

The Effect of Motivation and Job Satisfaction on Employee Performance with Work Discipline as a Moderating Variable at PT Truba Jaga Cita Muara Enim Branch



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ABSTRACT: This study aims to analyze the effect of motivation, job satisfaction on performance and work discipline then analyze the effect of work discipline on performance and to analyze the role of work discipline in moderating the effect of motivation and job satisfaction on performance. The sample was calculated using the Slovin formula so that the sample obtained was 133 employees of PT Truba Jaga Cita with random sampling. The analysis technique used is quantitative statistics with the Structural Equation Model (SEM) program PLS projection method. The results showed that motivation and job satisfaction directly affect performance and work discipline then work discipline is able to moderate the influence of motivation and job satisfaction on performance. Then work discipline directly affects performance

KEYWORDS: Motivation, Job Satisfaction, Work Discipline, Performance

INTRODUCTION

PT Truba Jaga Cita is a construction company engaged in operations and maintenance projects. Therefore, good performance is needed from the human resources of PT Truba Jaga Cita. Performance is the result of optimal achievement of the work process carried out by employees so that company goals can be achieved (Stephen P. Robbins, 2019).

Performance is the result of optimal achievement of the work process carried out by employees so that company goals can be achieved (Stephen P. Robbins, 2019). However, based on the performance assessment of PT Truba Jaga Cita Muara Enim Branch, it can be seen that many employees get low scores. The performance appraisal at PT Truba Jaga Cita Muara Enim Branch is as follows:

Table 1: Employee Performance Assessment of PT Tuba Jaga Cita Muara Enim Branch 2020 - 2022

Year	Weighted Value (Person)				Average score	Rating Interval
	A	B	C	D		
2020	1	120	76	4	7,42	A : 9,5 - 7,6
2021	0	54	131	14	6,68	B : 7,5 -5,6 C : 5,5 – 3,6
2022	1	48	134	9	6,48	D : < 3,5 E : 0

Source: HRD PT Truba Jaga Cita Muara Enim, 2023

Based on Table 1, it can be seen that the performance assessment continues to decline from 2020 to 2022. From this data it can be seen that the performance of PT Truba Jaga Cita employees has decreased from year to year.

One of the factors that determine performance in organizations is work motivation where one indicator of motivation is the use of time properly in completing work. Based on the results of data obtained by researchers from PT Truba Jaga Cita Muara Enim Branch that the organization's efforts to improve work discipline in employees have not achieved maximum results. The following is the attendance data of PT Truba Jaga Cita Muara Enim Branch employees.

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Table 2. Employee attendance at PT Tuba Jaga Cita Muara Enim Branch 2020-2022

Year	Attendance (in percent)
2020	72,7
2021	62,3
2022	75,6

Source : HRD PT. Truba Jaga Cita Muara Enim,2023

Based on table 2, it can be explained that employee attendance which continues to fluctuate from year to year shows that employees are not consistent in utilizing time properly to complete their work. In 2020 the percentage of absences was 72.7%, in 2021 it experienced a significant decrease to 62.3% then experienced an increase again in 2022 to 75.6%. This shows that the discipline of PT Truba Jaga Cita employees is not optimal, this will certainly affect employee performance. If work discipline experiences an increase and decrease each year, employee performance will certainly also experience an increase and decrease. Meanwhile, organizations certainly expect the performance of their employees to always increase every year (Mangkunegara, 2019).

Apart from motivation, another factor that can affect performance is job satisfaction, where job satisfaction is defined as a feeling of whether or not employees are happy with their work, which can be seen from the attitudes and behavior of employees towards their work (Handoko, 2016). The emotional state of employees, whether in a state of pleasure or positive emotions obtained from job assessments or job experiences, shows the level of employee satisfaction (Afandi, 2018). Where job satisfaction is one of the employee assessments related to the work done to get value from a job. However, at PT Truba Jaga Cita, *turnover* has increased from 2020-2022. According to Mangkunegara, (2019) The high level of *turnover* can indicate that the level of employee satisfaction is low. The following is a table of employee *turnover* at PT Truba Jaga Cita Muara Enim Branch

Table 3. Employee turnover of PT Tuba Jaga Cita Muara Enim Branch 2020-2022

Year	Number of Employees End of Year	Length of Service (Year)	Number of Employees Left (People)	Presentage
2020	201	> 5	1	0,49
2021	199	> 5	2	1,00
2022	190	> 5	9	4,70

Source : HRD PT Truba Jaga Cita Muara Enim,2003

Based on Table 3, it is explained that the *turnover* data at PT Truba Jaga Cita Muara Enim Branch has increased. The percentage of *turnover* in 2022 is 4.7%. In contrast to previous years which experienced a turnover of only 1% or even less. The increase in the *turnover* rate from 2020-2022 resulted in the company having to recruit new employees which is certainly costly.

Research conducted by Hadjri, Perizade, Zunaidah, & Karimudin, (2022) the results showed that belief motivation, worship motivation, and muamalah motivation partially had a positive and significant effect on the religious performance of the South Sumatra Regional Development Bank. Furthermore, research by Bharata, Zunaidah, & Diah, (2019) the results showed that job satisfaction has a positive and insignificant effect on employee performance in a case study on BUMN in South Sumatra. However, research by Bagis, F., Hidayah, & Ikhsani, (2020) states that there is no positive effect of job satisfaction on employee performance.

Based on the above phenomena and data, researchers are interested in examining more deeply the performance and problems that occur at PT Truba Jaga Cita Muara Enim Branch and making work discipline variables as moderating variables. This is because discipline is the most important operational function of human resource management, the better the employee's discipline, the higher the work performance he can achieve (Hasibuan, 2020). Therefore, the problems that will be discussed in this study are whether motivation and job satisfaction affect performance and work discipline? is work discipline able to moderate the effect of motivation and job satisfaction on performance? and does work discipline affect performance?

LITERATURE REVIEW

Goal Setting Theory

According to *Goal Setting Theory*, individuals have several goals, choose goals, and they are motivated to achieve these goals consciously (E. Locke & Latham, 2006). In addition, this theory also shows the relationship between goals and performance.

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Goals can be viewed as goals/performance levels that individuals want to achieve. If an individual is committed to a particular goal, then this will influence his actions and affect the consequences of his performance

One of the characteristics of *Goal Setting Theory* is the level of goal difficulty where different levels of goal difficulty will provide different motivation for individuals to achieve certain performance. A low level of goal difficulty will make individuals view goals as routine achievements that are easy to achieve so that it will reduce individual motivation to be creative and develop their abilities. Whereas at a higher level of goal difficulty but possible to achieve, individuals will be motivated to think about how to achieve these goals. This process will be a means of developing creativity and individual abilities to achieve these goals. At the same time, a person must also have sufficient ability to accept the goals set and receive performance-related feedback (Luthans, 2019).

Motivation

According to Robbins & Coulter, (2018) motivation is the process by which a person is energized, directed, and sustained to achieve his goals. According to Hamali, (2018), someone will be motivated if their three needs are met, namely achievement needs, affiliation needs, and power needs. Motivation according to Hasibuan, (2020) is an expertise in directing employees and organizations to work optimally so that the wishes of employees and organizations can be achieved as expected. Motivation is a stimulated need that is oriented towards individual goals in achieving satisfaction (Mangkunegara, 2019).

Job Satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves his job (Hasibuan, 2020). Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. Usually people will feel satisfied with the work that has been or is being carried out, if what is done is considered to have met expectations, in accordance with the purpose of working. If someone desires something, it means that the person concerned has an expectation and is thus motivated to take action towards achieving that expectation. If these expectations are met, satisfaction will be felt. Job satisfaction shows the match between a person's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreements and motivation (Stephen P. Robbins & Judge, 2015).

Work Discipline

According to Chewe & Taylor, (2021) work discipline is the ability or attitude of a person to obey the rules that have been set in a timely manner. Work discipline is an orderly condition, with members of the organization behaving appropriately and viewing organizational rules as acceptable behavior (Sutrisno, 2016). In other words, employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to cooperate with other employees and improve work performance.

Performance

Mangkuprawira & Hubeis, (2018) in their book *Quality Management of Human Resources* say that performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned. Mangkuprawira & Hubeis, (2018) state that employee performance is influenced by intrinsic and extrinsic employee factors. Performance is a function of motivation and ability to complete a task or job someone should have a certain degree of willingness and ability level Emron, Anwar, & Komariyah, (2018).

Conceptual Framework

Based on the explanation of the goal setting theory, a framework or conceptual framework is formed by connecting the variables to be studied, as follows.

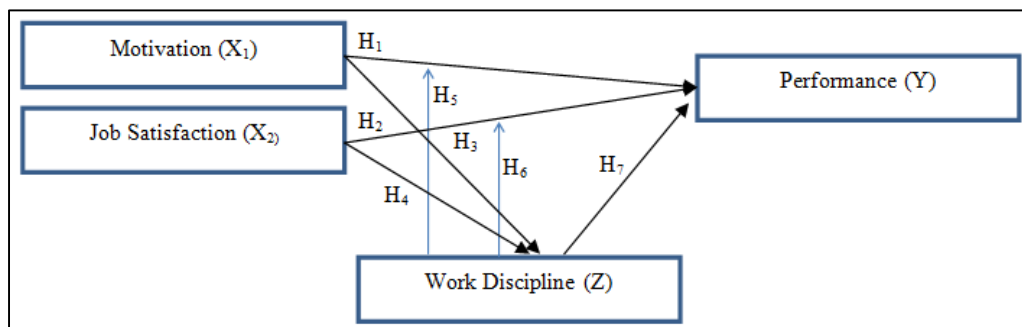


Figure 1. Research Conceptual Framework

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Hypothesis

Work motivation is an impulse that arises within employees that creates work enthusiasm in order to achieve goals. Indicators of intrinsic motivation include: (a) Desire to succeed, (b) Perceived value of the work itself, (c) Responsibility, and (d) Desire to develop. Indicators of extrinsic motivation include: (a) Policy and administration, (b) Quality of supervision, (c) Interpersonal relationships, (d) Salary, and (e) Recognition. The results of research by Marliani, Sugiarto, & Varent, (2020) show that work motivation has a direct positive and significant effect on the performance of employees of PT PLN (Persero) Tamiyang Layang. The results showed that work motivation has a positive and significant effect on employee performance. Employee performance is the work achieved by employees in accordance with the role or duties of employees in an organization. Indicators of employee performance include: (a) Work quality, (b) Work quantity, (c) Timeliness, (d) Work effectiveness, (e) Contribution to the organization. Thus, the better the work motivation, the better the employee performance. Therefore, it is suspected that there is a positive relationship between work motivation and employee performance.

H1: Work motivation has a positive effect on the performance of employees of PT Truba Jaga Cita.

Job satisfaction is an emotional attitude that is pleasant and loves his work. Job satisfaction in the job is job satisfaction enjoyed in the job by obtaining work results, placement, treatment, equipment and a good work environment atmosphere. Satisfaction outside of work is employee job satisfaction that is enjoyed outside of work with the amount of compensation that will be received from the results of his work, so that he can buy his needs. Job satisfaction will be achieved if employee needs are met through work. Where job satisfaction is a state of happy emotions or positive emotions that come from an assessment of one's work or experience. With high job satisfaction, it will improve employee performance towards the organization where they work. Results that support the influence of job satisfaction on performance are found in the research of (Damayanti, Hanafi, & Cahyadi, 2018).

H2: Job satisfaction has a positive effect on the performance of employees of PT Truba Jaga Cita.

According to Jufrizen, Khair, Siregar, & Hawariyuni, (2023), states that increasing motivation is an important part of human resource management as an important factor in improving work discipline. Meanwhile, according to Raharjo in Pangarso (2016) which shows that the work discipline variable affects the employee performance variable. In this case, discipline is important for the organization because it will be obeyed by most employees and it is hoped that work will be carried out effectively.

H3: Work discipline has a positive effect on the performance of employees of PT Truba Jaga Cita.

According to Hasibuan, (2020), in Herzberg's theory, the characteristics of the behavior of satisfied workers are that they have high motivation to work, they are happier in doing their work, the characteristics of unsatisfied workers are those who are lazy to go to work and lazy with work and dissatisfied. The behavior of lazy employees will certainly cause problems for the company in the form of high absenteeism, late work and other violations of discipline, the behavior of satisfied employees will be more profitable for the company. Jufrizen & Sitorus, (2021) in his research shows that there is an effect of satisfaction on work discipline.

H4: Job Satisfaction has a positive effect on Work Discipline at PT Truba Jaga Cita Muara Enim Branch.

Employee discipline according to Siagian, (2018) can be interpreted as a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their performance. According to Hasibuan, (2020) the elements in performance appraisal are; achievement, discipline, creativity, cooperation, skills, and responsibility. The results of research By Assa & Dachi, (2023) show that there is an influence between work discipline and employee performance.

H5: Work discipline has a positive effect on employee performance.

Mangkuprawira & Hubeis, (2018) state that employee performance is influenced by employee intrinsic and extrinsic factors. Performance is a function of motivation and ability to complete a task or job someone should have a certain degree of willingness and ability level (Edison, 2018). According to Chewe & Taylor, (2021) work discipline is the ability or attitude of a person to obey the rules that have been set in a timely manner. According to Hasibuan, (2020), discipline is the most important operational function of human resource management, because the better the employee's discipline, the higher the work performance he can achieve.

H6: Motivation has a positive effect on Employee Performance with Work Discipline as a Moderating Variable.

Indicators of work discipline include: (a) Compliance with regulations (b) Compliance with work standards, and (c) Utilization of facilities. Employee performance is the work achieved by employees in accordance with the role or duties of employees in an organization. Employee performance indicators include: (a) Work quality, (b) Work quantity, (c) Timeliness, (d) Work effectiveness, (e) Contribution to the organization. According to Smith et al. there are 4 dimensions that affect job satisfaction, namely: (a) the work itself, (b) salary, (c) work environment, and (d) coworkers. This shows that job satisfaction and work

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discipline are jointly related to employee performance. This shows that it is suspected that there is a positive relationship between work motivation and work discipline together with employee performance.

H7 : Job Satisfaction affects Employee Performance of PT Truba Jaga Cita with Work Discipline as a Moderating Variable.

RESEARH METHODOLOGY

The population in this study were all employees of PT Truba Jaga Cita, totaling 200 people. Determining the sample in this study using the Slovin formula. The number of samples needed is calculated using the Slovin formula as follows Sugiyono, (2018)

$$n = \frac{200}{1 + 200 (5\%)^2} = \frac{200}{1,5} = 133$$

Based on the above calculations, it is known that the number of respondents in this study were 133 employees who were taken by random sampling. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software. Hypothesis testing uses the probability value (p value) with an alpha of 5% and the t statistic compared to the t table value for alpha 5% is 1.96.

RESULT AND DISCUSSION

Processing of validity testing data by looking at the outer loadings value is obtained with the following results.

Table 4. Outer Loadings

Statement	Motivation	Job Satisfaction	Work Discipline	Performance
1	0,702	0,886	0,796	0,922
2	0,786	0,932	0,856	0,917
3	0,861	0,806	0,857	0,911
4	0,914	0,820	0,835	0,898
5	0,935	0,834	0,837	0,921
6	0,907	0,904	0,712	0,935
7	0,928	0,890	0,753	0,867
8	0,924	0,885	0,831	0,791
9	0,925	0,877		0,901
10	0,767	0,888		0,882
11	0,850			0,903
12	0,890			
13	0,918			
14	0,890			
15	0,901			

In testing the validity as can be seen in table 4, it is known that all research variables have a loading factor value greater than 0.7 so that all statements in the indicators on the motivation variable (X1), job satisfaction (X2), work discipline (Z) and performance (Y) are declared valid.

Average Variance Extracted (AVE) is used to evaluate the convergent validity of a construct with its reflective indicators provided that the AVE value is equal to 0.5 or more, which means that the construct can explain 50% or more of the variance of its items. The data processing results are as follows:

Table 5. Average Variance Extracted (AVE) Testing

No	Variables	AVE	Limit Value	Description
1	Motivation (X ₁)	0.767	0.5	Valid
2	Job Satisfaction (X ₂)	0.762	0.5	Valid
3	Work Discipline (Z)	0.658	0.5	Valid
4	Performance (Y)	0.803	0.5	Valid

Based on table 5 for discriminant validity testing, it can be seen that all variables in this study consisting of motivation (X1), job satisfaction (X2), work discipline (Z) and performance (Y) have an Average Variance Extracted (AVE) value all greater than 0.5 which means that all variables have constructs have achieved their validity requirements.

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Construct reliability is measuring the reliability of latent variable constructs. The value that is considered reliable must be above 0.70. Construct reliability is the same as Cronbach alpha. Based on data processing, the following results are obtained:

Table 6. Reliabilitas Konstruk Testing

No	Variables	Cronbach's Alpha	Composite Reliability
1	Motivation (X ₁)	0.978	0.980
2	Job Satisfaction (X ₂)	0.965	0.970
3	Work Discipline (Z)	0.929	0.939
4	Performance (Y)	0.975	0.803

Based on table 6 for the results of the reliability test output, it is known that the Cronbach's alpha value for all variables in this study is above 0.7 or can be said to be very reliable where the motivation value is 0.978, job satisfaction is 0.965, work discipline is 0.929, and performance is 0.975. So that all instruments (questionnaires) in this study were declared "reliable" and tested for reliability.

The amount of influence between endogenous and exogenous variables can be seen from the F square test, with the following results.

Table 7. F Square

Variables	Performance (Y)	Work Discipline (Z)
Motivation (X ₁)	0.536	0.521
Job Satisfaction (X ₂)	0.528	0.442
Work Discipline (Z)	0.838	

Based on the F Square value table, the motivation, job satisfaction and work discipline variables each have an f2 value of 0.536; 0.528 and 0.838, which means they have a large influence on the performance variable (Y). Then the motivation and job satisfaction variables each have an f2 value of 0.521 and 0.442 which means they have a large influence on the work discipline variable (Y).

The magnitude of the contribution of the influence between exogenous latent variables on endogenous can be seen from the coefficient of determination, in this study the results of data processing obtained the following results:

Table 8. R Square

Variables	R Square
Performance	0,955
Work Discipline	0.724

The R² value for the Performance variable is 0.955, which means that this value identifies that the variation in performance can be explained by the exogenous variables (Motivation, Job Satisfaction and Work Discipline) by 95.5% while the remaining 4.5% is explained by variables not included in the study. The R² value for the Work Discipline variable is 0.724, which means that this value identifies that the variation in Work Discipline can be explained by exogenous variables (Motivation and Job Satisfaction), the greater the R-square number, the greater the independent variable can explain the dependent variable so that the better the structural equation.

Data processing using SEM PLS obtained the following hypothesis testing results:

Table 9. Path Coefficient

Variables	T Statistic	P Value
Motivation -> Performance	6.024	0.000
Job Satisfaction -> Performance	3.023	0.003
Motivation -> Work Discipline	2.608	0.009
Job Satisfaction -> Work Discipline	2.491	0.013
Moderation Motivation*Work Discipline -> Performance	3.668	0.000

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Moderation Job Satisfaction*Work Discipline -> Performance	4.280	0.000
Work Discipline -> Performance	3.470	0.001

Table 9 above, explains that the variables of motivation and job satisfaction directly affect performance and work discipline. Then it is known that the work discipline variable is able to moderate the effect of motivation and job satisfaction variables on performance. Furthermore, it is known that the work discipline variable directly affects performance.

Based on the description above, it can be explained in outline the effect of motivation and job satisfaction on performance with work discipline as a moderating variable in the following figure 2.

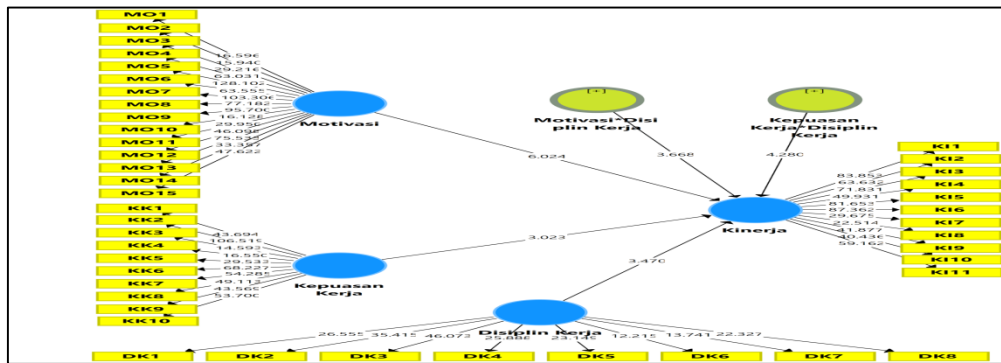


Figure 2. The Effect of Motivation and Job Satisfaction on Employee Performance of with Work Discipline as a Moderating Variable

In testing the first hypothesis, the statistical T value for the motivation variable is $6.024 > 1.96$ and the P value is $0.000 < 0.05$, which means that the hypothesis is accepted, indicating that the motivation variable directly has a significant effect on performance. Goal setting theory, is one part of the motivation theory proposed by E. A. Locke, (2002) which states that employees who have high goal commitment will affect managerial performance, because goals have a broad influence on employee behavior and performance in organizations and management practices. The effect of work motivation on employee performance proves that work motivation has a contribution in improving employee performance because motivation is the provision of encouragement to employees to work actively and productively in order to achieve company goals. Therefore, this arises because of the motive needs that encourage the creation of a positive spirit in employees towards the company and their work, and this will affect the level of performance. Because basically an employee who has a need motive in him will always try to achieve it, so that he will be motivated to work seriously in order to get good results. The results of this study are supported by research conducted by Budirianti, Rossalia, Agusdin, & Surati, (2020) in her research found that motivation has a positive and significant effect on performance.

In testing the second hypothesis, the statistical T value for the job satisfaction variable is $3.023 > 1.96$ and the P value is $0.003 < 0.05$, which means that the hypothesis is accepted, indicating that the job satisfaction variable directly has a significant effect on performance. Based on goal setting theory, job satisfaction is the difference between individual goals at work and perceived reality. Based on this definition, it can be interpreted that the satisfaction of an employee in an organization will arise if there is no gap between what is desired and what is received (E. A. Locke, 1969). Stephen P. Robbins, (2019) which states that job satisfaction is a general attitude towards one's job or the difference between the number of rewards a worker receives and the amount they believe they should receive. Job satisfaction is the attitude that people have towards their jobs, both positive and negative. A person with a high level of job satisfaction shows a positive attitude towards his job, while someone who is dissatisfied with his job shows a negative attitude towards his job. Employee job satisfaction is an assessment of the job of how far the job as a whole can satisfy his needs. This research is in line with Bagaskara, Ikhsan, & Rahardja, (2018) which suggests that employee job satisfaction has a significant effect on employee performance. Likewise Hendrawan, Pradhanawati, & Ngatno, (2017) his research shows that job satisfaction affects employee performance.

In testing the third hypothesis, the statistical T value for the motivation variable is $2.608 < 1.96$ and the P value is $0.009 < 0.05$, which means that the hypothesis is accepted, indicating that the motivation variable directly has a significant effect on work discipline. According to Hariandja, (2013), states that increasing motivation is an important part of human resource management as an important factor in improving work discipline. Furthermore, (Hasibuan, 2020) explains that the purpose obtained from providing motivation is to improve employee discipline. The results of this study are in line with the research of Susanty & Baskoro, (2012) which states that work motivation has a positive and significant influence on work discipline.

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In testing the fourth hypothesis, the statistical T value for the job satisfaction variable is $2.491 < 1.96$ and the P value is $0.013 < 0.05$, which means that the hypothesis is accepted, indicating that the job satisfaction variable directly has a significant effect on work discipline. Wexley & Yukl, (2002) explain that job satisfaction is one of the factors in how employees feel about the work they receive. This means that the higher the job satisfaction, the higher the work discipline. The results of this study are in accordance with the research of Junita, (2012) which states that there is a significant effect of job satisfaction on employee discipline.

In testing the fifth hypothesis, the statistical T value for the work discipline moderation variable on the effect of motivation on performance is $3.668 > 1.96$ and the P value is $0.000 < 0.05$, which means that the hypothesis is accepted, indicating that the work discipline variable is able to moderate the effect of motivation on performance. In this study, work discipline acts as a regulator or amplifier in the relationship between motivation and performance. When the level of employee discipline is high, the positive impact of motivation on performance becomes stronger, and vice versa. Therefore, management also needs to focus on motivating employees, but they must also understand that the effects of motivation will be more optimal in an environment that supports work discipline. This research supports research conducted by Hendrawan, Pradhanawati, & Ngatno, (2017) where the results of their research show that motivation variables affect performance through work discipline.

In testing the sixth hypothesis, the statistical T value for the work discipline moderation variable on the effect of job satisfaction on performance is $4.280 > 1.96$ and the P value is $0.000 < 0.05$, which means that the hypothesis is accepted, indicating that the work discipline variable is able to moderate the effect of job satisfaction on performance. Work discipline can moderate (regulate) the relationship between job satisfaction and employee performance, in other words, the level of employee discipline can affect the extent to which their job satisfaction impacts performance. There are several ways in which work discipline can serve as a moderator, strong work discipline can strengthen the relationship between job satisfaction and performance. This means if employees are satisfied with their jobs and they also exhibit high levels of work discipline, the positive impact of job satisfaction on their performance will be stronger. Job satisfaction, work discipline and performance are inseparable from an organization, because an organization needs things that can motivate employees to work properly and correctly so that the goals of the organization can be achieved and get good results. This research supports research conducted by Hendrawan, Pradhanawati, & Ngatno, (2017) where the results of their research show that job satisfaction variables affect performance through work discipline.

In testing the seventh hypothesis, the statistical T value for the work discipline variable is $3.470 > 1.96$ and the P value is $0.001 < 0.05$, which means that the hypothesis is accepted, indicating that the work discipline variable directly has a significant effect on performance. According to (Hasibuan, 2020), discipline is the most important operational function of human resource management, because the better the employee's discipline, the higher the work performance he can achieve. Employee discipline according to Siagian, (2018) can be interpreted as a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their performance. The results of this study are supported by the results of previous research conducted by Pramita & Soekotjo, (2020) showing that work discipline directly has a positive effect on employee performance.

CONCLUSION, LIMITATIONS, AND SUGGESTIONS

Motivation and job satisfaction have a significant effect on the performance and work discipline of employees of PT Truba Jaga Cita Muara Enim Branch. Then work discipline is able to moderate the influence of motivation and job satisfaction on the performance of employees of PT Truba Jaga Cita Muara Enim Branch. This research is limited to employees of PT Truba Jaga Cita Muara Enim branch. Future research can be carried out at different levels and a wider scope and can be carried out in other positions with agencies or companies with different characteristics and a wider scope.

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