

# Optimizing Job Satisfaction: A Comprehensive Analysis of Work Discipline, Compensation, and Motivational Factors

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## Abstract

**Objective:** The objective of this research is to determine the impact of work discipline and compensation on job satisfaction with work motivation as an intervening variable.

**Design/Methods/Approach:** The study was conducted on 131 employees of PT. Altour Yasa Abadi Group using a saturated sampling method, where the entire population was used as research respondents. Data collection involved distributing questionnaires to the respondents, and the gathered data were processed using smart PLS software.

**Findings:** There is no influence of the work discipline variable on job satisfaction, there is an influence of the compensation variable on job satisfaction, there is an influence of the work discipline variable on work motivation, there is an influence of the compensation variable on work motivation, there is an influence of the work motivation variable on job satisfaction.

**Originality/Value:** The novelty of this research is that no studies have been found that specifically examine job satisfaction by analyzing the factors of work discipline, compensation, and work motivation as intervening variables. And lies in the fact that no prior studies have been conducted on employee job satisfaction at PT Altour Yasa Abadi Group.

**Practical/Policy implication:** The implications of the research findings are that they can serve as alternative strategies for companies to enhance employee job satisfaction. By understanding the influence of the variables of work discipline, compensation, and work motivation, companies can design more effective policies and programs to create a motivating work environment, support discipline, and provide adequate compensation. Therefore, companies have the potential to increase employee job satisfaction levels, which, in turn, can positively impact overall organizational productivity and performance.

**Keywords:** Job Satisfaction, Work Discipline, Compensation, and Work Motivation

**JEL Classification:** M1, M2

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## Introduction

The human resources have a highly strategic position in an organization, meaning that human elements play a crucial role in conducting activities to achieve goals. Therefore, the existence of human resources in an organization is very influential. Humans always play an active and dominant role in every organizational activity because they are the planners, performers, and determinants of the organization's goals. Goals cannot be achieved without the active involvement of employees, even though the company's tools are sophisticated (Agustin, 2013). Therefore, the success of a company depends not only on the company's technology but also on the human resources aspect owned by the company. Thus, a company needs potential human resources, both leaders and employees, to contribute effectively and perform tasks optimally to achieve the company's goals. Because all company activities will involve the actions of the human resources within it (Moorhead & W.Griffin, 2013).

The effective use of human resources is the path for an organization to sustain and grow in the future. In other words, the strength of an organization is determined by the people who support it, both at the top, middle, and lower levels. Basically, organizations not only expect capable and skilled human resources but, more importantly, those who are willing to work diligently and strive to achieve optimal results. The abilities, skills, and talents of human resources have no meaning for the organization if they are not willing to work using their abilities, skills, and talents (Dessler, 2023; Ivancevich & Konopaske, 2013; Wheelen et al., 2015).

The phenomenon of employee discipline issues occurs in the prosecutor's office work environment, as mentioned by Akbar & Slamet (2017); Maharani & Mustika (2016); Pranitasari & Khotimah (2021). In addition to discipline, another factor closely related to employee satisfaction is work motivation. Work motivation is considered as a driving force that creates enthusiasm for individuals to collaborate, work effectively, and act with integrity to achieve satisfaction (Adha et al., 2019). Motivation is a fundamental factor that drives a person to work. According to (Gagné, 2003; Krisnaldy et al., 2019; Pranitasari & Nabihati, 2019), motivation is a factor that drives someone to perform a specific activity; therefore, motivation is often interpreted as a driving factor for an individual's behavior. Each motivation theory attempts to describe what humans are and what they can become. For this reason, it can be said that a motivation theory has a certain view of humans. The content of motivation theory helps us understand the dynamic involvement of the organizational environment by depicting managers and employees engaging with each other in the organization every day. This motivation theory also helps managers and employees solve the problems in the organization (Ryan & Deci, 2017).

Motivation is crucial for any institution, whether public or private. If an institution or organization wants to achieve its goals, motivation must play a role. Breines & Chen (2012); Shu (2015) stated that motivation is the mental drive that moves human behavior based on needs. In motivation, there is a desire that activates, moves, channels, and directs the attitudes and behaviors of individuals. Therefore, employee motivation means the process in which an organization or institution inspires its employees to achieve the organization's goals. Motivation is created from the behavior of employees when faced with the situations and conditions of their workplace. Motivation is also a positive thing that can guide employees in working according to the vision and mission of the company where they work.

Providing motivation is crucial in every company. Employees with high work motivation will work more enthusiastically and can contribute positively to their assigned tasks. Without motivation, an employee cannot meet the standards or exceed them because the motivation in working is not fulfilled. Even if an employee has high working abilities, but lacks motivation to complete their tasks, the final result of their work will not be satisfactory.

Performance is an achievement or level of success attained by an individual or an organization in carrying out work over a specific period. Satisfaction can also be defined as an achievement in providing services to the community during a specific period. Satisfaction cannot be achieved if there is no good management that can encourage institutional efforts to improve satisfaction. The efforts of satisfaction management are aimed at promoting satisfaction to achieve the highest level of organization and can improve the organization and optimize employee potential (Ansari et al., 2007; Fitriansyah, 2020; Pranitasari & Zahara, 2020; Syafrina, 2018).

Performance is something that must be built sustainably as a whole. Satisfaction-based management is a process of planning, measuring, assessing, and evaluating employee satisfaction to realize the organization's performance. The effective use of human resources is the path for an organization to sustain and grow in the future. In other words, the strength of an organization is determined by the people who support it, both at the top, middle, and lower levels.

The success of an organization is influenced by the satisfaction of its individual employees. An organization will strive to improve the satisfaction of its employees with the hope that the company's goals can be achieved. Performance is the result achieved by an individual according to the applicable measure for the relevant job. Individual performance is the foundation of organizational satisfaction. An important factor in the success of an organization is having employees who are capable, skilled, and have a high work ethic, so that satisfactory work results can be expected. In reality, not all employees have the ability, skills, and work ethic in line with the organization's expectations. An employee who has the ability according to the organization's expectations may not have a high work ethic, so their performance does not meet expectations (Kertiriasih et al., 2018; Sanyal & Hisam, 2018).

Harahap & Tirtayasa (2020), in their research, stated that discipline does not affect the satisfaction of Sub-district Civil Servants (PNS) in Serpong, which differs from the research conducted by Akbar et al, (2021), who said that work discipline affects employee satisfaction at PT. Pos Indonesia Pondok Aren branch, in their research stated that employee motivation affects employee satisfaction at PT. Pos Indonesia Pondok Aren, while the research conducted by Hidayat (2021) stated that motivation does not affect employee satisfaction at PT. Surya Yoda. Based on the differences in these research findings, the researcher intends to conduct a study titled Analysis of Work Discipline and Compensation on Employee Job Satisfaction with Work Motivation as an Intervening Variable at PT. Altour Yasa Abadi Group. The introductory section of this study is succinctly and lucidly written, providing a concise overview of the research conducted by others in the field. The author's primary objective is to communicate the findings and outcomes of previous investigations. The concluding sentence of the introduction serves as the articulation of the main purpose of this study.

## Literature Review

### Job Satisfaction

Employee job satisfaction is the extent to which employees contribute to the organization, including factors such as output quantity, output quality, output timeframe, attendance, and cooperative attitude. According to Mathis and Jackson in Adamy (2017), employee job satisfaction is an activity influenced by the employee's ability, motivation, support received, the nature of the job performed by the employee, and the employee's relationship with the company. Thoyib in Adamy (2017) states that another term for satisfaction is human output, which can be measured by productivity, absenteeism, turnover, citizenship, and satisfaction. Meanwhile, Baron and Greenberg Adamy (2017) state that satisfaction in individuals is also referred to as job performance, work outcomes, and task performance.

Employee job satisfaction is the result of work achieved by an employee or a group of people according to the responsibilities and authority given to them. Employee job satisfaction leads to job performance, which includes quantity, quality, timeframe, attendance, and cooperative attitude. Siahaan in Adamy (2017) argues that satisfaction is the result of work achieved by employees or an organization based on certain criteria within a certain period. In other words, if someone's or an organization's activities achieve results according to applicable standards, it can be considered as performing well, and conversely, it means performing poorly. To determine the criteria for an employee or organization, an assessment is necessary. An effective satisfaction assessment system will provide useful information for the company, especially in decision-making regarding employee work.

Pranitasari & Saputri (2020) states that satisfaction is the manifestation of the work behavior of an employee displayed as work performance in accordance with their role in a company over a certain period. This is because employee performance determines the success and sustainability of the company. In every organization, humans are a crucial component in bringing it to life. This must be supported by good satisfaction because without good performance, the organization will not achieve its goals.

Employees who do not experience job satisfaction are unhappy and unmotivated in their work. This can be caused by various factors such as low pay, limited career growth, lack of interest, poor management, unsupportive bosses, or lack of meaningful work. Dissatisfied employees can exhibit different behaviors, such as quitting, speaking out, ignoring, or disloyalty.

According to Robbins & Judge (2015), job satisfaction indicates an individual's overall attitude towards their work. Someone with high satisfaction shows a positive attitude towards work, while someone dissatisfied with their work shows a negative attitude towards it. Meanwhile, according to Ivancevich et al., in Aodton et al. (2021), job satisfaction dimensions include rewards, the job itself, promotion opportunities, supervision, co-workers, job conditions, and job security. Armstrong & Taylor,

(2014) state that job satisfaction has five dimensions: the job itself, pay, promotion opportunities, supervision, and co-workers.

Indicators to measure job satisfaction, according to Pranitasari & Saputri (2020), include salary, job, co-workers, supervisors, and promotions.

Based on the opinions of several experts above, it can be synthesized that job satisfaction is a positive attitude displayed by employees towards their work. Employees who feel satisfied tend to be absent less frequently, while employees who feel dissatisfied exhibit negative attitudes towards their work and may be absent more often.

## Work Discipline

One of the influential factors in human resources is the discipline factor. Discipline is considered one of the operative functions of human resource management. According to Siswanto (2013), work discipline is an attitude of respect, appreciation, obedience, and compliance with prevailing regulations, both written and unwritten, and the willingness to carry them out without avoiding sanctions if one violates the tasks and authorities given to them.

According to Hasibuan (2018), discipline is the consciousness and willingness of an individual to obey all company regulations and social norms in force. Sutrisno (2017) states that employee discipline is the behavior of an individual with the rules, work procedures that exist or discipline is an attitude, behavior, and actions that conform to the regulations of the organization, both written and unwritten.

Meanwhile, according to Rivai (2015), Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase awareness and willingness to comply with all organizational regulations and norms in force. According to Handoko (2014), discipline is the management activity to implement organizational standards.

Employee discipline is crucial in adhering to the rules and regulations set by a company to achieve optimal work results. According to Sutrisno (2017), work discipline is an attitude where employees comply with all applicable rules in the company, both written and unwritten, and are ready to receive sanctions if they violate these rules. Hasibuan (2018) emphasizes that discipline is a crucial function of human resource management to measure whether other functions of HRM have been implemented properly.

In human resource management, the view on work discipline acknowledges that humans are not perfect and can make mistakes. However, discipline remains a key factor to ensure that every human activity, especially in a corporate context, runs optimally. Ivancevich & Konopaske (2013) states that discipline involves an attitude of respect for company rules, allowing employees to voluntarily adapt to rules and regulations.

Indicators of work discipline according to Armstrong & Taylor (2014) can be divided into five:

1. Attendance Frequency: Evaluating the level of employee discipline based on their attendance data.
2. Employee Alertness Level: Measuring the extent to which employees are responsible and careful in carrying out their duties.
3. Adherence to Work Standards: Assessing the extent to which employees comply with the established work standards.
4. Adherence to Work Regulations: Evaluating how well employees adhere to company regulations.
5. Work Ethics: Assessing the attitudes and behaviors of employees regarding tolerance and respect for their colleagues to create a harmonious atmosphere.

## Work Motivation

One of the most well-known motivation theories is Abraham Maslow's Hierarchy of Needs. In this theory, Maslow argues that within each individual, there is a hierarchy of five levels of needs or needs hierarchy Robbins & Judge (2015): 1) Physiological needs, which include a person's need for food, drink, shelter, sexual satisfaction, and other physical needs. 2) Safety needs, which involve a person's need for security and protection from physical and emotional disturbances. 3) Social needs, encompassing a person's need for affection, being part of a group, acceptance from friends, and friendship. 4) Esteem needs, covering a person's need for internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention. 5) Self-actualization needs, referring to the fulfillment of a person's potential and self-fulfillment, the drive to become what one aspires to be.

McGregor is well-known for his formulation of two sets of assumptions about human nature, namely 1) Theory X and Theory Y Robbins & Judge (2015): Theory X fundamentally presents a negative view of an

individual. Theory X assumes that employees dislike work, are lazy, avoid responsibility, need to be coerced to work, and must be closely supervised to be effective. 2) Theory Y offers a positive view, assuming that employees are creative, enjoy their work, are responsible, and can be self-directed.

Some indicators of work motivation according to Wibowo (2016) include:

1. Need for Achievement: According to McClelland (1987), the need for achievement is a stable learning process where satisfaction is obtained by striving and reaching the highest level to become an expert in a particular field.
2. Need for Power: According to McClelland, the need for power is closely related to the need to achieve a leadership position. The Need for Power is an individual's motivation to achieve power, where they will exhibit strong characteristics.
3. Need for Affiliation: The need for affiliation is an individual's drive to have interpersonal and social relationships with others or a specific group of people. They strive to work in a group by creating friendly relationships and have a strong desire to be liked by others.

### Compensation

According to Sikula in Mangkunegara (2013), the wage or salary administration process (sometimes called compensation) involves considerations or balance calculations. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity.

Compensation is a form of cost that must be incurred by the company with the hope that the company will receive returns in the form of work performance from employees. Compensation is everything received by employees as remuneration for their work or dedication. Compensation is something received by employees as a substitute for their contribution to the company (Rivai, 2015).

Simamora (2015) distinguishes compensation into two types: direct compensation and indirect compensation.

#### 1. Direct Compensation:

##### a. Salary:

The definition of a salary is wages are usually related to the hourly wage rate (the longer the working hours, the higher the payment). Wages are the base pay often used for production and maintenance workers (blue-collar workers). Meanwhile, a salary generally applies to weekly, monthly, and yearly payment rates (regardless of the length of working hours).

Salary payments are made every month where employees receive salaries based on their position, group, and contribution to the company. Salary payments, which are a form of direct compensation, are expected to be able to realize efforts in maintaining and motivating employees to be enthusiastic about working so that the company's goals are achieved.

##### b. Incentives:

Another type of compensation given to employees as a reward for their work is incentive pay. The company establishes incentive pay to connect employees' desire for additional financial income with the organization's need for an improvement in the quality and quantity of their work.

##### c. Bonus:

Another type of compensation established by the company is in the form of bonuses. The provision of bonuses to employees is intended to increase work productivity and employee morale. The definition of a bonus according to (Simamora, 2014) is "A one-time payment given for meeting performance targets." Bonuses are given if employees have profitability or profit from all sales last year. The determination of the amount of the bonus is based on company policy, and there is no fixed rule regarding the bonus given.

#### 2. Indirect Compensation:

Indirect compensation includes all financial rewards not covered in direct compensation. According to Nawawi (2017), indirect compensation is "A reward or incentive program with wide variations, as part of the organization's or company's profits." Meanwhile, according to Handoko (2014), indirect compensation is complementary remuneration or allowances given to employees based on the company's capabilities. So, indirect compensation is remuneration provided in the form of employee services, treated as an effort to create a pleasant working environment.

**Method**

The research is conducted on employees of PT. Altour Yasa Abadi Group. This study is a quantitative research using a survey method to collect data. The population size in this study is 131 employees, and by employing the saturated sampling method, the entire population is considered as the sample. Data processing is carried out using Path Analysis with smartPLS software.

**Result**

In this research, testing was conducted using the Partial Least Squares (PLS) analysis technique with the smartPLS program. The stages to be carried out in the outer model analysis include testing convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. The following is the outer model scheme of the PLS program that has been tested.

**a. Convergent Validity**

To assess convergent validity, it can be evaluated based on the loading factor values and the Average Variance Extracted (AVE) values. In this study, the researcher used loading factor values for each indicator of the construct. The rule of thumb commonly used to assess convergent validity is that the loading factor value should exceed 0.7. However, for the initial stages of measurement scale development in this research, loading factor values between 0.5 and 0.6 are still considered sufficient.

**Table 1. Convergent Validity**

	Work Dicipline	Compensation	Job Satisfaction	Work Motivation	Conclution
DK1	0,793				Valid
DK2	0,813				Valid
DK3	0,846				Valid
DK4	0,780				Valid
DK5	0,775				Valid
DK6	0,793				Valid
DK7	0,816				Valid
DK8	0,749				Valid
DK9	0,753				Valid
DK10	0,760				Valid
K1		0,730			Valid
K2		0,709			Valid
K3		0,784			Valid
K4		0,822			Valid
K5		0,782			Valid
K6		0,813			Valid
K7		0,832			Valid
K8		0,861			Valid
KK1			0,778		Valid
KK2			0,779		Valid
KK3			0,719		Valid
KK4			0,844		Valid
KK5			0,866		Valid
KK6			0,797		Valid
KK7			0,791		Valid
KK8			0,828		Valid
KK9			0,781		Valid

	Work Dicipline	Compensation	Job Satisfaction	Work Motivation	Conclution
KK10			0,777		Valid
MK1				0,792	Valid
MK2				0,786	Valid
MK3				0,823	Valid
MK4				0,842	Valid
MK5				0,777	Valid
MK6				0,838	Valid
MK7				0,739	Valid
MK8				0,843	Valid

Source: Data processed in 2023

Based on the table above, the loading factor values for each manifest variable exceed 0.7, leading to the conclusion that they are valid.

**b. Discriminant Validity**

The results of the discriminant validity test are presented in Table 2.

**Table 2. Data Dicriminant Validity**

	Work Dicipline	Compensati on	Job Satisfaction	Work Motivation	Conclution
DK1	0,793	0,693	0,647	0,643	Valid
DK2	0,813	0,696	0,687	0,739	Valid
DK3	0,846	0,693	0,693	0,758	Valid
DK4	0,780	0,713	0,696	0,742	Valid
DK5	0,775	0,716	0,679	0,743	Valid
DK6	0,793	0,677	0,593	0,651	Valid
DK7	0,816	0,760	0,716	0,747	Valid
DK8	0,749	0,744	0,710	0,672	Valid
DK9	0,753	0,679	0,628	0,624	Valid
DK10	0,760	0,707	0,621	0,639	Valid
K1	0,673	0,730	0,601	0,615	Valid
K2	0,636	0,709	0,555	0,559	Valid
K3	0,702	0,784	0,629	0,617	Valid
K4	0,729	0,822	0,719	0,697	Valid
K5	0,703	0,782	0,668	0,646	Valid
K6	0,729	0,813	0,726	0,724	Valid
K7	0,759	0,832	0,719	0,749	Valid
K8	0,764	0,861	0,755	0,767	Valid
KK1	0,675	0,683	0,778	0,774	Valid
KK2	0,702	0,668	0,779	0,710	Valid
KK3	0,629	0,822	0,719	0,697	Valid
KK4	0,705	0,700	0,844	0,784	Valid
KK5	0,712	0,733	0,866	0,732	Valid
KK6	0,661	0,645	0,797	0,679	Valid
KK7	0,698	0,667	0,791	0,710	Valid
KK8	0,660	0,619	0,828	0,763	Valid
KK9	0,600	0,612	0,781	0,651	Valid

	Work Dicipline	Compensati on	Job Satisfaction	Work Motivation	Conclution
KK10	0,602	0,608	0,777	0,660	Valid
MK1	0,702	0,816	0,762	0,792	Valid
MK2	0,765	0,700	0,703	0,786	Valid
MK3	0,752	0,715	0,700	0,823	Valid
MK4	0,780	0,713	0,696	0,842	Valid
MK5	0,668	0,634	0,732	0,777	Valid
MK6	0,685	0,664	0,803	0,838	Valid
MK7	0,562	0,515	0,614	0,739	Valid
MK8	0,757	0,697	0,781	0,843	Valid

Source: Data processed in 2023

Based on the Table 2, after data processing, evidence has been obtained that each variable overall has cross-loading values greater than those against other constructs. This aligns with the opinion Jogiyanto (2015) and can be considered valid. In addition to using cross-loading values, the discriminant validity test can also be assessed through the Average Variance Extracted (AVE) values, with the criteria that each variable indicator should have a value > 0.5 to be considered valid (Sugiyono, 2017). Here are the AVE values in this study:

**Table 3. Average Variance Extracted**

	AVE	Conclution
Work Dicipline	0,621	Valid
Job Satisfaction	0,635	Valid
Compensation	0,629	Valid
Work Motivation	0,649	Valid

Source: Data processed in 2023

Based on the results of the discriminant validity test above, the AVE values obtained for all variables are above 0.5. This indicates that the discriminant validity of each variable is considered valid, in line with the opinion of Sugiyono (2017).

**c. Reability**

Reliability testing is the process of evaluating the extent to which a measurement instrument is consistent and dependable in measuring a concept or variable.

**Table 4. Composite Reliability**

	Composite reliability	Conclution
Work Dicipline	0,934	Reliable
Job Satisfaction	0,937	Reliable
Compensation	0,920	Reliable
Work Motivation	0,925	Reliable

Source: Data processed in 2023

Based on the table above, it shows that the composite reliability values for all variables are above 0.7. Thus, all research variables can be considered reliable in accordance with the opinion of (Hair et al., 2014).

**d. Path Coeffisien**

The path coefficients in this study are presented in Figure 1. The largest path coefficient is found in the variable of work discipline towards work motivation with a value of 0.701, followed by the variable of work motivation towards job satisfaction with a value of 0.656. Next is the variable of compensation towards job satisfaction with a value of 0.314. After that, the variable of compensation towards work



motivation with a value of 0.222, and finally, the variable of work discipline towards job satisfaction with a value of -0.024.

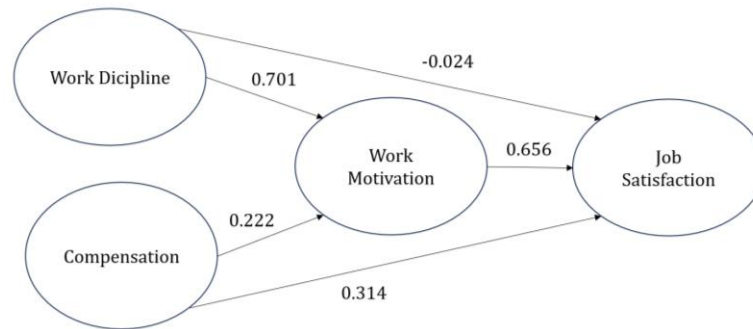


Figure 1. Path Coeffisien

**e. Pengujian Hipotesis**

The gathered data were then subjected to hypothesis testing to determine the t-statistic and p-value. The hypothesis is considered accepted if the t-statistic > the critical t-value of 1.96, and the p-value is < 0.05 (Ghozali, 2017). The processed hypothesis testing results are explained as follows:

**Table 5. Results of Direct Hypothesis Testing**

	T statistics	P values	Conclusion
Work Dicipline → Job Satisfaction	0,178	0,859	Not Significant
Work Dicipline → Work Motivation	8,724	0,000	Significant
Compensation → Job Satisfaction	2,663	0,008	Significant
Compensation → Work Motivation	2,610	0,009	Significant
Work Motivation → Job Satisfaction	5,933	0,000	Significant

Source: Data processed in 2023

Based on Table 5, it can be observed that work discipline is not significantly related to job satisfaction. However, the other paths are declared significant.

**Table 6. Indirect Hypothesis Testing**

	T statistics	P values	Conclusion
Work Dicipline → Work Motivation → Job Satisfaction	4,685	0,000	Significant
Compansation → Work Motivation → Job Satisfaction	2,449	0,014	Significant

Source: Data processed in 2023

Based on the presentation of data in Table 6, the first indirect effect is the influence of work discipline on job satisfaction through work motivation, with a T-statistic value of 4.685 and a P-value of 0.000, indicating a significant influence. The second indirect effect is the influence of compensation on job satisfaction through work motivation, with a T-statistic value of 2.449 and a P-value of 0.014, indicating a significant influence. Therefore, the hypotheses of this study are supported.

**Discussion**

**Impact of Work Discipline on Job Satisfaction**

The results of the first hypothesis testing have demonstrated that there is no significant influence of work discipline on job satisfaction. Through the calculated values, including the original sample value of -0.024, T-statistic value of 0.178, and P-value of 0.859, the first hypothesis is rejected. This suggests that the level of work discipline in employees does not impact job satisfaction. In other words, work discipline is not a determinant of employee satisfaction.

In theory, job satisfaction is influenced by the level of absenteeism (Robbins & Judge, 2015). Since discipline is formed from an individual's attitude related to habits, an individual's level of discipline does not directly influence job satisfaction (Pranitasari & Khotimah, 2021). The measurement of discipline uses indicators such as attendance frequency, employees' alertness level, adherence to work standards, adherence to work regulations, and work ethics. Among these indicators, the one with the largest factor loading, which has the least impact on forming job satisfaction, is the attendance frequency indicator with the statement "I use work time effectively." This implies that this indicator is not a form of discipline but rather a behavior that individuals develop as a habit accompanying their individual and work culture.

The role of the company includes guiding employees to follow all rules and standards set by the company to ensure that employees work in a disciplined and efficient manner. Discipline is the awareness and willingness of an individual to follow all organizational rules and social norms (Hasibuan, 2017). Various rules/standards set by the company play a crucial role in creating discipline, and these are usually accompanied by sanctions for violations. These sanctions can include verbal/written warnings, demotions, or even termination, depending on the severity of the violation. This is done to ensure that employees work in a disciplined and independent manner.

The results of this study align with research by Susanti & Aesah (2022) and Lumentut & Dotulong (2015), concluding that there is no impact of work discipline on job satisfaction. However, this contradicts the findings of Djari & Sitepu (2017), Widiyanto & Setyawasih (2019), Putri et al. (2020), Putri & Kustini (2021), who concluded that work discipline affects job satisfaction.

### **Impact of Compensation on Job Satisfaction**

The second hypothesis testing indicates a significant influence of compensation on job satisfaction, with a T-statistic value of 2.663 and a P-value of 0.008. This result suggests that higher compensation leads to increased job satisfaction, emphasizing the role of fair remuneration in motivating employees and enhancing their satisfaction.

Compensation can enhance job satisfaction because each employee has expectations of a better life commensurate with the sacrifices and responsibilities they undertake in their work. Compensation serves to appreciate the individual's success in demonstrating high efficiency in fulfilling their responsibilities in their current role and position, as well as recognizing the potential abilities of the individual to advance within the organization.

From the data processing results, it is found that the dominant loading factor in the compensation variable is the indirect compensation indicator, especially the statement "The company provides pension funds." This indicates that indirect compensation (allowances and pension funds) is a highly considered factor by employees in the compensation component, making it a determinant of job satisfaction.

Since compensation has an impact on job satisfaction, increasing compensation, especially in terms of pension funds, can be done to enhance employee job satisfaction. These research findings align with Rahayu & Riana (2017), Nurdin et al. (2023), Supatmi et al. (2012), stating that work discipline significantly affects job satisfaction.

### **Impact of Work Discipline on Work Motivation**

The third hypothesis testing reveals a significant impact of work discipline on work motivation, with a T-statistic value of 8.724 and a P-value of 0.000. The study suggests that higher work discipline can boost work motivation, and the dominant indicators include effective time usage. Creating a culture of effective time management can positively influence work motivation.

The dominant indicator in the work discipline variable is attendance frequency, particularly the statement "I use work time effectively," implying that employees who have a behavior of using work time effectively tend to have higher work discipline. Meanwhile, the dominant indicator in the motivation variable is the need for affiliation, with the statement "caring for colleagues." To improve work motivation, especially in terms of creating effective time management, work discipline can be increased.

Discipline is a behavior that must be instilled in every individual inside and outside the organization. Every individual must be willing to follow or comply with all rules that have been agreed upon, and they must be willing to accept all consequences if they violate these rules. Over time, this will become a habit that is inherently good and will be applied in the individual's heart and soul. Discipline is an effort to prevent violations of agreed-upon provisions during activities to avoid punishment. Discipline serves as a tool for a manager to coordinate with employees. Its goal is to emphasize changes in employees to increase awareness of adhering to social norms and rules in the company. If company regulations are

ignored, employees have poor work discipline. Conversely, if employees adhere to company regulations, they demonstrate good work discipline (Akbar & Slamet, 2017; Arirahmanto, 2016; Pranitasari & Nabihati, 2019).

Discipline is the awareness and willingness of an individual to obey all company rules and social norms. Discipline must be upheld in a company organization because without the support of good employee discipline, it is difficult for a company to achieve its goals. Therefore, discipline is the key to the success of employee motivation in achieving goals. Good discipline reflects the level of responsibility an individual has for the tasks assigned to them. If employees are always disciplined in their work, it will provide motivation to improve employee performance.

These results are consistent with the research of Arirahmanto (2016), Parinduri et al. (2017), Rst et al. (2019), Lim (2019), Irwanto et al. (2021), which concluded that work discipline affects work motivation.

### **Impact of Compensation on Work Motivation**

The fourth hypothesis testing proves a significant impact of compensation on work motivation, with a T-statistic value of 2.610 and a P-value of 0.009. The study suggests that improved compensation, particularly through elements like pension funds, can enhance work motivation.

The dominant loading factor in the compensation variable is the indirect compensation indicator, especially the statement "The company provides pension funds." This indicates that indirect compensation (allowances and pension funds) is a highly considered factor by employees in the compensation component, making it a determinant of work motivation.

Since compensation has an impact on work motivation, increasing compensation, especially in terms of pension funds, can be done to enhance employee work motivation. These research findings align with Ramadhan (2014), Sembiring & Prasetio (2022), Suyoto & Pitaloka (2011), Pradita (2016), Putra & Sulistyawati (2017), Fajri & Rohman (2020), proving that both financial and non-financial compensation affects employee work motivation.

### **Impact of Work Motivation on Job Satisfaction:\*\***

The fifth hypothesis testing establishes a significant impact of work motivation on job satisfaction, with a T-statistic value of 5.933 and a P-value of 0.000. This result emphasizes that higher work motivation correlates with increased job satisfaction.

The dominant loading factor in the motivation variable is the need for affiliation, with the statement "caring for colleagues." This indicates that good relationships among colleagues in the company contribute to job satisfaction. To enhance job satisfaction, improving work motivation, particularly in terms of fostering collaboration and concern among colleagues, can be beneficial.

Work motivation is a force that drives an individual to take action or not, essentially existing internally and externally in a positive or negative way. Work motivation is something that generates encouragement/work spirit/impetus for work. Motivation is a crucial factor needed by every employee to improve good performance. To achieve good performance, good motivation is required, such as providing bonuses, incentives, and a good organizational culture that can build employee morale in achieving their goals. Motivation is directly proportional to employee satisfaction in a company, so the researcher assumes that motivation affects job satisfaction. These research findings are in line with Muflih (2015); Pranitasari & Saputri (2020); Putri & Wibawa (2018), concluding that work motivation affects job satisfaction.

### **Impact of Work Discipline on Job Satisfaction Through Work Motivation**

The sixth hypothesis testing confirms an indirect impact of work discipline on job satisfaction through work motivation, with a T-statistic value of 4.685 and a P-value of 0.000. The study suggests that work discipline indirectly affects job satisfaction through its influence on work motivation.

With good work discipline, sufficient work motivation from management given to employees will provide job satisfaction for employees. If an employee receives motivation from superiors in the company, the employee will also experience good job satisfaction. These results emphasize that motivation is an effective mediator for work discipline and job satisfaction.

### **Impact of Compensation on Job Satisfaction Through Work Motivation**

The seventh hypothesis testing validates an indirect impact of compensation on job satisfaction through work motivation, with a T-statistic value of 2.449 and a P-value of 0.014. The study suggests that

compensation indirectly affects job satisfaction through its influence on work motivation, although the mediating effect is less pronounced than the direct impact of compensation on job satisfaction.

With good work discipline and compensation provided to employees, this will provide job satisfaction for employees. If an employee receives fair compensation for what they have done in the company, the employee will also experience good job satisfaction. The value of the coefficient is smaller when compared to the direct coefficient of the effect of compensation on job satisfaction, which is 31.4%. Therefore, it can be stated that work motivation is not an effective variable mediating compensation with job satisfaction.

## Conclusion and future direction

Work discipline has no effect on job satisfaction. Compensation influences job satisfaction. The higher the compensation, the higher the job satisfaction. Work discipline influences work motivation. The higher the work discipline, the higher the work motivation. Compensation influences work motivation. The higher the compensation, the higher the work motivation. Work motivation influences job satisfaction. The higher the work motivation, the higher the job satisfaction. Work discipline influences job satisfaction through work motivation. The higher the work discipline and work motivation, the higher the job satisfaction. Compensation influences job satisfaction through work motivation. The higher the compensation and work motivation, the higher the job satisfaction.

Based on the conclusions above, the suggestion that can be made in the future is that company management should always evaluate the condition of employees regarding regulations regarding the use of identification marks when working, management should pay attention to giving wages to employees appropriately and in accordance with the competencies possessed by employees in order to create enthusiasm. work for employees, management should always create social care activities in the company environment, both internal and external in order to create a sense of caring among others, company management should always provide opportunities for competent employees and provide positive encouragement and opportunities for employees to get a more appropriate and appropriate promotion.

## Implication

The results of this research can be used by companies in determining human resource policies, especially those related to increasing job satisfaction and employee work motivation seen from the establishment of company regulations or work discipline and determining more strategic compensation.

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