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THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING VARIABLE IN THE WELFARE DIVISION OF THE REGIONAL SECRETARIAT OF MANOKWARI DISTRICT

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Abstract:

Human Resources (HR) is a key asset in driving organizational success across sectors. Improving HR quality is essential for enhancing employee performance, which reflects an individual's ability to meet work targets effectively and sustainably through competence, responsibility, adaptability, and contributions to organizational goals. This study aims to examine the influence of work motivation and work discipline on employee performance, with job satisfaction as a mediating variable in the People's Welfare (Kesra) Section of the Manokwari Regency Regional Secretariat. The research involved 32 honorary employees, using a saturated sampling method. Data were collected through questionnaires and analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS). The results indicate that work motivation has a positive and significant impact on both job satisfaction and employee performance. Work discipline has a positive effect on performance, although it is not statistically significant, while it has a significant impact on job satisfaction. Job satisfaction has a significant impact on employee performance and partially mediates the relationship between work motivation and performance but not between work discipline and performance. To enhance performance in the Kesra Section, efforts should focus on boosting motivation and discipline through recognition programs, training, and consistent enforcement of rules and regulations. Additionally, fostering a supportive work environment is crucial, given the mediating role of job satisfaction in improving performance outcomes. These strategies can lead to sustainable improvements in employee performance.

Keywords: Work Motivation, Work Discipline, Job Satisfaction and Employee Performance.

INTRODUCTION

Human Resources (HR) are the only resources that possess desires, feelings, knowledge, skills, power, motivation, and drive to work. To achieve goals, organizational efforts are influenced by these potentials. Each company must consider how to enhance its human resources to achieve a high level of quality, thereby encouraging the company to progress. Efforts to improve the quality of HR will have a direct impact on improving performance, both individually and the organization as a whole. Employee performance is a feeling that employees experience regarding the efforts or achievements they have accomplished.

The People's Welfare Section (Kesra) at the Manokwari Regency Regional Secretariat plays a strategic role in enhancing the quality of life for the community through social welfare programs. The People's Welfare Section of Manokwari Regency, under the Manokwari Regency Regional Secretariat, plays a crucial role in delivering administrative functions and public services. In addition, the Kesra Section plays an active role in coordinating with religious institutions, social



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organizations, and local communities to strengthen synergy in creating a harmonious and prosperous community environment. The phenomenon of work motivation and work discipline faced by employees at the Kesra Section of the Manokwari Regency Regional Secretariat has a significant negative impact on employee performance.

This phenomenon reveals that the People's Welfare Section of Manokwari Regency faces several issues related to employee motivation and work discipline. In terms of work motivation, employees feel underappreciated due to the lack of awards for work achievements, both verbally and nonverbally. Meanwhile, in terms of work discipline, the level of attendance and punctuality is still low, with many employees often being late or absent without clear reasons, resulting in decreased productivity. Additionally, compliance with internal regulations, such as the use of uniforms and adherence to rest hours, remains weak, accompanied by a lack of initiative in completing tasks that are the responsibility of each employee.

Work motivation is an attitude or mentality that is created both within oneself and by external factors, making someone enthusiastic and persistent in their job to achieve organizational or company goals. A leader must be able to encourage and provide motivating enthusiasm to employees, ensuring they remain enthusiastic about their work and experience optimal performance and productivity (Adinda et al., 2023). Several previous research results support the relationship between work motivation and employee performance, including Safitri et al. (2024), who found that motivation has a positive and significant effect on employee performance. The results of this study are supported by Nurhidayanti and Chandra Jaya (2024), who stated that work motivation has a significant and positive effect on employee performance. Heriawan and Sari (2024) stated that the work motivation variable has a significant and positive effect on employee performance variables. Koto et al. (2024) stated that work motivation has a positive and significant effect on employee performance. Dewi et al. (2023) stated that work motivation has a positive and significant effect on employee performance.

Work discipline is a condition that encourages employees to act and carry out all activities in accordance with established standards and regulations (Umrah et al., 2022). Several previous research results support the work discipline variable in relation to performance, as noted by Amalia et al. (2024), who state that work discipline has a positive and significant effect on employee performance. The results of this study are supported by Anggraini et al. (2024), stating that the work discipline variable has a positive effect on employee performance variables. Meilani and Muttaqin (2024) stated that work discipline has a positive and significant effect on employee performance. Sugihara et al. (2023) stated that work discipline has a positive and significant effect on employee performance. Sanjaya et al. (2022) stated that work discipline has a positive and significant effect on employee performance.

According to Taheri et al. (2020), job satisfaction is an expression of an employee who feels satisfied with his/her work, which can also be said that what is obtained at work fulfills what the employee considers necessary and can also provide benefits to the organization. Some previous research results support the variable of job satisfaction on performance, as noted by Murdih et al. (2024), who stated that job satisfaction has a positive and significant effect on employee performance. This result is supported by Marlius and Melaguci (2024), who stated that job satisfaction has a positive effect on employee performance. Teddy et al. (2024) stated that job satisfaction has a positive and significant effect on employee performance. Putra et al. (2024) stated that job satisfaction has a positive and significant effect on employee performance. Sudiyani Sawitri (2024) stated that job satisfaction has a positive and significant effect on employee performance.

Based on the problems and results of previous studies that the author has described regarding work motivation and work discipline and the impact of these problems on employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat, the author is interested in researching and analyzing a study entitled "The Influence of Work Motivation and Work Discipline on Employee Performance with Job Satisfaction as a Mediating Variable in the people's Welfare Section of the Manokwari Regency Regional Secretariat."

Maslow's Theory of Motivation (Hierarchy of Needs). Maslow's Theory of Motivation, better known as Maslow's Hierarchy of Needs, was first introduced by Abraham Maslow in his paper A Theory of Human Motivation in 1943 and was further developed in his book Motivation and Personality (1954). This theory proposes that humans have five levels of needs arranged hierarchically. These needs include physiological needs (food, drink, sleep, and other basic needs), safety needs (protection, economic stability, and health), social needs (relationships with others, belonging, and affection), esteem needs (self-esteem and recognition from others), and self-actualization needs (realizing potential and creativity). Maslow's Hierarchy of Needs Theory is relevant in analyzing the influence of work motivation and work discipline on employee performance, with job satisfaction as a mediating variable. This theory posits that work motivation stems from the fulfillment of hierarchical needs, ranging from basic needs to self-actualization, which in turn influence employee discipline and performance. Job satisfaction becomes a mediating variable because it reflects the fulfillment of these needs, such as appreciation and social relationships, which strengthen motivation and discipline. Previous research has shown that the fulfillment of psychological needs is positively related to both life and work satisfaction, making it a relevant measure of employee performance.

Employee Performance. Employee performance is the result of efforts made by individuals in carrying out the tasks and responsibilities given by the organization. This performance reflects how well employees are able to meet the goals desired by the company or agency where they work (Silaen, 2021). Meanwhile, according to Yolinza & Marlius (2023), performance is the result of a person's work, which involves carrying out their main duties, obligations, and functions as an employee, yielding work results in terms of quality and quantity according to the responsibilities assigned to them. Performance refers to the real behavior displayed by each person as a work achievement produced by employees according to their role within the organization. Employee performance is crucial in the organization's efforts to achieve its goals (Rivai, 2011). Employee Performance Indicators, according to Priansa (2018: 271), encompass the quantity of work, quality of work, dependability, initiative, adaptability, and cooperation.

Work Motivation. Motivation originates from the Latin word "movere," meaning "drive or driving force." Motivation is a stimulant of desire (want), the driving force of a person's willingness to work; each motive has a specific goal to be achieved. According to Hasibuan (2016), work motivation is the driving force that creates a person's passion for work, enabling them to work effectively and integrate their efforts to achieve satisfaction. At the same time, motivation refers to work intention, whereby employees dedicate all their competence and skills to achieving company goals (Hasibuan, 2021: 141). Additionally, motivation encompasses various behaviors that can impact each person's ability to achieve specific goals (Sinambela, 2017: 219).

According to Hasibuan (2017), motivation indicators can be explained through five levels of needs that reflect the hierarchy of human needs, namely physical needs, needs for security and safety, social needs, needs for self-esteem, and needs for self-actualization.

The study results, which support the relationship between work motivation and employee performance, were conducted by Safitri et al. (2024), who stated that motivation has a positive and

significant effect on employee performance. The results of this study are supported by Nurhidayanti and Chandra Jaya (2024), who stated that work motivation has a significant and positive effect on employee performance. Heriawan and Sari (2024) stated that the work motivation variable has a significant and positive effect on employee performance variables. Koto et al. (2024) stated that work motivation has a positive and significant effect on employee performance. Dewi et al. (2023) stated that work motivation has a positive and significant effect on employee performance.

The study results, which support the relationship between work motivation and job satisfaction, were conducted by Fajri et al. (2024), who stated that motivation has a positive and significant influence on job satisfaction. The results of this study are supported by Nugroho et al. (2024), who stated that work motivation has a positive and significant influence on job satisfaction. Wulandari and Mathori (2023) stated that there is a positive and significant influence of work motivation on job satisfaction. Linda et al. (2023) stated that work motivation has a positive and significant influence on job satisfaction. Nursaid et al. (2020) stated that there is a positive and significant influence of work motivation on job satisfaction.

Based on theory and several previous researchers, the following hypothesis is formulated:

H1: Work Motivation has a positive and significant effect on Employee Performance.

H2: Work Motivation has a positive and significant effect on Job Satisfaction.

Work Discipline. Work discipline is one of the components that determines the good or bad of a person's work. Employees who are disciplined in their work carry out all their activities voluntarily, without coercion, in accordance with the regulations and forms of employee responsibility, which guarantees success in achieving company goals (Safrila & Oktiani, 2024). Meanwhile, according to Hasibuan (2016:193), discipline is the most important HR operative function because the better the employee's discipline, the higher the work performance that can be achieved. According to Hasibuan in Chyntia (2023:228), indicators of work discipline include attendance at work, compliance with work regulations, adherence to work standards, a high level of alertness, and ethical work practices.

The study results, which support the relationship between work discipline and employee performance, were conducted by Amalia et al. (2024), who stated that work discipline has a positive and significant effect on employee performance. The results of this study are supported by Anggraini et al. (2024), who stated that the work discipline variable has a positive effect on employee performance variables. Meilani and Muttaqin (2024) stated that work discipline has a positive and significant effect on employee performance. Sugihara et al. (2023) stated that work discipline has a positive and significant effect on employee performance. Sanjaya et al. (2022) stated that work discipline has a positive and significant effect on employee performance.

The results of research supporting the relationship between work discipline and job satisfaction were conducted by Safrila and Oktiani (2024), who stated that work discipline has a positive and significant effect on job satisfaction. It is supported by Akbar et al. (2024), stating that work discipline has a significant effect on employee satisfaction. Susanti et al. (2024) stated that work discipline has a positive and significant effect on job satisfaction. Sudarno et al. (2023) stated that work discipline has a positive and significant effect on job satisfaction. Hayuningsih et al. (2021) stated that work discipline has a positive and significant effect on employee satisfaction.

Based on theory and several previous researchers, the following hypothesis is formulated:

H3: Work Discipline has a positive and significant effect on Employee Performance.

H4: Work Discipline has a positive and significant effect on Job Satisfaction.

Job Satisfaction. According to Sausan et al. (2021), job satisfaction is one of the stages that companies need to pay attention to. Job satisfaction is a crucial factor to consider in relation to

employee productivity and performance, and dissatisfaction is often linked to high levels of job demands and complaints. Job satisfaction refers to the positive evaluation and feelings of pleasure or satisfaction that an individual has about their job. It encompasses the extent to which a person feels fulfilled, happy, and satisfied with various aspects of their job, including tasks, work environment, coworkers, and management policies and practices (Murdih et al., 2024). According to Luthans (2006:243), the indicators for measuring job satisfaction include the work itself, coworkers, supervision, job promotions, and the work environment.

The study results, which support the relationship between job satisfaction and employee performance, were conducted by Murdih et al. (2024), who stated that job satisfaction has a positive and significant effect on employee performance. These results are supported by Marlius and Melaguci (2024), who stated that job satisfaction has a positive effect on employee performance. Teddy et al. (2024) stated that job satisfaction has a positive and significant effect on employee performance. Putra et al. (2024) stated that job satisfaction has a positive and significant effect on employee performance. Sudiyani and Sawitri (2024) stated that job satisfaction has a positive and significant effect on employee performance.

Research results supporting the relationship between work motivation and employee performance, mediated by job satisfaction, were conducted by Falah and Swasti (2024). They found that motivation has a significant positive effect on performance, as measured by job satisfaction. Nursalim et al. (2024) stated that motivation has a significant positive effect on performance through job satisfaction. Hasanah et al. (2024) stated that work motivation has a significant positive effect on employee performance through job satisfaction. Anjeli et al. (2024) stated that motivation has a significant positive effect on performance through job satisfaction. Shilvyana et al. (2023) stated that work motivation has a significant positive effect on performance through job satisfaction.

The results of research that support the relationship between work discipline and employee performance, mediated by job satisfaction, were conducted by Pulungan et al. (2024), who stated that work discipline has a significant positive effect on employee performance through job satisfaction. Karabi & J. Foeh (2024) stated that job satisfaction can mediate the relationship between work discipline and employee performance. Agagis (2024) stated that work discipline has a positive and significant effect on performance, with job satisfaction as an intervening variable. Situmorang and Deswarta (2024) stated that work discipline affects performance through job satisfaction. Devan et al. (2023) stated that work discipline has a positive and significant effect on performance through job satisfaction.

Based on theory and several previous researchers, the following hypothesis is formulated:

H5: Job satisfaction has a positive and significant effect on employee performance.

H6: Work Motivation has a positive and significant effect on Employee Performance through Job Satisfaction.

H7: Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction.

The research's conceptual framework is described as follows.

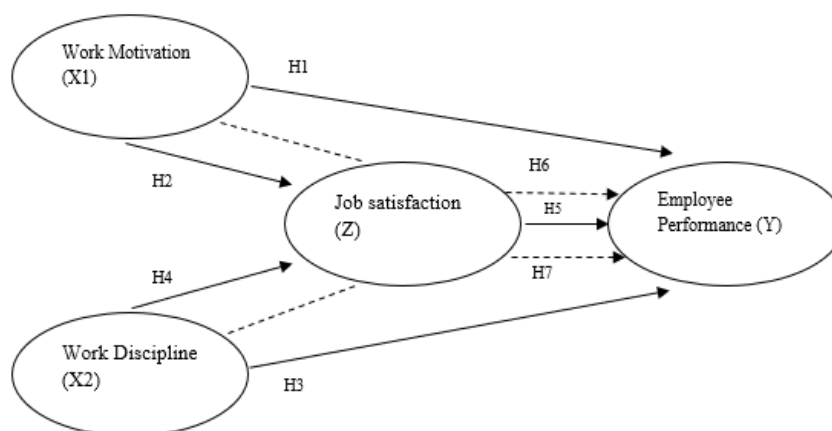


Figure 1. Research Framework

METHODS

This study investigates the influence of work motivation and work discipline on employee performance, with job satisfaction acting as a mediating variable, in the People's Welfare Section of the Manokwari Regency Regional Secretariat. The scope of this study is the People's Welfare Section of the Manokwari Regency Regional Secretariat located at Jl. Esau Sesa, Sowi Gunung, Manokwari Regency, West Papua Province. This study uses a quantitative method. The population in this study consisted of 32 honorary employees of the People's Welfare Section of the Manokwari Regency Regional Secretariat. The sample in this study consisted of 32 honorary employees who worked in the People's Welfare Section of the Manokwari Regency Regional Secretariat. The data collection methods used include survey methods using questionnaire instruments. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interviews to obtain information directly from respondents and Observations to find out the real situation in the field. The data analysis technique employed is inferential analysis, utilizing SmartPLS 3.

RESULT AND DISCUSSION

Validity and Reliability Test. Table 1 shows that all research instruments of the research variables have met the validity test requirements where the total Pearson Correlation score value of each instrument is above 0.365 and has a significance value of less than 5% (0.05), so the instrument is suitable for use as a measuring tool for the variables studied.

Table 1. Validity Test Results

Variables	Question Items	Correlation	Significance	Information
Work motivation (X1)	X1.1	0.847	0,000	Valid
	X1.2	0.938	0,000	Valid
	X1.3	0.867	0,000	Valid
	X1.4	0.945	0,000	Valid
	X1.5	0.861	0,000	Valid
Work Discipline (X2)	X2.1	0.906	0,000	Valid
	X2.2	0.857	0,000	Valid
	X2.3	0.898	0,000	Valid
	X2.4	0.781	0,000	Valid

	X2.5	0.893	0,000	Valid
	Z1	0.899	0,000	Valid
Job	Z2	0.915	0,000	Valid
satisfactio	Z3	0.928	0,000	Valid
n (Z)	Z4	0.850	0,000	Valid
	Z5	0.879	0,000	Valid
	Y1	0.950	0,000	Valid
Employee	Y2	0.808	0,000	Valid
Performa	Y3	0.808	0,000	Valid
nce (Y)	Y4	0.940	0,000	Valid
	Y5	0.862	0,000	Valid
	Y6	0.887	0,000	Valid

Table 2 shows that the Cronbach's Alpha value for each variable is above 0.60, indicating that all instruments have met the reliability requirements.

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	Information
1	Work Motivation (X1)	0.933	Reliable
2	Work Discipline (X2)	0.915	Reliable
3	Job satisfaction (Z)	0.936	Reliable
4	Employee Performance (Y)	0.937	Reliable

Hypothesis Testing. Table 3 shows the results of direct effect, indirect effect, r-Square and Q-Square.

Table 3. Hypothesis Test Results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work Motivation -> Employee Performance	0.278	2,628	0.009	Significant
Work Motivation -> Job Satisfaction	0.338	2,706	0.007	Significant
Work Discipline -> Employee Performance	0.291	1,769	0.078	No Significant
Work Discipline -> Job Satisfaction	0.583	4,554	0.000	Significant
Job Satisfaction -> Employee Performance	0.434	2.825	0.005	Significant
Work Motivation -> Job Satisfaction -> Employee Performance	0.147	1,886	0.060	Not Significant
Work Discipline -> Job Satisfaction -> Employee Performance	0.253	2,371	0.018	Significant
R2 Job Satisfaction = 0.682				
R2 Employee Performance = 0.783				
Q2 =0.362				

Source: Data processed by SmartPLS 3

The results of the path and significance tests are shown in Table 3. Based on the analysis results, it shows:



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1. H1 is accepted, namely that Work Motivation has a positive effect of 0.278 on Employee Performance, and the relationship is significant at the level of $0.009 < 0.05$, with a t-statistic value of $2.628 > 1.96$
2. H2 is accepted, namely that Work Motivation has a positive effect of 0.338 on Job Satisfaction, and the relationship is significant at the level of $0.007 < 0.05$, with a t-statistic value of $2.706 > 1.96$.
3. H3 is rejected. It is shown that Work Discipline has a positive effect of 0.291 on Employee Performance, but the relationship is not significant because the p-value is $0.078 > 0.05$, and the t-statistic value is $1.769 < 1.96$.
4. H4 is accepted. Namely, Work Discipline has a positive effect of 0.583 on Job Satisfaction, and the relationship is significant at the level of $0.000 < 0.05$, with a t-statistic value of $4.554 > 1.96$.
5. H5 is accepted, namely that Job Satisfaction has a positive effect of 0.434 on Employee Performance, and this relationship is significant at the level of $0.005 < 0.05$, with a t-statistic value of $2.825 > 1.96$.
6. H6 is rejected; namely, work motivation has a positive but not statistically significant effect on employee performance through job satisfaction. The results of the mediation role test, which examines both indirect and direct effects, are presented.
7. H7 is accepted. Namely, work discipline has a positive and significant effect on employee performance, which in turn enhances job satisfaction. The results of the mediation role test, analyzed through both indirect and direct effects, support this finding.

Table 3 shows that the R^2 for Job Satisfaction is 0.682, which means that the model can explain the variation in job satisfaction by 68.2%, and the variables of work motivation and work discipline explain the remaining 31.8%. It shows that the model for job satisfaction is classified as strong. The Employee Performance Variable has an R^2 value of 0.804 and an Adjusted R^2 of 0.783, indicating that this model explains 80.4% of the variation in employee performance. The remaining 19.6% is attributed to the variables of job satisfaction, work motivation, and work discipline. This value shows that the model for employee performance is classified as strong. The value Q^2 for the Employee Performance variable (Y) is 0.377. Since $Q^2 > 0$, it can be concluded that Job Satisfaction (Z) and Employee Performance (Y) have good predictive relevance in this model. In other words, these variables have quite strong predictive ability.

The Influence of Work Motivation on Employee Performance. Based on the analysis results, it is evident that H1 is accepted, indicating that work motivation has a positive and significant impact on employee performance. It is indicated that work motivation has a positive effect of 0.278 on Employee Performance, and the relationship is significant at the $0.009 < 0.05$ level, with a t-statistic value of $2.628 > 1.96$.

This relationship is supported by several indicators of Work Motivation (X1). One of the supporting factors is the provision of physical needs, such as comfortable work facilities and a supportive environment, which enables employees to work more effectively. Additionally, the need for security and safety also plays a role, as employees who feel safe at work are more focused and productive. Social needs, such as good relationships between coworkers, create a harmonious and collaborative work atmosphere, which strengthens employee motivation to contribute more. No less important, self-esteem and self-realization, such as recognition of achievements and opportunities for development, also play a role in encouraging employees to improve their performance. All of these factors contribute to high work motivation, which in turn improves employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat.

This finding aligns with research conducted by Safitri et al. (2024), which states that motivation has a positive and significant effect on employee performance. Nurhidayanti supports the results of this study and those of Chandra Jaya (2024), who states that work motivation has a significant and positive effect on employee performance. Heriawan and Sari (2024) stated that the work motivation variable has a significant and positive effect on employee performance variables. Koto et al. (2024) stated that work motivation has a positive and significant effect on employee performance. Dewi et al. (2023) stated that work motivation has a positive and significant effect on employee performance.

The Influence of Work Motivation on Job Satisfaction. Based on the analysis results, it is evident that H2 is accepted, indicating that work motivation has a positive and significant effect on job satisfaction. It is indicated that work motivation has a positive effect of 0.338 on job satisfaction, and the relationship is significant at the 0.007 level ($p < 0.05$), with a t-statistic value of 2.706, which is greater than 1.96.

This relationship is supported by several indicators of Work Motivation (X1), which highlight several important aspects that affect employee job satisfaction. One such aspect is the role of good relationships with coworkers in creating a pleasant work atmosphere, which in turn strengthens job satisfaction. Additionally, fair and transparent supervision, along with clear job promotion opportunities, also contribute to employee satisfaction. A comfortable and supportive work environment, with adequate facilities and a conducive atmosphere, is also a crucial factor in motivating employees. All of these factors work together to increase motivation, which in turn increases employee job satisfaction in the People's Welfare Section of the Manokwari Regency Regional Secretariat.

This finding aligns with research conducted by Fajri et al. (2024), which states that motivation has a positive and significant influence on job satisfaction. The results of this study are supported by Nugroho et al. (2024), stating that work motivation has a positive and significant influence on job satisfaction. Wulandari and Mathori (2023) stated that there is a positive and significant influence of work motivation on job satisfaction. Linda et al. (2023) stated that work motivation has a positive and significant influence on job satisfaction. Nursaid et al. (2020) stated that there is a positive and significant influence of work motivation on job satisfaction.

The Influence of Work Discipline on Employee Performance. Based on the analysis results, H3 is rejected, indicating that work discipline has a positive but insignificant effect on employee performance. It is indicated by work discipline having a positive effect of 0.291 on Employee Performance, but the relationship is not significant because the p-value is $0.078 > 0.05$, and the t-statistic value is $1.769 < 1.96$.

This can be attributed to several indicators of work discipline (X2), including attendance at work and compliance with workplace rules. Punctual and consistent attendance at work is crucial for maintaining smooth operations and directly impacts performance. However, even though employees are present with discipline, there is no guarantee that such attendance will have a direct and significant impact on improving performance, especially if it is not balanced with high-quality work. In addition, compliance with work procedures and regulations is also important; however, if it is not accompanied by involvement and motivation to work optimally, its impact on employee performance will be limited. In the People's Welfare Section of the Manokwari Regency Regional Secretariat, although work discipline in terms of attendance and compliance is clearly regulated, other factors, such as motivation, managerial support, and the work environment, can significantly affect employee performance beyond just discipline in terms of attendance and work rules.

According to research conducted by Muna and Isnowati (2022), the work discipline variable has a positive but insignificant effect on employee performance. Hidayat et al. (2021) stated that the work discipline variable has a positive and insignificant effect on employee performance.

The Influence of Work Discipline on Job Satisfaction. Based on the analysis results, it is evident that H4 is accepted, indicating that work discipline has a positive and significant effect on job satisfaction. It is indicated by Work Discipline having a positive effect of 0.583 on Job Satisfaction, and the relationship is significant at the level of $0.000 < 0.05$, with a t-statistic value of $4.554 > 1.96$.

It can be explained by several indicators of work discipline (X2), such as punctuality and consistent attendance, which indicate a high level of discipline, creating a more orderly and efficient work atmosphere. Compliance with work regulations and standards ensures that employees work in accordance with established procedures, which increases their self-confidence and satisfaction with their work. In addition, a high level of alertness and good work ethics help create a professional work environment that values integrity, which ultimately increases employee job satisfaction. In the People's Welfare Section of the Manokwari Regency Regional Secretariat, the implementation of strict discipline in these aspects contributes to creating a positive work atmosphere and increasing employee satisfaction with their work.

This finding aligns with research conducted by Safrila and Oktiani (2024), which indicates that work discipline has a positive and significant impact on job satisfaction. It is supported by Akbar et al. (2024), who stated that work discipline has a significant effect on employee satisfaction. Susanti et al. (2024) stated that work discipline has a positive and significant effect on job satisfaction. Sudarno et al. (2023) stated that work discipline has a positive and significant effect on job satisfaction. Hayuningsih et al. (2021) stated that work discipline has a positive and significant effect on employee satisfaction.

The Influence of Job Satisfaction on Employee Performance. Based on the analysis results, it is evident that H5 is accepted, indicating that job satisfaction has a positive and significant effect on employee performance. Job satisfaction is indicated to have a positive effect of 0.434 on employee performance, and the relationship is significant at the $0.005 < 0.05$ level, with a t-statistic value of $2.825 > 1.96$.

Supporting factors that strengthen this relationship include various indicators of job satisfaction, such as challenging work, opportunities for development, and a sense of achievement, which can increase employee satisfaction and encourage them to give their best performance. Good relationships with coworkers also foster a pleasant and collaborative work environment, enhancing morale and performance. Fair and supportive supervision provides employees with the confidence and trust to work more effectively, while job promotion opportunities motivate them to work harder and achieve their career goals. In the People's Welfare Section of the Manokwari Regency Regional Secretariat, all of these factors contribute to creating high job satisfaction, which ultimately has a positive effect on improving employee performance.

This finding aligns with research conducted by Murdih et al. (2024), which states that job satisfaction has a positive and significant effect on employee performance. These results are supported by Marlius and Melaguci (2024), who stated that job satisfaction has a positive effect on employee performance. Teddy et al. (2024) stated that job satisfaction has a positive and significant effect on employee performance. Putra et al. (2024) stated that job satisfaction has a positive and significant effect on employee performance. Sudiyani and Sawitri (2024) stated that job satisfaction has a positive and significant effect on employee performance.

The Influence of Work Motivation on Employee Performance through Job Satisfaction. Based on the analysis results, H6 is accepted, indicating that work motivation has a positive and

significant effect on employee performance through job satisfaction. The results of the mediation role test, analyzed through both indirect and direct effects, support this finding. The relationship between indirect effects reveals that the influence of work motivation on employee performance is mediated by job satisfaction, which has a significant impact. The influence of work motivation on job satisfaction is significant, as is the influence of job satisfaction on employee performance, which is also significant.

In the direct effect, the influence of work motivation on employee performance without involving job satisfaction as a mediating variable also has a significant effect. Based on the results of the mediation role test, it can be concluded that job satisfaction acts as a partial mediator of the relationship between the mediator and the target. It concludes that good work motivation will increase job satisfaction, which in turn will increase employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat.

This is in line with research conducted by Falah and Swasti (2024), which states that motivation has a significant positive effect on performance through job satisfaction. Nursalim et al. (2024) stated that motivation has a significant positive effect on performance through job satisfaction. Hasanah et al. (2024) stated that work motivation has a significant positive effect on employee performance through job satisfaction. Anjeli et al. (2024) stated that motivation has a significant positive effect on performance through job satisfaction. Shilvyana et al. (2023) stated that work motivation has a significant positive effect on performance through job satisfaction.

The Influence of Work Discipline on Employee Performance through Job Satisfaction. Based on the analysis results, it is evident that H7, specifically work discipline, has a positive but insignificant effect on employee performance through job satisfaction. The results of the mediation role test, analyzed through both indirect and direct effects, support this finding. In the indirect effect, the relationship between work discipline and employee performance, mediated by job satisfaction, shows an insignificant correlation. The effect of work discipline on job satisfaction is significant, as is the effect of job satisfaction on employee performance, which is also significant. In the direct effect, the direct influence of work discipline on employee performance, without involving job satisfaction as a mediating variable, shows a significant relationship.

Based on the results of the mediation analysis, it can be concluded that job satisfaction does not act as a mediating variable (unmediated) in the relationship between work discipline and employee performance. Although good work discipline can increase job satisfaction, and high job satisfaction can encourage increased employee performance, statistically, the indirect relationship between work discipline and employee performance, mediated by job satisfaction, has not been proven to be significant. It suggests that job satisfaction does not significantly mitigate the impact of work discipline on employee performance. The influence of work discipline on employee performance occurs directly, without the need for mediation by other variables, or there may be other more dominant mediating variables.

CONCLUSION

Based on the results of research conducted at The People's Welfare Section of the Manokwari Regency Regional Secretariat, it can be concluded that work motivation and work discipline have a significant effect on employee performance, both directly and through job satisfaction as a mediating variable. Low appreciation of employee performance and weak implementation of work discipline are factors that hinder optimal performance improvement. This finding confirms that improving employee performance depends not only on the technical aspects of the job but also greatly on psychological and behavioral factors, such as a sense of appreciation, discipline, and job satisfaction.

Therefore, increasing work motivation and discipline, accompanied by the creation of a work environment that supports job satisfaction, is necessary to encourage better and more sustainable employee performance.

The study's results found that Work Motivation has a positive and significant effect on Employee Performance. It means that the higher the work motivation, the better the performance of employees in the People's Welfare Section of the Manokwari Regency Regional Secretariat. However, the phenomenon observed in the field indicates that employees in the People's Welfare Section of Manokwari Regency feel less motivated. It is due to the minimal provision of awards (rewards) for their work achievements. Work Motivation has a positive and significant effect on Job Satisfaction. It means that the higher the motivation received by employees, the more satisfied the employees of the People's Welfare Section of the Manokwari Regency Regional Secretariat are with their work. However, the reality on the ground shows the opposite. Employees in the People's Welfare Section of Manokwari Regency are reported to have a low level of job satisfaction.

Work Discipline has a positive effect on Employee Performance, but this relationship is not significant. It shows that the higher the employee's work discipline, the better the performance. The insignificance of the positive effect of work discipline on performance in the People's Welfare Section of Manokwari Regency is most likely caused by a combination of several factors, where low motivation and job satisfaction are strong candidates as the main inhibiting factors. Work Discipline has a positive and significant effect on Job Satisfaction. It shows that the higher the employee's work discipline, the more satisfied the employees of the People's Welfare Section are with their work. However, there is an inconsistency between the results of the analysis, which shows a positive and significant effect of work discipline on job satisfaction, with the phenomenon in the field, which shows that the level of job satisfaction of employees in the people's Welfare Section of the Manokwari Regency Regional Secretariat is still less than expected.

Job Satisfaction has a positive and significant effect on Employee Performance. It shows that high job satisfaction can improve employee performance in the People's Welfare Section. However, there is a disparity between the results of the analysis, which show a positive and significant effect of job satisfaction on employee performance, and the actual phenomenon of employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat, which is still not as expected. Job Satisfaction acts as a partial mediator in the relationship between Work Motivation and Employee Performance. However, there is a misalignment between the results of the analysis, which show that job satisfaction acts as a partial mediator between work motivation and employee performance, with the phenomenon of employee performance in the people's Welfare Section of the Manokwari Regency Regional Secretariat, which is still not as expected. Satisfaction Work does not act as a mediator in the relationship between Work Discipline and Employee Performance. It indicates that the influence of Work Discipline on Employee Performance occurs directly without being influenced by Job Satisfaction. This study reveals inconsistencies between the analysis results, which suggest that job satisfaction does not act as a mediator between work discipline and employee performance. Despite efforts made based on observations to utilize job satisfaction as a mediating variable in improving employee performance, these findings remain inconclusive.

In an effort to improve motivation and work discipline, it has been proven to contribute to improving employee performance in the People's Welfare (Kesra) Section of Manokwari Regency, with job satisfaction as a mediating variable. Therefore, leaders need to evaluate existing HR management with a focus on improving work motivation through a fair reward system, career development opportunities, and a supportive work environment. On the other hand, improving work discipline also needs to be accompanied by an evaluation of other factors that influence job

satisfaction, such as workload, fairness of rules, and perceptions of supervision. This effort will be effective if accompanied by a comprehensive internal survey to understand employee needs and perceptions.

The findings on the role of job satisfaction as a mediator suggest that increasing motivation alone is insufficient; job satisfaction must be fostered directly through a positive work environment, a fair work system, and transparent performance management. Although the relationship between work discipline and satisfaction is not statistically significant, observations indicate practical relevance. Therefore, further research, both quantitative and qualitative, is highly recommended to explore other factors that may mediate or moderate the relationship between variables. Continuous evaluation of HR policies and the integration of qualitative and quantitative data will help organizations formulate more comprehensive and sustainable performance improvement strategies.

Some limitations of this study include the small number of respondents involved, which was only 32 people from the Kesra Section of the Manokwari Regency Regional Secretariat. Consequently, the level of sample representativeness to broader conditions remains limited. Second, the method of data collection using questionnaires is highly dependent on the understanding and honesty of respondents, where differences in interpretation of questions and subjectivity in answering can affect the validity of the data. Third, because the study was only conducted in one section of the agency, namely the Kesra Section, the findings cannot be generalized to other sections or agencies that have different characteristics and dynamics. Fourth, this study has not considered the influence of external factors such as changes in local government policies, macroeconomic conditions, or personal problems of employees, which can also contribute to employee motivation, discipline, and overall performance.

Further research should expand this study to include factors beyond the research variables, utilizing an integrative framework. Variables that are rarely explored in previous studies, such as work stress, servant leadership, workload, and job characteristics, can be incorporated to identify additional factors that may impact employee performance.

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