

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

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ABSTRACT: This study aims to determine the effect of work motivation and work discipline on job satisfaction and employee performance at the UPT SPP, Abiansema District Office, Badung Regency. The population used in this study was 50 employees. The data analysis technique used was (Structural Equation Modeling/SEM) based on Partial Least Square (PLS) using Smart PLS 4.0.9 Software. The results of the hypothesis testing show that motivation does not affect the performance of employees of the UPT SPP of the Abiansema District Office, Badung Regency, work discipline does not affect the performance of employees of the UPT SPP of the Abiansema District Office, Badung Regency, work motivation does not affect the performance of employees of the UPT SPP of the Abiansema District Office, Badung Regency, work discipline affects the performance of employees of the UPT SPP of the Abiansema District Office, Badung Regency, job satisfaction affects the performance of employees of the UPT SPP of the Abiansema District Office, Badung Regency, work motivation affects performance through job satisfaction of employees of the UPT SPP of the Abiansema District Office, Badung Regency and work discipline affects performance through job satisfaction of employees of the UPT SPP of the Abiansema District Office.

KEYWORDS: Work Motivation, Work Discipline, Job Satisfaction, Employee Performance

INTRODUCTION

Human resource management is a component of organizational management that focuses on human resources. Human resources play a role in organizing and managing other resources to achieve organizational goals. Without human resources, other resources within a company will not be able to function. Therefore, organizations should provide positive direction to achieve organizational goals. Every company is required to optimize its human resources to improve performance. Employee performance can be considered good if employees have a high organizational commitment (Anggara et al., 2022). One factor that can influence the level of success of an organization is employee performance. The economic field of human resources is emerging with various competitions in trade and service businesses, which are looking for gaps and breakthroughs to become champions. This is evidenced by the increasing number of nations in the world discussing economic globalization (Malik, 2022). This is marked by the emergence of interdependence between economically advanced countries or developed countries with third world countries, which always give rise to problems. These emerging problems clearly impact the environment, such as ozone leakage, the greenhouse effect, deforestation, reclamation, increasing waste, and the emergence of other social phenomena.

One of the national issues currently facing the Indonesian nation is the management of the low quality of human resources, which are the most important assets in an organization, because they are human resources that control the organization and maintain and develop the organization in facing the demands of the times. Therefore, human resources must be cared for, maintained and developed. The formation of reliable human resources within an organization begins from the process of employee acceptance (recruitment), selection, classification, and placement of employees according to the abilities, expertise, and skills of the employees.

According to Hasibuan (2021), performance is the result achieved by an individual in carrying out tasks based on ability, experience, and dedication, as well as time according to carefully established standards and criteria. The better an employee's performance in a company, the higher the profits earned. Therefore, companies are required to improve employee performance

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

to achieve their goals. Human resource performance can be influenced by various factors, including organizational commitment, work ability, and compensation.

The twenty-first century is popularly known as *millennium era*. This has led to rapid global development, both in the fields of science, technology, socio-culture, economics, trade, defense, security, and political ideology, which are always closely linked to the role of human resources at the national, regional, and international levels. Various changes have emerged in governance and systems, as well as the growth of motivation, innovation, and the crucial role of discipline in strategic development to remain at the forefront (Surpi et al., 2024).

Employee performance is the work results, both in quality and quantity, achieved by an employee in carrying out tasks according to the responsibilities assigned to them (Satria, 2021). Sandra et al. (2023) define employee performance as a record of the results produced for a particular job function or activities over a certain period of time. Lestari and Permatasari (2023) state that performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to them based on skills, experience, sincerity, and time.

Employee performance will be optimal if they are satisfied with their work. Employee satisfaction will be influenced by the environment in which employees carry out their duties and the precise position of human resources in the work, which will affect employee productivity (Sutrasna, 2023). Improved employee performance will bring progress to an organization or government agency in achieving organizational goals, therefore various efforts to improve performance. Employees are a seriously important thing, because the success in achieving goals and the survival of an organization or government agency depends on the human resources within an organization or government agency. Good employee performance is highly expected by an organization or government agency. Because the more employees have high performance, the overall productivity of an organization will increase so that goals can be achieved and realized. Public sector institutions are institutions that have a broad scope, when compared to other organizations. Institutionally, the public sector includes government agencies, central and regional governments and government work units, state-owned enterprises, state-owned enterprises (BUMN) and regionally-owned enterprises (BUMD), foundations, political organizations, mass organizations or non-governmental organizations (NGOs), educational institutions and other non-profit organizations (Gurendrawati et al., 2024).

Company goals will be achieved if employees have high performance. The success of an organization in planning and implementing strategies is supported by the performance of its employees (Rachmawati and Wardani, 2025). While human resources can improve organizational performance, there are many difficulties in implementing human resource management and development. Therefore, human resources must be managed well for organizational effectiveness and efficiency, through training, internships, seminars, motivation, and appropriate placement of human resources according to expertise, so that human resources become mature, skilled, and independent employees in carrying out their work (Sabarofek, 2022).

Employees placed in specific positions must possess the necessary competencies to perform their jobs effectively and efficiently. An inappropriate employee placement process will result in suboptimal performance (Sabarofek, 2022). The belief and best way for an organization to efficiently and effectively achieve its goals is by placing the best people in the right positions. The alignment between human resource capabilities and job placement can demonstrate achievement, even performance, for the organization. Good employee performance is a step towards achieving organizational goals, so efforts are needed to improve employee performance (Widnyana et al., 2023).

Employee performance, which is able to fulfill its duties with the required quality and quantity, complete work in a timely manner, maintain discipline, and comply with all existing regulations, can have a positive impact on the company in achieving its desired goals, and vice versa. Therefore, a company hopes to pay more attention to employee performance, as a decline in performance will negatively impact the company itself (Awang et al., 2022).

Regional governments, as work units that interact directly with the public, are required to consistently act optimally and in an organized manner to achieve organizational goals. Each region possesses its own unique resources, which generally have added value. Leaders in each region desire that their regions achieve achievements, awards, and generate local revenue to improve the well-being of their regions and their communities. Companies operating in the public sector must pay attention to the performance of each employee (Rizal and Ramly, 2023).

Job satisfaction can be seen on the one hand as a person's positive and negative feelings towards their work and to a certain extent the person's feelings whether they like or dislike their work (Mahirah and Setiani, 2022). According to Jasmin and Asbara (2023) job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in the work situation, and matters concerning physical and psychological factors. Saefullah (2022) argues that job satisfaction is a person's perspective, both positive and negative, about their work. Job satisfaction greatly influences the performance of an employee. If employees feel satisfied with their work, they will do it even better.

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

According to Indayani and Solihin (2022), work motivation is a force that drives a person to perform an action or not, which essentially exists internally and externally, positive or negative, work motivation is something that creates work enthusiasm. Subawa and Shamastha (2023) define motivation as something that can influence individual behavior that can be called a driving factor of desire, support, or need that causes a person to be enthusiastic to reduce or increase the drive to do something. Motivation can be illustrated as an impulse that can make a person move or act in achieving certain goals, which can be described as a driving factor for a person in carrying out certain activities and influencing how a person behaves (Prasetyo, 2024).

Badung Regency is a major factor in poverty and reflected the main problems of national development whose overcoming is a priority in the development of the social welfare sector. UPT SPP is part of the PNPM Mandiri program and the government launched the PNPM Mandiri national program in 2007 which is a continuation of the Sub-district Development Program (PPK), but on December 31, 2014, PNPM Mandiri was no longer continued because there was a decree and the end of the PNPM Mandiri Facilitator's work contract, as stated in the Minutes of Handover No. 100/1694/SJ and No. 01/BA/M-DPDTT/IV/2015. (Septuna, 2014). This program is supported by funding from the allocation of the State Revenue and Expenditure Budget (APBN), allocation of the Regional Revenue and Expenditure Budget (APBD).

The government provides assistance to the UPT SPP through the Village Community Empowerment Agency (BPMD) in the form of Direct Assistance for the Community (BLM), with funds circulating in the sub-districts managed by the Work Implementation Unit (UPK). The allocated BLM funds are Rp. 5 billion per sub-district/UPK. Meanwhile, the beginner group receives Rp. 5 million to Rp. 50 million, depending on the number of participants/employees participating in the UPT SPP, with appropriate terms and conditions, where the Work Implementation Unit (UPK) is the channel for funds from the UPT SPP.

Increasing employee motivation at the UPT SPP of the Abiansema Sub-district Office is a basic need because it can create quality employee resources so that it is believed to be able to influence employee performance, with the quality of employees who are ready to be expected in carrying out the task of providing services at the UPT Sub-district Office which is specifically classified as SPP which takes place effectively and efficiently in order to create service assistance at the UPT SPP of the Abiansema Sub-district Office of Badung Regency and be agile in serving SPP assistance which has an impact on the success of planned programs.

Employees who have had a long working time in the UPT SPP service and while new employees have never been promoted in the UPT SPP service during their work. Lack of training, here the lack of training is that employees have not been able to effectively organize the UPT SPP service training initiated by the head of the UPT SPP, so in this case the employees have not been firm in organizing women, especially mothers, in the performance of the UPT SPP and also have not been able to manage the timely return of UPT SPP assistance funds at the Abiansema District Office, Badung Regency. And in accordance with the job specification, and does not require educational levels such as high school graduates for UPT SPP service training at the Abiansema District Office, Badung Regency.

Lack of employee discipline and low motivation from superiors to subordinates are suspected to be the cause of employees who have no desire or drive to achieve performance that exceeds the established standards. Lack of communication between superiors and subordinates creates a misunderstanding between subordinates and superiors, which is thought to result in a lack of employee performance achievement. Conditions such as these indicate a low level of work discipline and a lack of motivation that ultimately affects the work unit and the work environment as a whole. Furthermore, the lack of employee awareness to act and behave in a disciplined manner will be a concern for the leaders in the Integrated Service Unit of the Abiansema District Office, Badung Regency. These indisciplinary actions will continue to recur if there is no firm supervision and sanctions to provide a deterrent effect. Therefore, a management system is needed, especially in supervision related to employee work discipline, which needs to be improved so that service targets and objectives are realized by producing the expected output.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Abraham Maslow's Hierarchy of Needs Theory

Abraham Maslow's hierarchy of needs theory explains the relationship between motivation and employee performance. According to this theory, human needs are structured in a hierarchy, ranging from physiological needs to self-actualization. Fulfilling basic needs at various levels in this hierarchy can increase employee motivation and performance. This theory explains the levels of the hierarchy of needs, where the fulfillment of these needs can lead to motivation (Calicchio, 2023).

Goal Setting Theory

Locke and Latham (1990) suggest that goal-setting and working toward a goal is a primary source of work motivation. To understand work motivation and develop techniques to enhance it among workers, one approach is to utilize goal-setting theory.

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

Goal setting can function as a motivational process because it can create a discrepancy between current and desired performance. Goals are targets and objectives for future performance. Each person makes calculations when setting goals. When someone has set a goal for themselves, they will be motivated and strive to achieve it. These goals will influence their performance at work.

Employee performance

According to Augustin et al. (2022), employee performance is a result achieved because they are motivated by their work and satisfied with the work they do. Each individual tends to be faced with things that may not have been previously anticipated in the process of achieving desired needs. Through work and growth in experience, a person will achieve progress in life. Human resources in an organization are those who design, produce, and deliver services. Because one of the goals of human resource management is to create activities that contribute to superior organizational performance. Performance is the level of success achieved by an individual in carrying out tasks compared to work standards or predetermined and agreed-upon criteria (Udayana and Juliasra, 2022).

Work motivation

Motivation comes from the Latin word "movere," which means to push or move. In management, motivation is a process that explains the intensity, direction, and persistence of an individual to achieve their goals (Widodo and Yandi, 2022). According to Hasibuan (2021), human resource motivation is the driving force that creates a passion for work, encouraging people to cooperate, work effectively, and integrate with all their resources to achieve satisfaction. Motivation is a complex issue in organizations because the needs and desires of each member (employee) of the organization are different.

Usman (2025) states that human resource motivation is a set of factors that stimulate, direct, and maintain a person's behavior, leading them to choose a particular path to achieve a goal. Ena and Djami (2021) state that motivation is a motive associated with a person's desire to do something. Meanwhile, according to Widodo and Yandi (2022), motivation is a process that explains the intensity, direction, and persistence of effort to achieve a goal.

Job satisfaction

According to Laoh et al. (2022), job satisfaction reflects an individual's general attitude toward their work. A person with a high level of satisfaction demonstrates a positive attitude toward work, while someone dissatisfied with their job demonstrates a negative attitude toward it. According to Simanjuntak and Sitio (2021), the dimensions of job satisfaction are rewards, the work itself, promotion opportunities, supervision, coworkers, working conditions, and job security. Job satisfaction is an attitude (cognitive-action), a feeling of pleasure (affective-expression), or a gap (gap) between what has been obtained and what is expected. The happy attitude shown by someone at work is an expression because what is their responsibility has been carried out well and feels satisfied with the results of their work. Conversely, if someone's work is not supported by adequate work equipment, an un conducive work environment, and low attention from management, it will lead to job dissatisfaction. Employee dissatisfaction at work (can lead to actions of leaving the organization, constructive active voice, optimistic passive loyalty, and passive neglect ignoring orders and prohibitions (Gawei et al., 2023). Job satisfaction is an employee's assessment of how far the job as a whole satisfies their needs. Job satisfaction is also a general attitude that is the result of several specific attitudes towards work factors, self-adjustment and individual social relationships outside of work (Purnawati et al., 2023).

Work Discipline

Work discipline is the awareness and willingness of employees to comply with all organizational regulations and applicable social norms. Therefore, work discipline is a tool used by management to communicate with employees or to encourage them to change their behavior to comply with established rules. Discipline must be enforced within an organization. This means that without the support of good employee work discipline, it is difficult for the organization to achieve its goals. Therefore, discipline is key to an organization's success in achieving its goals (Sinambela, 2021). According to Hasibuan (2021), discipline is key to a company's success in achieving its goals. Discipline is a crucial function in an organization because the better the employee discipline, the higher the work performance they can achieve. Conversely, without discipline, it is difficult for an organization to achieve optimal results. Discipline must be implemented within an organization because it impacts employee performance. Syarifudin and Widodo (2023) explain that discipline is an individual's willingness and willingness to achieve, comply with, and obey the applicable regulatory norms around them.

The Influence of Work Motivation on Job Satisfaction

Human resources are a crucial factor in any organization, as the quality of the organization itself is highly dependent on the quality of its human resources, both as employees and service providers. Essentially, to secure the right human resources, a strategy for managing them is essential. Good human resource management will drive a company forward, particularly in the face of ever-

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

changing and evolving situations and conditions. Companies also have goals that managers must achieve by encouraging, influencing, channeling, and maintaining employee behavior, ensuring they are willing to work in accordance with the organization's expectations.

Research by Sartika et al. (2024) and Fenianti and Nawawi (2024) shows that there is a positive relationship. There is a significant relationship between motivation and job satisfaction. Based on theoretical studies and research results, motivation has a positive effect on job satisfaction.

H1: Work Motivation Has a Positive Influence on Job Satisfaction.

The Influence of Work Discipline on Job Satisfaction

Work discipline is an attitude of respect, appreciation, obedience, and adherence to applicable regulations, both written and unwritten, and of refusing to accept sanctions if one violates the duties and authority given to him. Discipline is training, especially training of the mind and attitude to produce self-control and the habit of obeying applicable regulations. Thus, it can be said that discipline issues are always related to obedience to rules. Obedience out of fear is not good discipline. Good discipline arises from within a person because of his awareness of that discipline.

Research by Ridwan et al. (2024) and Azzahra et al. (2024) found that work discipline has a positive effect on employee job satisfaction. Based on theoretical studies and previous research findings, the following conclusions can be drawn:

H2 : Work Discipline Has a Positive Influence on Job Satisfaction.

The Influence of Work Motivation on Employee Performance

Motivating human resources to build a qualified and professional Human Resources Working Body is believed to be able to determine the vision, mission and objectives of the organization. Performance is the quantity and/or quality of the work results of individuals or groups within the organization in carrying out their main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been established or applicable within the organization. Individuals who have good performance will demonstrate quantity and quality in carrying out their duties in accordance with the responsibilities given to them. The success of an organization is greatly influenced by the performance of its employees. Every organization or company will always strive to improve the performance of its employees, with the hope that what is the company's goal will be achieved. One way taken by companies to improve the performance of their employees, for example, is through education, training, providing appropriate compensation, providing motivation, and creating a conducive work environment.

Research conducted by Norkhalisah et al. (2024) and Goni et al. (2021) shows that motivation influences employee performance. Based on theoretical studies and previous research findings, the following hypothesis can be formulated:

H3: Work Motivation Has a Positive Influence on Employee Performance

The Influence of Work Discipline on Employee Performance

Work discipline is the habit of working within voluntary social rules and norms aimed at achieving desired outcomes. Discipline within a company must be enforced because it achieves its goals. Work discipline is used as a communication tool with employees, encouraging them to comply with established rules. Discipline in employee performance will facilitate the achievement of organizational goals.

Research by Daryanti and Widyastuti (2023) and Ariesni and Asnur (2021) suggests that implementing discipline in work will impact employee performance. Based on theoretical studies and previous research findings, the following hypothesis can be formulated:

H4: Work Discipline Has a Positive Influence on Employee Performance.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction is crucial for employee performance, as it can motivate employees to improve their performance within a company. Employee performance is the process of improving individual or work abilities to achieve desired career goals within a company's development. The goal of all job satisfaction programs is to align employee performance needs and goals with the current and future career opportunities available within the company.

Research by Widayanti and Widiastini (2021) and Halimah et al. (2024) suggests that job satisfaction significantly impacts employee performance. Clear job satisfaction can ensure employees' future employment with the company and increase their commitment to achieving their desired careers.

Based on theoretical studies and previous research results, it can be formulated as follows:

H5: Job Satisfaction Has a Positive Influence on Employee Performance

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

The Influence of Work Motivation on Employee Performance Through Job Satisfaction

Work motivation is crucial for management to consider if they want every employee to make a positive contribution to achieving company goals. Motivation empowers employees to be highly motivated in carrying out their assigned tasks. Job satisfaction reflects a person's feelings about their work. This can arise from a positive reciprocal relationship between leaders and subordinates. Job satisfaction represents both negative and positive feelings from an employee's perception of the work they face. It is a feeling of achievement and success in their work. High job satisfaction implies that employees feel happy and comfortable with the organizational environment and are rewarded for their hard work.

Motivation influences continuous performance improvement, primarily through job satisfaction. Employees with high motivation and job satisfaction tend to perform well within the organization. Research by Saputra et al. (2023), Affandi and Atmaja (2023), and Mathori et al. (2022) suggests that job satisfaction can mediate the relationship between work motivation and employee performance.

Based on theoretical studies and previous research results, it can be formulated as follows:

H6: Work motivation influences employee performance through job satisfaction.

The Influence of Work Discipline on Employee Performance Through Job Satisfaction

Work discipline and performance have a very close relationship because with high employee discipline, all work within the company can run smoothly without any major obstacles and raise awareness among employees to comply with all company regulations and applicable norms. And if employees have implemented work discipline within a company or job, the resulting performance of employees increases. High job satisfaction tends to contribute to improved employee performance, because they are more motivated, dedicated, and tend to work more effectively. Research by Suhartiningtyas et al. (2022), Syahaical and Achmad (2025), and Adisty and Wajdi (2024) suggests that job satisfaction can mediate the relationship between work discipline and employee performance. High work discipline increases job satisfaction, which in turn contributes to improved employee performance. Employees who are satisfied with their jobs are more motivated to contribute and innovate, which supports better performance.

Based on theoretical studies and previous research results, it can be formulated as follows:

H7: Work discipline influences employee performance through job satisfaction.

RESEARCH METHODS

The research was conducted at the Abiansema District Office, Badung Regency, located at Jl. Ciung Wanara, Blahkiuh, Abiansema, Badung Regency, Bali. The population in this study were all employees who participated in the UPT SPP at the Abiansema District Office, Badung Regency, which amounted to 50 people/employees, including the Advisory Board of 30 people, the Verification Team of 10 people, the Supervisory Board of 5 people, the Management Team of 5 people, (respondents or samples), thus the use of the entire population without having to draw research samples as observation units is called the Census Technique or Saturated Sampling. The analysis technique used is a structural equation model (Structural Equation Modeling/SEM) based on Partial Least Square (PLS).

RESULTS AND DISCUSSION

Inferential Analysis Results

Hypothesis Testing

Hypothesis testing was conducted using a t-test on each partial direct influence path and the indirect influence through the mediating variable. In this context, hypothesis testing can be divided into direct and indirect influence testing, or testing the mediating variable. The following sections describe the results of the direct influence test and the mediating variable test, respectively.

1. Direct Effect Hypothesis Test

Table 8: Results of Direct Effect Hypothesis Testing

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
1	Work Motivation -> Work Motivation	0.976	0.962	0.336	H1 not accepted
2	Work Discipline -> Work Discipline	0.962	0.712	0.476	H2 not accepted

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

3	Work Motivation -> Performance	0.451	0.368	0.713	H3 not accepted
4	Work Discipline -> Performance	0.712	2,131	0.033	H4 accepted
5	Employment -> Performance	0.587	2,958	0.003	H5 is accepted

Source: Appendix

Table 8 shows the results of the hypothesis testing as follows:

1. The first hypothesis that tests whether work motivation has a positive effect on job satisfaction obtained a beta coefficient value of job security of 0.976, a t-statistic value of $0.962 < 1.96$, and a significance value of $0.336 > 0.05$. From these results, it can be concluded that the first hypothesis that states that work motivation has a positive effect on job satisfaction is rejected.
2. The second hypothesis that tests whether work discipline has a positive effect on job satisfaction obtained a beta coefficient value for job security of 0.962, a t-statistic value of $0.712 < 1.96$, and a significance value of $0.476 > 0.05$. From these results, it can be concluded that the second hypothesis that states that work discipline has a positive effect on job satisfaction is rejected.
3. The third hypothesis that tests whether work motivation has a positive effect on employee performance obtained a beta coefficient value of job security of 0.451, a t-statistic value of $0.368 < 1.96$, and a significance value of $0.713 > 0.05$. From these results, it can be concluded that the third hypothesis that states that work motivation has a positive effect on employee performance is rejected.
4. The fourth hypothesis that tests whether work discipline has a positive effect on employee performance obtained a beta coefficient value for job security of 0.712, a t-statistic value of $2.131 > 1.96$, and a significance value of $0.033 < 0.05$. From these results, it can be concluded that the third hypothesis stating that work discipline has a positive effect on employee performance is accepted.
5. The fifth hypothesis, which tests whether job satisfaction has a positive effect on employee performance, obtained a beta coefficient value for job security of 0.587, a t-statistic value of $2.958 > 1.96$, and a significance value of $0.003 < 0.05$. From these results, it can be concluded that the fifth hypothesis, which states that job satisfaction has a positive effect on employee performance, is accepted.

Table 9: Recapitulation of Mediating Variable Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Motivation -> Work Perspective Performance	0.147	0.138	0.157	5,933	0.001
Work Discipline -> Work Performance Performance	0.105	0.111	0.117	4,899	0.009

Source: Appendix

The information that can be obtained from Table 9 above can be presented in the following description:

1. The influence of job satisfaction as a mediator of the relationship between work motivation and employee performance. The sixth hypothesis, which tests the influence of work motivation on employee performance mediated by job satisfaction, obtained a t-statistic value of $5.933 > 1.96$ and a significance value of $0.001 < 0.05$. These results can be concluded that job satisfaction mediates the relationship between work motivation and employee performance, so the sixth hypothesis is accepted.
2. The influence of job satisfaction as a mediator of the relationship between work discipline and employee performance. The seventh hypothesis, which tests the influence of work motivation on employee performance mediated by job satisfaction,

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

obtained a t-statistic value of $4.899 > 1.96$ and a significance value of $0.009 < 0.05$. These results can be concluded that job satisfaction mediates the relationship between work discipline and employee performance, so the sixth hypothesis is accepted.

DISCUSSION

The Influence of Work Motivation on Employee Job Satisfaction

The results of the hypothesis testing show that motivation has no effect on employee performance. The results of data processing showed a P value of 0.336, which is greater than 0.05. Therefore, H_0 is accepted and H_a is rejected. These results indicate that changes in work motivation cannot affect employee job satisfaction at the UPT SPP, Abiansema District Office, Badung Regency. This means that high employee work motivation does not affect job satisfaction. High employee work motivation does not guarantee job satisfaction. This condition is influenced by other factors such as routine work patterns that cause boredom and saturation. Work motivation is the overall process that causes a person to behave in a certain way in order to fulfill very individual needs for survival, security, honor, achievement, power, growth, and self-esteem. This explanation does not show the influence between work motivation and job satisfaction, but rather explains the motivating drive to work in order to survive, security, honor, achievement, power, growth, and self-esteem (Rahayu et al., 2020). This finding is in line with the results of research conducted by Utari et al. (2023) which stated that motivation has no effect on employee job satisfaction.

The Influence of Work Discipline on Employee Job Satisfaction

The results of the hypothesis testing show that work discipline has no effect on employee performance. The results of data processing show that the P value is 0.476, which means it is greater than 0.05. Therefore, H_0 is accepted and H_a is rejected. These results indicate that changes in work discipline cannot affect employee job satisfaction at the UPT SPP, Abiansema District Office, Badung Regency. Based on the results of the study above, there is no significant influence between work discipline and job satisfaction. The direction of the positive and insignificant relationship indicates that if the work discipline variable (X_2) improves, the employee's work enthusiasm variable (Y) also increases. This is in accordance with Nitisemito's theory (2012), indiscipline is not only an indication of decreased work enthusiasm and passion but can also affect the effectiveness and efficiency of achieving organizational goals. Therefore, if an employee already has a strong foundation of discipline, the employee indirectly has high work enthusiasm and displays positive attitudes such as loyalty, good cooperation, and obedience to obligations and duties. This finding is in line with the results of research conducted by Ridwan et al. (2023) which states that discipline does not affect on employee job satisfaction.

The Influence of Work Motivation on Employee Performance

The results of the hypothesis testing show that work motivation has no effect on employee performance. The results of data processing show that the P value is 0.713, which means it is greater than 0.05. Therefore, H_0 is accepted and H_a is rejected. These results indicate that changes in work motivation cannot affect employee performance at the UPT SPP, Abiansema District Office, Badung Regency. This study shows that motivation has no significant effect on employee performance. This study is not in line with the theory according to Hasibuan (2017) which states that motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work effectively and integrated with all their efforts. The cause of the insignificance can be caused by the lack of appreciation in the form of praise or bonuses from superiors to their subordinates, which can result in low employee motivation in work. This indicates that the need for recognition, doing the best needs and the need for independence do not affect employee performance. This finding is in line with the results of research conducted by Mappamiring (2020) which states that motivation has no effect on employee performance.

The Influence of Work Discipline on Employee Performance

The results of the hypothesis testing show that work discipline has an effect on employee performance. The results of data processing show that the P value is 0.033, which means it is smaller than 0.05. Therefore, H_0 is rejected and H_a is accepted. These results indicate that changes in work discipline can affect employee performance at the UPT SPP, Abiansema District Office, Badung Regency. This means that based on the research that has been conducted, the results of work discipline are included in the very good category. Discipline is one of the most important functions of HR management which is the key to realizing a goal because without good discipline, it will be difficult to achieve a goal optimally (Hasibuan, 2012). Work discipline is very important for a company, because work discipline is a tool used to train employee personalities to produce quality performance. The application of work discipline is not only beneficial for achieving goals in an organization but also useful for encouraging and motivating employees so as to foster employee work enthusiasm and passion (Tyas & Sunuharyo, 2018). Therefore, workers or employees who work in a disciplined manner and comply with the regulations and vision and mission of the organization will have

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

good performance. This finding is in line with the results of research conducted by Adisty and Wajdi (2024) which stated that work discipline has an influence on employee performance.

The Influence of Job Satisfaction on Employee Performance

The results of the hypothesis testing show that job satisfaction has an effect on employee performance. The results of data processing show that the P value is 0.003, which means it is smaller than 0.05, so H_0 is rejected and H_a is accepted. These results indicate that changes in job satisfaction can affect employee performance at the UPT SPP of the Abiansema District Office, Badung Regency. The results of research conducted on employees at the UPT SPP of the Abiansema District Office, Badung Regency show that employees receive work in accordance with their abilities and qualifications, employees receive challenging work, employees receive compensation that is in accordance with the level of difficulty of the work, the compensation obtained by employees is sufficient to meet employee needs, the UPT SPP of the Abiansema District Office, Badung Regency often promotes its employees, the UPT SPP of the Abiansema District Office, Badung Regency implements promotion policies honestly and fairly (according to the real abilities of employees), superiors are willing to provide assistance to difficulties experienced by employees in completing a job, superiors are willing to accept suggestions from employees, superiors are willing to motivate their employees, superiors communicate well with their employees, employees have good and pleasant coworkers, and employees compete with each other in a healthy manner. The satisfaction felt by these employees makes them feel comfortable working at the UPT SPP, Abiansema District Office, Badung Regency, so that employees are willing to deliver good performance. This finding aligns with the results of research conducted by Mathori et al. (2022), which states that job satisfaction influences on employee performance.

The Influence of Work Motivation on Employee Performance Through Job Satisfaction

The results of the hypothesis testing indicate that work motivation influences performance through job satisfaction. The results of data processing show that the P value of the indirect effect of work motivation on performance through job satisfaction is 0.001, so H_0 is rejected and H_a is accepted. These results indicate that increasing work motivation to be more enthusiastic in maximizing employee performance to gain employee satisfaction in working at the UPT SPP Abiansema District Office, Badung Regency. Achieving high performance requires motivation. According to Darmawan (2013), motivation is a mental state that drives a person, which will later direct and channel behavior, and actions that are ultimately linked to the achievement of goals, both the personal goals of each member. In addition to motivation, job satisfaction can also affect employee performance. Affandi (2016), said that job satisfaction can lead to increased performance, so that satisfied workers will be more productive in their work. Motivation can influence continuous performance improvement through job satisfaction first. Previous research conducted by Suwardi and Utomo (2011) stated that employees who have high motivation and job satisfaction will tend to have high performance towards the organization. This finding is in line with the results of research conducted by Mathori et al. (2022) which stated that work motivation influences performance through job satisfaction.

The Influence of Work Discipline on Employee Performance Through Job Satisfaction

The results of the hypothesis testing indicate that work discipline influences performance through job satisfaction. The results of data processing show that the P value of the indirect effect of work discipline on performance through job satisfaction is 0.009, so H_0 is rejected and H_a is accepted. These results indicate that increasing work discipline increases enthusiasm in maximizing employee performance to achieve employee satisfaction in working at the UPT SPP, Abiansema District Office, Badung Regency. Employees with a good level of discipline will have good performance, while employees with a low level of discipline will have low performance levels (Ernawati, 2016). According to Hasibuan (in Syafrina, 2017), discipline for human resource management is the most important operative function because the better the employee's discipline, the higher the employee's achievements. Without good discipline, the company will not achieve optimal results. This is emphasized by Untari (2018) who concluded that the influence between work discipline and employee performance is very close, if an employee's discipline is good, it will result in better performance. This finding is in line with the results of research conducted by Adisty and Wajdi (2024) which stated that work discipline influences performance through job satisfaction.

CONCLUSION

Based on the results of the analysis and discussion that have been carried out in this research, the following conclusions can be drawn:

1. The results of the hypothesis testing show that motivation has no effect on the performance of employees of the UPT SPP, Abiansema District Office, Badung Regency.

The Effect of Work Motivation and Work Discipline on Job Satisfaction and Employee Performance A Study on UPT SPP, Abiansema District Office Badung Regency

2. The results of the hypothesis testing show that work discipline has no effect on the performance of employees of the UPT SPP, Abiansema District Office, Badung Regency.
3. The results of the hypothesis testing show that work motivation has no effect on the performance of employees of the UPT SPP, Abiansema District Office, Badung Regency.
4. The results of the hypothesis testing show that work discipline has an effect on the performance of employees of the UPT SPP, Abiansema District Office, Badung Regency.
5. The results of the hypothesis testing show that job satisfaction has an effect on the performance of employees of the UPT SPP, Abiansema District Office, Badung Regency.
6. The results of the hypothesis testing show that work motivation influences performance through the job satisfaction of employees of the UPT SPP, Abiansema District Office, Badung Regency.
7. The results of the hypothesis testing show that work discipline influences performance through the job satisfaction of employees of the UPT SPP, Abiansema District Office, Badung Regency.

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