

# THE ROLE OF JOB SATISFACTION IN MEDIATING MOTIVATION AND WORK DISCIPLINE IN INFLUENCING THE PERFORMANCE ACHIEVEMENT OF ASN BPKAD JEMBER REGENCY

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**Abstract:** The purpose of this study is to Analyze and Determine the Role of Job Satisfaction in Mediating Motivation and Work Discipline in Influencing the Performance Achievement of ASN BPKAD Jember Regency. The data used in this study are secondary data and primary data. The population in this study is 38 Civil Servants (PNS) at the Jember Regency Regional Financial and Asset Management Agency. This study uses a census, because where all members of the population are used as samples, the census is also commonly referred to as saturated sampling. The data analysis technique used in this study is by testing Variance-based SEM or Partial Least Square (SEM-PLS) with the pls 8.0 wrap program. Based on the results of the first hypothesis research, the effect of motivation on job satisfaction was obtained that motivation had a significant negative effect on job satisfaction. In the second hypothesis, the effect of work discipline on job satisfaction was obtained that work discipline had a positive and significant effect on job satisfaction. In the third hypothesis, the influence of motivation on performance obtained positive and insignificant results. In the fourth hypothesis, work discipline on performance obtained positive and insignificant results. In the fifth hypothesis, job satisfaction on performance obtained positive and significant results. In the sixth hypothesis, motivation for performance through job satisfaction obtained insignificant negative results. And in the seventh hypothesis, work discipline on performance through job satisfaction obtained positive and significant results.

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

## INTRODUCTION

A company generally has a system that has been set up and shaped in such a way as to support the success of the company's main objectives. There are many ways or systems that have been tested to improve the quality of the company. Especially in the field of human resources, Human resources is an important component or a potential that contains a role in realizing a certain goal. Good human resource management is needed to produce quality human resources that have quality [1]. The human resources in question are workers or employees. In the current era of globalization, human resource problems are in the spotlight and a pillar for companies to survive. Because human resources are the main role in every company activity [2].

This study is based on a research gap where previous research showed inconsistent results on several variables taken regarding the relationship that occurs between work motivation, job satisfaction, performance and job achievement as in previous research on motivation for job satisfaction in research conducted by [3] Significant results were obtained that motivation had a positive effect on job satisfaction. While the influence

of motivation on performance is only empathetic and insignificant but still has a positive impact, this result is obtained from research conducted by [4].

## METHOD

This study uses an associative design and is quantitative in nature. Both primary and secondary data were used in this investigation. 38 Civil Servants (PNS) in the Jember Regency's Regional Financial and Asset Management Agency (BPKAD) make up the study's population. This study used a census, which is also known as saturated sampling since it involves samples drawn from the entire population. The researcher goes immediately to distribute the questionnaire as part of the direct interview data collection technique used in this study. This study's data analysis method involves using the pls 8.0 wrap software to test variance-based SEM or partial least square (SEM-PLS), which includes an outer model test, model analysis, mediation test and hypothesis testing.

## RESULTS AND DISCUSSION

There were 38 responders in this study. Variance-based SEM or Partial Least Square (SEM-PLS) testing using the pls 8.0 wrap program was utilized to analyze the data. SEM-PLS is employed in investigative studies. Path Analysis is used in this section to describe each path in the model section. where each independent variable has a direct impact on both the intervening and dependent variables. Determining the significance of each of these paths will determine whether the proposed hypothesis is accepted or rejected. The path coefficient values are displayed in the following table:

**Table 1. Value of Direct Path of Influence Coefficient**

<i>Path Coefficients</i>				
	<b>X1</b>	<b>X2</b>	<b>Z</b>	<b>Y</b>
<b>Z</b>	-0.246	0.325		
<b>Y</b>	0.075	0.227	0.568	
<i>P Values</i>				
	<b>X1</b>	<b>X2</b>	<b>Z</b>	<b>Y</b>
<b>Z</b>	0.050	0.013		
<b>Y</b>	0.317	0.065	<0.001	

Source : Data processed

**In table 4.11 above, it is explained that:**

### **The effect of motivation (X1) on job satisfaction (Z)**

The effect of motivation (X1) on job satisfaction (Z) produces a path coefficients value of -0.246 with a p-value of 0.050. Because the p-value does not exceed the  $\alpha$  significance level ( $0.050 < 0.05$ ). Thus, it can be stated that there is a significant influence between motivation (X1) and job satisfaction (Z).

### **The effect of discipline (X2) on job satisfaction (Z)**

The effect of discipline (X2) on job satisfaction (Z) resulted in a path coefficients value of 0.325 with a p-value of 0.013. Because the p-value does not exceed the significance level of  $\alpha$  ( $0.013 < 0.05$ ). Thus, it can be stated that there is a significant influence between motivation (X1) on job satisfaction (Z).

#### **The influence of motivation (X1) on performance (Y)**

The influence of motivation (X1) on performance (Y) results in a path coefficients value of 0.075 with a p-value of 0.317. Because the p-value has exceeded the significance level of  $\alpha$  ( $0.317 > 0.05$ ). Thus, it can be stated that there is an insignificant influence between motivation (X1) and performance (Y).

#### **The effect of discipline (X2) on performance (Y)**

The effect of discipline (X2) on performance (Y) resulted in a path coefficients value of 0.227 with a p-value of 0.065. Because the p-value has exceeded the  $\alpha$  significance level ( $0.065 > 0.05$ ). Thus, it can be stated that there is an insignificant influence between discipline (X2) and performance (Y).

#### **The effect of job satisfaction (Z) on performance (Y)**

The effect of job satisfaction (Z) on performance (Y) resulted in a path coefficients value of 0.568 with a p-value of  $<0.001$ . Because the p-value does not exceed the  $\alpha$  significance level ( $0.001 < 0.05$ ). Thus, it can be stated that there is a significant influence between job satisfaction (Z) and performance (Y).

### **Calculation of Indirect Influence Path Coefficient**

In this study, the research variable used uses an intervening variable that creates an indirect influence value that can have an impact on the influence of independent variables on dependent variables. The following are the results of the indirect influence test produced in this study.

**Table 2. Indirect Influence Path Coefficient**

<i>Indirect effects for path with 2 segments</i>				
	X1	X2	Y	Z
Y	-0.140	0.185		
<i>P values for sums of indirect effects</i>				
	X1	X2	Z	Y
Y	0.102	0.044		

Source : Data processed

The results given in the table above show the indirect influence of the variables (X1) motivation, and (X2) discipline, on the variable (Y) performance through a path involving two segments (Z) job satisfaction.

#### **Motivation (X1) affects performance (Y) through job satisfaction (Z)**

The indirect effect of motivation (X1) on performance (Y) was insignificant with a coefficient value of -0.140 and a p-value of 0.102. Because the p-value exceeds the significant level of  $\alpha$  ( $0.102$

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$> 0.05$ ). This identifies that there is a negative and insignificant influence of motivation (X1) on performance (Y) through a pathway involving the job satisfaction variable (Z).

#### **Work discipline (X2) affects performance (Y) through job satisfaction (Z)**

The indirect influence of discipline (X2) on performance (Y) was significant with a coefficient value of 0.185 and a p-value of 0.044. Because the p-value does not exceed the significant level of  $\alpha$  ( $0.044 < 0.05$ ). This identifies that there is a significant positive influence of discipline (X2) on performance (Y) through a pathway involving the job satisfaction variable (Z).

### **Discussion**

#### **Effect of motivation (X1) on job satisfaction (Z)**

Based on the first hypothesis, motivation has an effect on job satisfaction. In table 1. It was found that the coefficient value of the direct influence path of motivation on job satisfaction had a negative number with a fairly high P-Value. After testing and analyzing the data, the results can be stated that motivation has a negative and significant effect on the job satisfaction of the ASN BPKAD Jember Regency. Thus, it can be concluded that motivation has a negative and significant effect on job satisfaction.

The results of previous research that also support the results of this research are the research conducted by [5] Getting the result that work motivation has a negative effect on job satisfaction This means that the right motivation given by the company to its employees is not necessarily able to encourage employees to like their work which is able and can make employees feel satisfied with the work they are doing.

#### **Effect of discipline (X2) on job satisfaction (Z)**

Based on the second hypothesis, work discipline affects job satisfaction. In table 1. It was found that the coefficient value of the direct influence path of work discipline on job satisfaction had a positive number with a low P-Value. After testing and analyzing the data, the results can be stated that work discipline has a positive and significant effect on the job satisfaction of the ASN BPKAD Jember Regency.

The results of this study are also supported by the results of previous research conducted by [6], The results of the study show that work discipline and work motivation have a significant effect on employee satisfaction.

#### **Effect of motivation (X1) on performance (Y)**

Based on the third hypothesis, motivation affects performance. In table 1., it is found that the coefficient value of the direct influence path of motivation on performance has a positive number with a very high P-Value. After testing and analyzing the data, the results can be stated that motivation has a positive and insignificant effect on the performance of the ASN BPKAD Jember Regency. Thus, it can be concluded that motivation has a positive and insignificant effect on performance.

The results of this study are in line with the research conducted by [7] which states that Motivation has no effect on the Employee Performance of PT. Surya Yoda Indonesia. In addition, it is also in accordance with the research conducted by [8] The result is that work motivation has no effect on performance, this shows that motivation variables are not factors that directly affect employee performance.

#### **The effect of discipline (X2) on performance (Y)**

Based on the fourth hypothesis, work discipline affects performance. In table 1. It was found that the value of the coefficient of the direct influence path of work discipline on performance had a positive number with a high P-Value. After testing and analyzing the data, the results can be stated that work discipline has a positive and insignificant effect on the performance of the ASN BPKAD Jember Regency. Thus, it can be concluded that work discipline has a positive and insignificant effect on performance. These results are also supported by previous research conducted by [9] disiplin kerja berpengaruh tidak signifikan terhadap kinerja karyawan. Adapun penelitian lain yang Supporting these results is a study conducted by [10] Based on the results of the hypothesis test, work discipline has no effect on employee performance.

#### **The effect of job satisfaction (Z) on performance (Y)**

Based on the fifth hypothesis, job satisfaction affects performance. In table 1, it is found that the coefficient value of the direct influence path of job satisfaction on performance has a positive number with a very low P-Value. After testing and analyzing the data, the results can be stated that motivation has a positive and significant effect on the job satisfaction of the ASN BPKAD Jember Regency. Thus, it can be concluded that motivation has a positive and significant effect on job satisfaction. The results of previous research that support this result are in research conducted by [11] Job satisfaction has a positive effect on employee performance. According to the results of the study, job satisfaction has a positive influence on performance, thus it can be interpreted that the higher the level of job satisfaction obtained by employees, the higher the level of performance carried out by employees. In addition, previous research conducted by [3] obtained results that Job Satisfaction has a positive and significant influence on Employee Performance.

#### **Motivation (X1) affects performance (Y) through job satisfaction (Z)**

Based on the sixth hypothesis of the influence of motivation on performance through job satisfaction in table 2., it is found that the value of the coefficient of the indirect influence path of motivation on performance through job satisfaction has a negative value with a high P-Value. After testing and data analysis by obtaining these results, it can be stated that motivation has a negative and insignificant effect on performance if through the variables of job satisfaction of ASN BPKAD Jember Regency. Thus, it can be concluded that motivation has a negative and insignificant effect on performance through job satisfaction. The results of this study are not in line with the research conducted by [12] With the results of work motivation affecting employee performance through job satisfaction. But this research is supported by the results of the research [13] The result is that motivation has a negative effect on employee performance at Bank Mandiri Parepare Branch through Job Satisfaction as an intervening variable.

#### **Work discipline (X2) affects performance (Y) through job satisfaction (Z)**

Based on the seventh hypothesis of the influence of work discipline on performance through job satisfaction in table 2., it is found that the value of the coefficient of the indirect influence path of work discipline on performance through job satisfaction has a positive number with a low P-Value. After testing and data analysis with the results obtained, it can be stated that work discipline has a positive and significant effect on performance if through the job satisfaction of the ASN BPKAD Jember Regency. Thus, it can be concluded that work discipline has a positive and significant effect on performance through job satisfaction. The results of previous research that support this result are in research conducted by [11] Job satisfaction plays a role as a mediating variable between work discipline and employee performance. In this study, work discipline has the most in-

fluence on employee performance. In addition, previous research conducted by [14] The results of work discipline have a significant positive effect on Performance through job satisfaction.

## CONCLUSION

Based on the results of data analysis and discussions that have been carried out by researchers on the role of job satisfaction in mediating motivation and work discipline in influencing the performance achievements of ASN BPKAD Jember Regency, the following conclusion can be drawn: Motivation significantly and negatively affects ASN BPKAD Jember Regency employees' job happiness. Thus, it is possible to declare that H1: rejected. Job satisfaction is positively and significantly impacted by work discipline of BPKAD ASN Jember Regency. Thus, it can be stated that H2 : accepted. Motivation has a positive and insignificant effect on the performance of ASN BPKAD Jember Regency. Thus, it can be stated that H3 : rejected. Work discipline has a positive and insignificant effect on the performance of the BPKAD ASN Jember Regency. Thus, it can be stated that H4 : rejected. Job satisfaction has a positive and significant effect on the performance of BPKAD ASN Jember Regency. Thus, it can be stated that H5 : accepted. Motivation has a negative and insignificant effect on performance through the job satisfaction of BPKAD ASN Jember Regency. Thus, it can be stated that H6 : rejected. Discipline has a positive and significant effect on performance through the job satisfaction of BPKAD ASN Jember Regency. Thus, it can be stated that H6 : accepted.

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