0.785	0.334	Valid		7	0.771	0.334	Valid
	8	0.714	0.334	Valid		8	0.839	0.334	Valid
	9	0.780	0.334	Valid		9	0.731	0.334	Valid
<b>X2</b>	1	0.823	0.334	Valid	<b>Y</b>	1	0.890	0.334	Valid
	2	0.693	0.334	Valid		2	0.826	0.334	Valid
	3	0.797	0.334	Valid		3	0.787	0.334	Valid
	4	0.704	0.334	Valid		4	0.866	0.334	Valid
	5	0.704	0.334	Valid		5	0.787	0.334	Valid
	6	0.769	0.334	Valid		6	0.890	0.334	Valid
	7	0.739	0.334	Valid		7	0.781	0.334	Valid
	8	0.684	0.334	Valid		8	0.849	0.334	Valid
	9	0.639	0.334	Valid		9	0.576	0.334	Valid

Source: Primary data processing, 2023

Based on the validity table above, after calculating the validity test analysis is carried out, the r-count value of all variable research statements is obtained entirely worth more than the r-table value of 0.334. Thus all research instrument statements are declared valid, and research data can be used for analysis further research.

### 3.2. Reliability Test

Reliability is a tool for measuring a questionnaire, indicator, variable, or construct. A questionnaire is said to be reliable if one's answers to questions are consistent or can be said to be stable, measured only once. Carry out this reliability test using the Alpha Cronbach formula because this research instrument uses a multilevel scale and is in the form of a questionnaire or questionnaire. This technique can be used to determine whether a research instrument is reliable or not. Reliable means it can be trusted to be reliable (Lupiyadi & Ikhsan, 2015).

**Table 2.** Research Instrument Reliability

Variable	Work Motivation	Work Discipline	Job Satisfaction	Employee Performance
<b>Cronbach's Alpha</b>	0.866	0.884	0.922	0.930
<b>Status</b>	Reliable	Reliable	Reliable	Reliable

Source: Primary data processing, 2023

Based on the research instrument reliability table above, it is known that the value of Cronbach's Alpha on the variable Work Motivation (X1) is worth 0.866. The Work Discipline Variable (X2) is worth 0.884. The Job Satisfaction Variable (Z) is worth 0.922. The Employee Performance Variable is worth 0.930. The values The Cronbach's Alpha is worth more than the r-table value so that all research variables are categorized as research instruments with reliable data for each variable. Thus the research data can be used in further research analysis.

### 3.3. Goodness of Fit Analysis

Goodness of Fit Analysis is a statistical method used to evaluate how well a model or hypothesis fits the observed data. It involves comparing the observed data with the expected data from the model and calculating a measure of how well the two data match, such as a chi-square test or R-square value. The Goodness of Fit analysis aims to determine whether the model is a good representation of the data or needs to be modified or rejected.



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**Table 3.** Model 2 Regression Coefficient

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	8.517	7.208		1.182	.247
	Work Motivation (X1)	-.134	.254	.299	2.528	.013
	Work Discipline (X2)	.699	.217	.613	3.227	.003
	Job Satisfaction (Z)	.459	.240	.192	2.916	.024

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processing, 2023

Based on the coefficient analysis table above, it can be seen that the significant gain in the Work Motivation variable (X1) is 0.013, and the t-count value shows the number 2.528 with a beta coefficient of 0.299. a significance value of 0.013 indicates that the value is less than Alpha 5% or 0.05, so it can be ascertained that Work Motivation (X1) significantly influences Employee Performance (Y). The t-count value of 2.528 indicates a value greater than the t-table value, which amounts to 2.05, indicating that the variable Work Motivation (X1) partially influences Employee Performance (Y). The value of the coefficient acquisition indicates the magnitude of the two variables' influence, which amounts to 0.299. Thus Hypothesis 1 is accepted

The coefficient analysis table above shows a significant gain in the Work Discipline variable (X2) of 0.003, and the t-count value shows the number 3.227 with a beta coefficient of 0.613. a significance value of 0.003 indicates that the value is less than Alpha 5% or 0.05, so it can be ascertained that Work Discipline (X2) significantly influences Employee Performance (Y). The t-count value of 3.227 indicates that the value is greater than the t-table value, which amounts to 2.05, indicating that the Work Discipline variable (X2) partially influences Employee Performance (Y). The magnitude of the influence of the two variables is indicated by the value of the coefficient gain, which amounts to 0.613. Thus Hypothesis 3 is accepted.

Based on the coefficient analysis table above, it can be seen that the significant gain in the Job Satisfaction variable (Z) is 0.024, and the t-count value shows the number 2.916 with a beta coefficient of 0.192. a significance value of 0.024 indicates that the value is less than Alpha 5% or 0.05, so it can be ascertained that Job Satisfaction (Z) significantly affects Employee Performance (Y). The t-count value of 2.916 indicates a value greater than the t-table value, which amounts to 2.05, indicating that the Job Satisfaction variable (Z) partially influences Employee Performance (Y). The magnitude of the influence of the two variables is indicated by the value of the coefficient gain, which amounts to 0.192. Thus Hypothesis 5 is accepted.

**Table 4** Model 1 Regression Coefficient

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	8.132	5.288		1.538	.135
	Work Motivation (X1)	.708	.144	.572	4.909	.000
	Work Discipline (X2)	.469	.141	.386	3.317	.002

a. Dependent Variable: Job Satisfaction (Z)

Source: Primary data processing, 2023

Based on the coefficient analysis table above, it can be seen that the significant gain in the Work Motivation variable (X1) is 0.000, and the t-count shows the number 4.909 with a beta coefficient of 0.572. a significance value of 0.000 indicates that the value is less than Alpha 5% or 0.05, so it can be ascertained that Work Motivation (X1) significantly influences Job Satisfaction (Z). The t-count value of 4.909 indicates a value greater than the t-table value, which amounts to 2.05, indicating that the variable Work Motivation (X1) partially influences Job Satisfaction (Z). The magnitude of the influence of the two variables is indicated by the value of the coefficient gain, which amounts to 0.572. Thus Hypothesis 2 is accepted.

Based on the coefficient analysis table above, it can be seen that the significant gain in the Work Discipline variable (X2) is 0.002, and the t-count value shows the number 3.317 with a beta coefficient of 0.386. a significance value of 0.002 indicates that the value is less than Alpha 5% or 0.05, so it can be ascertained that Work Discipline (X2) significantly influences Job Satisfaction (Z). The t-count value of 3.317 indicates a value greater than the t-table value, which amounts to 2.05, indicating that the Work Discipline variable (X2) partially influences Job Satisfaction (Z). The magnitude of the influence of the two variables is indicated by the value of the coefficient gain, which amounts to 0.386. Thus Hypothesis 4 is accepted.

**Table 5.** Path Analysis

Variabel	Direct Effect	Prob. (Sig.)	Indirect Effect	Total Impact
Motivation (X1) → Job satisfaction (Z)	0.572	0.000*	-	-
Discipline (X2) → Job satisfaction (Z)	0.386	0.002*	-	-
Motivation (X1) → Employee Performance (Y)	0.299	0.013*	-	-
Discipline (X2) → Employee Performance (Y)	0.613	0.013*	-	-
Job satisfaction (Z) → Employee Performance (Y)	0.192	0.000*	-	-
Motivation (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.299	-	0.572 x 0.192 = 0.110	<b>0.409</b>
Discipline (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0.613	-	0.386 x 0.192 = 0.074	<b>0.687</b>

\* Significance on  $\alpha$  5%

Source: Primary data processing, 2023

Based on the path analysis table above, it can be seen that the indirect effect of the relationship between the Work Motivation Variable (X1) on Employee Performance (Y) through Job Satisfaction (Z) yields a value of 0.110 with a total value of 0.409. The indirect effect's value is smaller than the direct influence generated by the Work Motivation Variable (X1) on Employee Performance (Y), which amounts to 0.299. Indicates that the Job Satisfaction Variable (Z) is unable to mediate the effect of the Work Motivation Variable (X1) on Employee Performance (Y). Thus Hypothesis 6 is rejected.

Based on the path analysis table above, it can be seen that the indirect effect of the relationship between the Work Discipline Variable (X2) on Employee Performance (Y) through Job Satisfaction (Z) produces a value of 0.074 with a total value of 0.687. The indirect effect's value is smaller than the direct influence generated by the Work Discipline Variable (X2) on Employee Performance (Y), which amounts to 0.613. Indicates that the Job Satisfaction Variable (Z) is unable to mediate the effect of the Work Discipline Variable (X2) on Employee Performance (Y). Thus Hypothesis 7 is rejected.

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### 3.4. Discussion

#### 1. The Effect of Work Motivation on Employee Performance

This research has proven that work motivation can impact employee performance. Meaning that better motivation in each employee will impact the employee's performance in completing his work. The influence of the motivation variable on employee performance variables is evidenced by the more excellent acquisition of the t-count value with the t-table and the significance, which indicates a value less than 0.05. The results of this study support previous research by Falah & Ayuningtias (2020); Rozalia et al., (2015); Susanto (2019), which has also proven that there is an influence on work motivation on employee performance.

#### 2. The Effect of Work Motivation Variables on Job Satisfaction Variables

From the results of this study, it was found that work motivation can influence job satisfaction, which means that the better the motivation of each employee will impact the better the satisfaction of employees with their work. The influence of the motivation variable on the job satisfaction variable is evidenced by the more excellent acquisition of the t-count value with the t-table and the significance, which indicates a value less than 0.05. The results of this study support previous research by Wijaya Kartika & Kaihatu (2010); Saputra & Adnyani, (2018), which has also proven that there is an influence on work motivation on job satisfaction.

#### 3. The Effect of Work Discipline Variables on Employee Performance Variables

From this study, it is proven that work discipline can affect employee performance. It can be concluded that the better discipline that exists in each employee will impact the performance of employees in completing their work. The influence of the work discipline variable on employee performance variables is evidenced by the more excellent acquisition of the t-count value with the t-table and the significance, which indicates a value less than 0.05. The results of this study support previous research by Liyas & Primadi, (2017); Sadat *et al.*, (2020); Syafrina (2017), which has also proven that there is an influence on work discipline on employee performance.

#### 4. The Effect of Work Discipline Variables on Job Satisfaction Variables

This research has proven that work discipline can impact job satisfaction, which means that better discipline in each employee will impact employees' satisfaction with their work. The influence of the work discipline variable on the job satisfaction variable is evidenced by the more excellent acquisition of the t-count value with the t-table and the significance, which indicates a value less than 0.05. The results of this study support previous research by Azhar et al., (2020); Saputra & Adnyani (2018), which have also proven that work discipline influences job satisfaction.

#### 5. The Effect of Job Satisfaction Variables on Employee Performance Variables

This research has proven that job satisfaction can affect employee performance, which means that better job satisfaction for each employee will impact the performance of employees in completing their work. The influence of the job satisfaction variable on employee performance variables is evidenced by the more excellent acquisition of the t-



count value with the t-table and the significance, which indicates a value smaller than the alpha value. The results of this study support previous research by Indrawati (2013) dan Wijaya (2018), which have also proven that there is an effect on work motivation on employee performance.

6. The Effect of Work Motivation Variables on Employee Performance Variables Through Job Satisfaction Variables

This study proves that work motivation's effect on employee performance cannot be mediated by job satisfaction. This means that every employee's job satisfaction can only sometimes support motivation in increasing employee performance. The absence of the ability of the job satisfaction variable to mediate the work motivation variable on employee performance is evidenced by the smaller indirect effect value obtained compared to the direct effect. The results of this study support previous research by Aziz (2017), which has also proven that there is no effect of work motivation on employee performance through job satisfaction.

7. The Effect of Work Discipline Variables on Employee Performance Variables Through Job Satisfaction Variables

This study's results prove that work discipline's effect on employee performance is incapable of being mediated by job satisfaction. This means that the job satisfaction of every employee is not necessarily able to support work discipline in increasing employee performance. The absence of the ability of the job satisfaction variable to mediate the variables of work motivation and work discipline on employee performance is evidenced by the smaller acquisition value of the indirect effect compared to the direct effect. The results of this study support previous research by Hendrawan dan Pradhanawati (2017), which also proved that there is no effect of work discipline on employee performance through job satisfaction.

#### 4. CONCLUSION

Based on the results of the analysis and hypothesis testing related to the variables of work motivation, work discipline, and job satisfaction on employee performance, the following conclusions can be drawn by researchers: 1) The relationship of work motivation has a positive and significant effect on employee performance, 2) The relationship of work motivation has a positive effect and significant to job satisfaction, 3) The relationship of work discipline has a positive and significant effect on employee performance, 4) The relationship of work discipline has a positive and significant effect on job satisfaction, 5) The relationship of job satisfaction has a positive and significant effect on employee performance, 6) Job satisfaction is not able to mediate the relationship between work motivation and employee performance, and 7) job satisfaction is not able to mediate the relationship between work discipline and employee performance.

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**THE INFLUENCE OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION ON EMPLOYEES AT CV KURNIA FITRI AYU FARM**

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