

Research Article

# The Effect of Discipline on Performance Through Job Satisfaction as A Moderator Variable

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**Abstract:** This research aims to identify the influence of work discipline on employee job satisfaction, analyze the influence of work discipline on employee performance, analyze the influence of job satisfaction on employee performance, and examine the influence of work discipline on employee performance through employee job satisfaction. This research was carried out at the West Kutai Regency Youth and Sports Service. The research population was 113 people. The sample was determined using a saturated sample, so the total sample was 113 people. The analysis used is path analysis with SmartPLS. The results of the research were: the influence of work discipline (X) on job satisfaction (Y1) has a positive and significant influence; the influence of work discipline (X) on performance (Y2) has a positive and significant influence; the influence of job satisfaction (Y1) on performance (Y2) has a positive influence but is not significant; and the influence of work discipline (X) on employee performance (Y2) through job satisfaction (Y1) as a moderator variable has a negative and not significant effect. This means that the job satisfaction variable cannot be a mediating variable that strengthens the influence of discipline on employee performance. It is suggested that the leadership of the Kutai Barat Regency Youth and Sports Service should constantly work to improve employee satisfaction by enhancing office space, offering promotions (increases in status) in line with transparency principles and citing laws and regulations, giving subordinates more guidance, and enhancing embedded supervision. In a similar vein, equal justice is applied to all employees, inherent supervision is increased, the same sanctions are intended for employees who commit violations or mistakes, and leadership is more firm in making decisions in order to maximize the level of employee discipline through the work assigned to employees so that it is appropriate for the employee in question.

**Keywords:** Work discipline, Job satisfaction, Performance, Employees.

## I. INTRODUCTION

Discipline is an employee's willingness and desire to fulfil and comply with all the rules and regulations that have been set, both written and unwritten. An employee must apply good discipline so that he is responsible for the tasks assigned to him to produce good performance. Meanwhile, good employee performance must be based on high quality and skills to determine the success or failure of an activity. This demonstrates how employee performance significantly impacts how well an organization achieves its objectives. Employees who are disciplined exhibit a condition or attitude of respect for the organization's norms and regulations. Discipline demonstrates a state or attitude of respect that each employee has for the organization's policies and procedures. Employees will, therefore, exhibit poor discipline if agency rules and regulations are disregarded or routinely broken. Nonetheless, it indicates a state of good discipline if workers follow corporate policies.

The capacity of an employee to adhere to duties and refrain from breaking official and statutory regulations—which, if disregarded, will result in disciplinary action—is known as civil servant (PNS) discipline. Whether they occur during or after business hours, violations of discipline are any acts, publications, or statements made by civil servants who fail to fulfil their duties or who break the rules governing civil servant disciplinary procedures. In order to maintain the authority of the civil servant and to realize that the civil servant is a clean and authoritative state civil servant, dedicated and highly disciplined officials are needed. By acting as public servants and state employees, the State Civil Apparatus seeks to improve the public's perception of and confidence in them. As a result, a set of disciplinary rules that outline the primary responsibilities, penalties, and prohibitions in the event that these responsibilities are not met and there are infractions in the performance of their duties is required.

To achieve optimal employee performance, support from every organisation component is needed. This support includes high employee satisfaction so that they can always perform well. Job satisfaction is an emotional attitude that is pleasant and one that loves one's job. Employee job satisfaction must be created as well as possible to increase employee work morale, dedication, and discipline [1].



## II. LITERATURE REVIEW

### A) *The Relationship Between Job Satisfaction and Performance*

Employee performance, which is determined by how well an organization can accommodate its workers' requirements and preferences while they do their jobs and obligations, can be impacted by job satisfaction. Since job satisfaction helps to improve employee performance, it plays a significant and prominent part in any organization. Therefore, employee job satisfaction must be considered because an employee who feels job satisfaction will show a positive attitude towards his work. This positive attitude is demonstrated by enthusiasm and discipline in work, which has an impact on improving employee performance. So, the higher the level of job satisfaction felt by employees, the more positive impact it will have on improving employee performance. Job satisfaction is an employee's positive feelings about their work, which produces good results. Employees who feel satisfied with the company tend to be more effective in providing performance to the organization. [2]. Job satisfaction is an employee's positive attitude about things that are pleasant or unpleasant about the work they face [(3), (4), (5)]. Research has found that job satisfaction has a significant effect on performance as per the research results [6, 7, (8), (9), (10), 11, 12]. Other research states that the effect of job satisfaction on performance is not as significant as research results [13, 14].

### B) *The Relationship Between Work Discipline and Job Satisfaction*

Job satisfaction was strongly correlated with discipline. Because discipline includes outward manifestations, such as following instructions when performing tasks, it can boost workplace satisfaction. All outcomes that will benefit the organization are considered when work discipline is implemented. Employees who are disciplined are more likely to meet performance goals and act appropriately and safely at work. Applying discipline can help employees act more productively, which in the future will benefit themselves and the company. Employees who are productive at work will experience career development or work performance. An employee who excels is an employee who obeys and carries out all the tasks given to him well and on time. A number of studies have been conducted to determine the effect of work discipline on job satisfaction. The presence of clear objectives, the organization's regulations, the disciplinary actions of superiors, the amount of compensation, the bravery of leaders in acting, the presence or lack of leadership supervision, and whether or not employees receive attention are some of the factors that affect discipline [5, 15, 16]. A number of studies have been conducted to determine the effect of work discipline on job satisfaction. The research results state that discipline has a significant effect on job satisfaction as per the research results [17, 18, 19, 20, 21, (22), (23), (24), (25), (26), (27), (28)]. Meanwhile, the research results state that the influence of discipline on job satisfaction is not significant as per the research results [(29), (30), (31), (32), (33), (34)].

### C) *The Relationship Between Work Discipline and Performance*

Discipline as an operative function or technical function of HR management is very important because the better an employee's work discipline, the higher the performance at work that he or she can obtain. Increasing employee discipline can be achieved through implementing SOPs (standard operating procedures), which can be agreed upon and adhered to by all employees, such as working hours, clothing while working, friendly behaviour towards consumers, and so on. Organizations have the ability to keep an eye on employee behaviour to see whether it complies with or deviates from established SOPs. For the purpose of employee discipline, organizations have the authority to reprimand workers who break the rules [35]. An investigation into the connection between performance and discipline has been conducted. The findings of studies showing that discipline has a major impact on performance, as well as findings by [36, (37), (19), (38), (22), (39), (40), (41), (42)]. The results of the research state that work discipline has no significant effect on performance as per the research results by [(43)].

The moderator variable of job satisfaction can potentially enhance work discipline's impact on employee performance. Similarly, the moderator variable of job satisfaction cannot increase the impact of discipline on performance. Several studies have been conducted to determine the effect of work discipline on employee performance, with job satisfaction as an intervening variable. As Rafika's research results prove, job satisfaction can moderate the influence of work discipline on employee performance [(44), (45), (43), (36), (21), (46), (22), (39), (40), (27)].

Based on the theoretical basis and empirical studies, the conceptual framework in this research is presented in Figure 1. Referring to the conceptual framework (Fig. 1), the hypothesis of this research is:

- H1: There is a positive and significant influence of work discipline (X) on job satisfaction (Y1)
- H2: There is a positive and significant influence of work discipline (X) on employee performance (Y2).
- H3: There is a positive and significant influence on job satisfaction (Y1) on employee performance (Y2).
- H4: There is a positive and significant influence of work discipline (X) on performance (Y2) through job satisfaction (Y1) as a moderator variable.

This study sought to determine how work discipline affected employee job satisfaction, how work discipline affected employee performance, how job satisfaction affected employee performance, and how work discipline affected employee performance through employee job satisfaction.

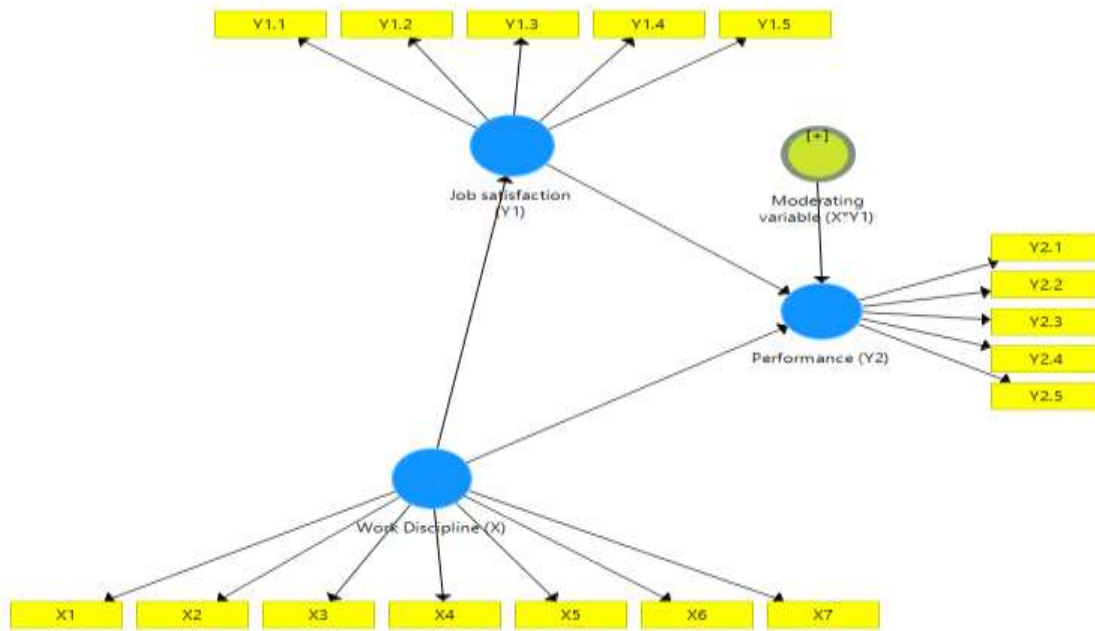


Figure 1: Conceptual Framework

Source: processed by researchers, 2024

### III. RESEARCH METHODOLOGY

This research uses a quantitative research design [(47)]. This research was conducted at the Youth and Sports Department of Kutai Barat Regency, East Kalimantan Province, Indonesia. Data collection techniques use interview, observation, and questionnaire methods. The population in this study were all employees of the West Kutai Regency Youth and Sports Department, which amounts to 113 people. The sampling technique used in this research is saturated sampling. The data analysis technique in this research uses path analysis (SmartPLS). Researchers chose SmartPLS because it has advantages; for example, compared to regression analysis, SmartPLS can estimate models simultaneously [(48)]. The requirements that were followed in using SmartPLS are (1) loading factor (LF) value above 0.7 ( $LF > 0.7$ ), (2) composite reliability  $\geq 0.70$ , (3)  $\rho A \geq 0.70$ , Cronbach's alpha  $\geq 0.70$ , AVE  $\geq 0.50$ , cross-loading, Fornel-Weaker criteria, HTMT  $< 0.90$  [49]. Conversely, (a) if the weight of the measurement item is not significant but has an  $LF \geq 0.50$ , then it is still included in the model; (b) if the weight of the measurement item is not significant and the  $LF < 0.50$  but the LF is significant then the indicator is removed from the model, and (c) if the weight of the measurement items is not significant and  $LF < 0.50$  and LF is not significant then the indicator is removed from the model [50].

### IV. RESULTS AND DISCUSSION

#### A) Testing the Measurement Model

##### a. Outer Loading Factor (LF)

Factor loading (LF), or outer loading, is the correlation between each measurement item and a variable. This measure describes how well the items reflect or describe the measurement of the variable. Based on the results of the loading factor test (Table 1), the results show acceptable. Suppose the loading score is between 0.5 and 0.7. In that case, researchers should not delete indicators with that loading factor value as long as the AVE and community indicator scores are above 0.5, meaning that a loading factor score between 0.5 and 0.7 is acceptable [51].

Table 1: Factor loading values (LF)

Indicator	Work Discipline (X)	Job Satisfaction (Y1)	Performance (Y2)	Moderating variable (X*Y1)
Work Discipline (X1) * Job Satisfaction (Y1)				1,5797
X1	0.5511			
X2	0.6384			
X3	0.6585			
X4	0.6736			

X5	0.6197		
X6	0.5532		
X7	0.6800		
Y1.1		0.5417	
Y1.2		0.5942	
Y1.3		0.7844	
Y1.4		0.5256	
Y1.5		0.6617	
Y2.1			0.6937
Y2.2			0.7031
Y2.3			0.7117
Y2.4			0.6833
Y2.5			0.7704

*Source: Primary data processed by researchers, 2024*

### b. Reliability and Validity Test

Cronbach's alpha and the composite reliability value were the two criteria used to measure the reliability instrument in this study. Composite reliability should be utilized instead of Cronbach's alpha since the latter tends to estimate variable reliability lower. If a construct's Cronbach's alpha value is higher than 0.70, it can be considered dependable. When the AVE value is greater than 0.50, and the composite reliability value is greater than 0.70, the criteria for convergent validity are satisfied, and the variable is considered reliable [49]. According to the study's findings, the work satisfaction variable's Cronbach's alpha value is less than 0.7. Similarly, job satisfaction and work discipline measures have AVE values below 0.5 (Table 2). This criterion is disregarded for analysis.

**Table 2: Reliability and validity test results**

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X)	0.742	0.744	0.818	0.393
Job Satisfaction (Y1)	0.633	0.666	0.762	0.395
Performance (Y2)	0.762	0.765	0.838	0.509
Moderating variable (X*Y1)	1.000	1.000	1.000	1.000

*Source: Primary data processed by researchers, 2024*

### c. Discriminant Validity Test

Testing for discriminant validity is done at both the indicator and variable levels. Each measurement item that measures construct/variable A will have a stronger correlation with the construct/variable A it measures and a lower correlation with other variables thanks to using a cross-loadings measure at the indicator level. The cross-loading values are shown in Table 3. Based on Table 3, it can be concluded that the construct indicators have a greater correlation than other indicators; in other words, all indicator discriminant validity tests are declared valid.

**Table 3: Cross Loading Values**

Indicator	Work Discipline (X)	Job Satisfaction (Y1)	Performance (Y2)	Moderating variable (X*Y1)
Work Discipline (X) * Job Satisfaction (Y1)	-0.379	-0.180	-0.226	1.000
X1	<b>0.551</b>	0.096	0.307	-0.144
X2	<b>0.638</b>	0.282	0.352	-0.219
X3	<b>0.658</b>	0.289	0.294	-0.220
X4	<b>0.674</b>	0.349	0.126	-0.270
X5	<b>0.620</b>	0.285	0.161	-0.245
X6	<b>0.553</b>	0.323	0.249	-0.330
X7	<b>0.680</b>	0.276	0.296	-0.218
Y1.1	0.222	<b>0.542</b>	0.164	-0.121
Y1.2	0.195	<b>0.594</b>	0.111	0.027
Y1.3	0.382	<b>0.784</b>	0.378	-0.108
Y1.4	0.181	<b>0.526</b>	0.209	-0.069
Y1.5	0.328	<b>0.662</b>	0.276	-0.230
Y2.1	0.368	0.357	<b>0.694</b>	-0.259
Y2.2	0.344	0.166	<b>0.703</b>	-0.245

<b>Y2.3</b>	0.170	0.208	<b>0.712</b>	-0.136
<b>Y2.4</b>	0.267	0.310	<b>0.683</b>	-0.051
<b>Y2.5</b>	0.270	0.316	<b>0.770</b>	-0.089

*Source: Primary data processed by researchers, 2024*

HTMT (Heterotrait Monotrait Ratio) and the Fornell-Lacker criterion are examples of discriminant validity at the variable level. The correlation between variables and the root of the AVE is compared using the Fornell-Lacker criteria measure. If the root AVE of the variables is higher than the correlation between the variables, the model has good discriminant validity, as defined by Fornell and Lacker's criterion. This indicates that the variable has a higher degree of variation sharing with the measurement items that measure it and a lower degree of variation sharing with the items measuring other variables. The values of the Fornell-Lacker criteria are displayed in Table 5.

**Table 5: Fornell-Lacker Criterion Values**

Variable	Work Discipline (X)	Job Satisfaction (Y1)	Performance (Y2)	Moderating variable (X*Y1)
Work Discipline (X)	<b>0.627</b>			
Job Satisfaction (Y1)	0.442	<b>0.629</b>		
Performance (Y2)	0.415	0.397	<b>0.713</b>	
Moderating variable (X*Y1)	-,379	-0.180	-0.226	1.000

*Source: Primary data processed by researchers, 2024*

HTMT (Heterotrait Monotrait Ratio) was another measure of discriminant validity that was proposed; a value of less than 0.85 or less than 0.90 is advised. The ratio of the root of the geometric product monotrait (correlation between items measuring the same variable) to the heterotrait (average correlation between items measuring various variables) is known as the HTMT. The variable measured by a number of measurement items lacks discriminant validity if the HTMT value is greater than 0.90. When determining discriminant validity, this HTMT metric is more effective than the Fornell and Lacker criterion techniques [49]. Based on the HTMT assessment presented in Table 7, the HTMT value for the variable pair is less than 0.90. This shows that the variable has good discriminant validity.

**Table 7: Heterotrait-Monotrait ratio (HTMT) values**

Variable	Work Discipline (X)	Job Satisfaction (Y1)	Performance (Y2)	Moderating variable (X*Y1)
Work Discipline (X)				
Job Satisfaction (Y1)	0.599			
Performance (Y2)	0.520	0.494		
Moderating variable (X*Y1)	0.436	0.220	0.250	

*Source: Primary data processed by researchers, 2024*

## **B) Structural Model Evaluation**

Evaluation of the structural model is seen from 3 (three) things, namely as follows [50]:

### **a. Collinearity check**

The independent/exogenous variables (inner collinearity) were examined to check for collinearity. A suspicion of multicollinearity arises if the inner VIF is greater than 5. Multicollinearity may occur, nevertheless, if the VIF number is between 3 and 5. It is preferable if the VIF value is less than 3 (no multicollinearity/low collinearity). [49]. This multicollinear examination was important in statistical analysis because multicollinearity can cause the resulting parameter estimates to be biased, the standard error value to be large, and the 95% confidence interval for the path coefficient parameter estimate to be wide, and even affect the results of hypothesis testing.

The outcomes of the computations made with SmartPLS are displayed in Table 8. VIF scores below 5 suggest low or minor multicollinearity symptoms, according to the inner VIF table or multicollinearity assessment between variables.

**Table 8: Inner VIF (variable)**

Variable	Work Discipline (X)	Job Satisfaction (Y1)	Performance (Y2)	Moderating variable (X*Y1)
Work Discipline (X)		1,000	1,406	
Job Satisfaction (Y1)			1,244	
Performance (Y2)				

Moderating variable (X*Y1)			1,168	
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*Source: Primary data processed by researchers, 2024*

#### **b. Testing research hypotheses through the bootstrapping process**

Research hypothesis testing uses a bootstrapping process with a subsample of 5000. PLS-SEM does not assume that the data is normally distributed; therefore, the hypothesis testing procedure uses a non-parametric procedural approach, namely bootstrapping. This procedure is an alternative to hypothesis testing from the exact method when the data sampling distribution is unknown, carried out by sampling and resampling  $p$  times (generally 5000), which is useful for creating standard errors and parameter estimates. According to the 2-tailed test's  $t$ -values, the findings are 1.65 at the 10% significance level, 1.96 at the 5% significance level, and 2.58 at the 1% significance level. Every evaluation has a  $p$ -value that SmartPLS compares to a predefined alpha (0.05 or 0.01). The variables have a significant relationship if the  $p$ -value is less than 0.05. One can choose between the percentile approach and the Bias Corrected and Accelerated (BCA) method for bootstrapping. Although the BCA approach allows you to scale or modify the confident interval findings of parameter estimates, it is advised because, in certain cases, atypical data distributions can impact PLS estimations, leading to peak and skewed data distributions.

#### **c. Look at the 95% confidence interval of the path coefficient**

The extent to which the resulting path coefficient value falls within the 95% confidence interval must also be stated. To test the suggested hypothesis, the path coefficient and  $T$  value are examined next. Table 9 displays the results of the computation using SmartPLS.

Based on Table 9, several things can be explained as follows:

- With a path coefficient of 0.442, the relationship between work discipline (X) and job satisfaction (Y1) is significant according to  $T$  statistics ( $4.736 > 1.96$ ) and  $P$  values ( $0.000 < 0.05$ ). This indicates that the suggested theory is approved. This implies that job satisfaction will be significantly impacted by any changes made to the discipline variable.
- The influence of work discipline (X) on employee performance (Y2) has a positive path coefficient of 0.269 and is significant with  $T$  statistics ( $2.311 > 1.96$ ) and  $P$  values ( $0.021 < 0.05$ ). This means that the proposed hypothesis is accepted. This means that every change in the work discipline variable will have a significant effect on employee performance.
- With  $T$  statistics ( $0.064 < 1.96$ ) and  $P$  values ( $0.064 > 0.05$ ), the path coefficient for the relationship between work satisfaction (Y1) and performance (Y2) is positive at 0.264 and has a significance value. This indicates that the suggested theory is disproved. This indicates that while the relationship between job happiness and performance is good, it is not statistically significant.
- The path coefficient of the influence of work discipline (X) on employee performance (Y2) with job satisfaction as a moderator variable has a negative value of -0.048, and the significance value with the  $T$  statistic is 0.705 ( $0.705 < 1.96$ ) and  $P$  values ( $0.481 < 0.05$ ). This means that the proposed hypothesis is rejected. This means that every increase in the work discipline variable, which is mediated by the job satisfaction variable, will result in a decrease in performance, and the effect is not significant.

**Table 9: Path coefficients and T Statistics**

Hypotheses	Path	Path Coefficient	T Statistics	P Values	Decision
H1: Work discipline has a significant effect on job satisfaction	(X) -> (Y1)	0.442	4.736	<b>0.000</b>	<b>Significant</b>
H2: Work discipline has a significant effect on performance	(X) -> (Y2)	0.269	2.311	<b>0.021</b>	<b>Significant</b>
H3: Job satisfaction has a significant effect on performance	(Y1) -> (Y2)	0.264	1.853	0.060	Not significant
H4: Work discipline has a significant effect on performance, which is mediated by job satisfaction	(X*Y1) -> (Y2)	-0.048	0.705	0.483	Not significant

*Source: Primary data processed by researchers, 2024*

#### **C) Analysis of the Effect of Work Discipline on Employee Job Satisfaction**

Based on the research results in Table 9, it was found that the influence of work discipline (X) on job satisfaction (Y1) has a path coefficient of 0.442, a  $T$  statistical value of 4.736 ( $4.736 > 1.96$ ), and a  $P$  value of 0.000 ( $0.000 > 0.05$ ). Thus, the findings of this research are that work discipline has a positive and significant effect on the job satisfaction of employees of the Kutai Barat Regency Youth and Sports Service. The finding of a positive and significant influence of work discipline on employee job satisfaction is also proven by the answers of respondents who stated that they dominantly tended to answer

positively to the answer that the punitive sanctions applied also influenced the good/bad discipline of employees of the Kutai Barat Regency Youth and Sports Service. The highest respondent's answer was agreed. This suggests that workers are aware of the consequences of a breach. Employees can work with discipline in this way. Respondents also tended to provide favourable answers when asked if leaders are firm in their decision-making in a variety of dominant areas. The response with the highest score was 4 (agree). This indicates that the leadership has been firm in every decision taken. The leadership's firmness in the decisions taken will have an effect on increasing employee discipline. This will also have an impact on the level of employee job satisfaction. If leaders act decisively, employees will try to be more disciplined, which is reflected in the satisfaction felt by employees. This is in line with Handoko's opinion, which states that job satisfaction is an employee's opinion of whether they like their work or not; this feeling can be seen from the employee's good behaviour towards work and everything they experience in the work environment [1]. Similarly, job satisfaction is believed to be an emotional state in which one enjoys and loves their work [5]. Workplace morale, punishment, and output all showed this mindset. There are three types of job satisfaction: inside work, outside work, and a mix of both.

This research's findings align with research results that state that work discipline has a positive and important impact on job satisfaction [18]. The findings of this research are also in line with research results that state that discipline has been proven to have a significant positive effect on job satisfaction [19]. Job satisfaction will increase with discipline. Research findings that support the notion that work discipline significantly improves job satisfaction are also supported by other studies [20, 21, 22, 23, 24, 25, 26, 27, 28]. The results of this study differed from those of other studies that found no discernible relationship between job satisfaction and work discipline [29, 30, 31, 32, 33, 34].

#### ***D) Analysis of the Effect of Work Discipline on Employee Performance***

Based on the research results in Table 9, it was found that the influence of work discipline (X) on performance (Y2) has a positive path coefficient of 0.269 and is significant with a statistical T value of 2.311 ( $2.311 > 1.96$ ) and P values of 0.021 ( $0.021 < 0.05$ ). This demonstrates that the research's conclusions indicate that work discipline has a favourable and significant impact on employee performance. This indicates that the Kutai Barat Regency Youth and Sports Service workers' performance in Indonesia will be significantly impacted by any changes made to the work discipline variable. Respondents who indicated that they tended to answer favourably to the statement that employees can finish each task attentively and produce good outcomes further support the finding that work discipline has a favourable and significant impact on employee job satisfaction. The response from the top respondents was excellent. Similarly, respondents' responses to the proposition that workers are accountable for the tasks assigned by their superiors were comparatively positive. The response from the top respondents was excellent. This suggests that workers have a strong feeling of duty in order to perform well. This was consistent with Kasmir's findings, which indicate that an employee's success is determined by the quantity and quality of work he or she accomplishes in fulfilling their assigned obligations [52]. Similarly, performance seeks to ascertain the outcomes of the assignments assigned to staff members; in addition, performance serves to ascertain the degree of success that the business has had in accomplishing its objectives. Performance goals include (1) managing human resources to meet organizational objectives, (2) assisting in the definition of performance standards or goals, and (3) offering supervisors a framework and supporting and motivating employees to take the initiative to enhance performance [53].

The findings of this research that discipline has a positive and significant effect on performance are in line with the results of research conducted by: [36, 37, 19, 38, 22, 39, 40, 41, 42] The findings of this research are different from the results of research which states that work discipline has no significant effect on performance [43].

#### ***E) Analysis of the Effect of Job Satisfaction on Employee Performance***

The research results show that the influence of job satisfaction on the performance of Kutai Barat District Youth and Sports Service employees was positive but not significant. As in Table 9, it is known that the path coefficient for the influence of job satisfaction (Y1) on performance (Y2) is 0.264, the significance value is 0.064 ( $0.064 < 1.96$ ), and the P values are 0.064 ( $0.064 > 0.05$ ). Employee performance, which is determined by how well an organization can accommodate its workers' requirements and preferences while they do their jobs and obligations, can be impacted by job satisfaction. Since job satisfaction enhances employee performance, it plays a significant and prominent role in any firm. Job satisfaction must be considered because a happy employee would have a favourable attitude towards his work. Job satisfaction will affect employee performance. Therefore, job satisfaction has a very important meaning for both employees and leaders of an organization [54]. Because the description of respondents' responses to the job satisfaction variable for all indicators measured served as the basis for the research findings, respondents' responses tended to be positive. It is well recognized that excellent performance requires a high level of job happiness. Job happiness has no discernible impact on performance, according to the computation findings in Table 9. This implies that a rise in employee happiness will not translate into a notable increase in employee performance. To put it another way, the Youth and Sports Department's attempts to boost employee satisfaction haven't significantly improved worker performance.

The findings of this research are in line with Andayani's research results, which partially state that the job satisfaction variable does not have a significant influence on employee performance [13]. Other research results that align with the findings of this research are the results of Azhari's research, which states that job satisfaction does not significantly influence employee performance at the Berau Regency Manpower and Transmigration Service [14]. The results of the study, which indicate that job satisfaction has a substantial impact on performance, disagree with the findings of this study [55, 6, 7, 9, 56, 11, 12].

#### ***F) Analysis of the Effect of Work Discipline on Employee Performance Through Employee Job Satisfaction***

The results of the research show that the path coefficient of the influence of work discipline (X) on employee performance (Y2) with job satisfaction as a moderator variable has a negative value of -0.048, and the significance value with the T statistic is 0.705 ( $0.705 < 1.96$ ) and P values ( $0.481 < 0.05$ ) (Table 9). This means that every increase in the work discipline variable that is mediated by the job satisfaction variable will result in a decrease in performance, and the effect is not significant. In essence, job satisfaction is one of the most crucial factors in mediating discipline to affect employee performance. Employee performance will eventually improve if employee satisfaction rises along with employee discipline. The study's findings also suggest that contentment may generally operate as a mediating factor in performance improvement. The results of this investigation, however, show otherwise. The fact that job satisfaction has not been shown to have a major impact on employee performance supports these conclusions. Work discipline is a crucial component that must be used in order to attain decent or high performance. Increased job happiness will be impacted and influenced by good work discipline, which will ultimately lead to improved employee performance.

The findings of this research support the research results, which state that work discipline does not affect employee performance through job satisfaction as an intervening variable at PT Rakha Gustiawan [33]. Additionally, the results of this study are consistent with other research showing that work discipline's impact on employee performance is not mediated by satisfaction [34]. This study's findings diverge from those of other studies that demonstrate the importance and significance of job satisfaction as a mediating variable in reducing the impact of punishment on worker performance [45, 43, 36, 21, 46, 22, 39, 40, 27].

### **V. CONCLUSION**

Based on the results of the research and discussion, several things can be concluded as follows:

1. A T statistical value of 2.311 ( $2.311 > 1.96$ ) and P values of 0.021 ( $0.021 < 0.05$ ) indicate that the relationship between work discipline (X) and job satisfaction (Y1) is significant, with a positive path coefficient of 0.269. The study concludes that work discipline has a favourable and significant impact on employee performance. This implies that the performance of workers at the Youth and Sports Service in Kutai Barat Regency, East Kalimantan Province, Indonesia, will be significantly impacted by any changes made to the work discipline variable.
2. The statistical T value of 2.311 ( $2.311 > 1.96$ ) and P values of 0.021 ( $0.021 < 0.05$ ) indicate that the relationship between work discipline (X) and performance (Y2) is substantial, with a positive path coefficient of 0.269. The study concluded that work discipline has a favourable and significant impact on employee performance. This implies that the performance of the staff at Kutai Barat Regency Youth and Sports Service will be significantly impacted by any changes made to the work discipline variable.
3. P values are 0.064 ( $0.064 > 0.05$ ), the significance value is 0.064 ( $0.064 < 1.96$ ), and the path coefficient for the relationship between work satisfaction (Y1) and performance (Y2) is 0.264. The study's findings indicate that, while not statistically significant, job satisfaction has a favourable impact on Kutai Barat District Youth and Sports Service employees' performance.
4. The path coefficient of the influence of work discipline (X) on employee performance (Y2) through job satisfaction (Y1) as a moderator variable has a negative value of -0.048, and the significance value with the T statistic is 0.705 ( $0.705 < 1.96$ ) and P values 0.481 ( $0.481 < 0.05$ ). This research concludes that the influence of work discipline on employee performance with job satisfaction as a moderator variable has a negative and insignificant effect. This means that the job satisfaction variable cannot be a mediating variable that strengthens the influence of discipline on employee performance.

The Kutai Barat Regency Regional Government, in particular the Kutai Barat Regency Youth and Sports Service, could benefit from the following recommendations:

- a. The aim should always be to improve job happiness to boost discipline and attain excellent staff performance. Enhancing office facilities, offering promotions in line with transparency principles citing laws and regulations, giving subordinates more guidance, and enhancing intrinsic supervision are a few examples of initiatives to boost employee satisfaction.
- b. Maximize the degree of discipline among employees. Among the things that can be done are assigning appropriate work for the employee in question, treating all employees equally, increasing inherent supervision, enforcing the same penalties for employees who violate the law or make mistakes, and strengthening the leadership's decision-making authority.



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