Research Article

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The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

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Abstract: *This research is to look at the influence of motivation, work discipline, and job satisfaction on employee performance. The phenomenon that occurs at the BPJS Employment Pematang Siantar and Padang Sidimpuan Branch Offices is that the motivation given sometimes does not work for employees, it is only used as a formality for employees but is not carried out by employees, many employees are also undisciplined due to time problems and also work so that employee performance will not be optimal if employees do not comply with regulations, this occurs due to the employee's lack of satisfaction with the organization which does not pay attention to and improve the welfare of its employees so that employees prefer to work according to the standard and do not show their commitment to the organization. The results of this research are as follows: Work Discipline has a positive and significant effect on Employee Job Satisfaction with a value of 0.750 and a value of 0.000 <0.05. Work Discipline has a positive and significant effect on Employee Performance with a value of 0.406 and a value of 0.005 <0.005. Employee Job Satisfaction has a positive and significant effect on Employee Performance with a value of 0.361 and a value of 0.011 <0.05. Motivation has a positive and significant effect on Employee Job Satisfaction with a value of 220 and a value of 0.005. Motivation has a positive and significant effect on employee performance with a value of 0.210 and a value of 0.016 <0.05. Work Discipline has a positive and significant indirect effect on Employee Performance through Employee Job Satisfaction with a value of 0.271 and a value of 0.022. Motivation has a positive and significant indirect effect on employee performance through employee job satisfaction with a value of 0.079 and a value of 0.038.*
Keywords: *Motivation, Work Discipline, Job Satisfaction, Employee Performance.*

Introduction

One of the most important components of an organization is its human resources. No matter how great a company is, none of this will be possible without the important role of human resources as the lifeblood of an organization. Whether a business is large or small, its success is primarily based on its human resources, who plan, execute and supervise the organization in question. Quality human resources are what make an organization successful. The ability of an organization to achieve its goals both now and in the future, especially human resource management in a rapidly developing digital economy. The most valuable capital is human capital, and money can bring change in the future.

Motivation is very important for the business world and government agencies because it is part of their activities in the fields of business development, human resource management and employee training. In carrying out a task, an employee needs to be motivated so that he can provide support so that he can work efficiently and provide a positive work environment. Employees know the organization's goals in accepting them, and employees must be able to know the organization's expectations in accepting them as employees in the organization. Employee work motivation influences work performance or productivity. The organization ensures that its employees work with integrity, comply with existing regulations, maintain

Bastian Amat Hasudungan Simanjuntak et al

The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

discipline, and provide quality work results because in this way the entire organization is able to achieve its goals. Discipline is defined as attitudes, behavior and actions that are in accordance with written and unwritten company norms. rules relating to employee lateness, early departure, and absenteeism.

This is an employee discipline attitude and needs to be addressed properly by management. Every employee needs to be taught the value of work discipline. Employees need to be informed about applicable regulations. Rules are essential for providing direction and counseling to employees as they create appropriate policies and procedures for the organization. To increase the effectiveness of regulations that have been issued. Rules relating to employee discipline are needed to enforce discipline. In addition, because leaders function as role models for their followers, there must be leaders who can be imitated. Because leadership determines the success or failure of employees, leaders must be able to inspire and guide their workforce.

Whether an employee will give their best to the company actually depends on how they feel about their coworkers, managers, and workplace. The formation of regular interaction patterns is influenced by employee happiness and feelings. An employee's attitude towards their work and everything else is a good indicator of how they feel about their work. Companies need to manage their resources more effectively and efficiently in the workplace due to increasingly fierce competition, especially with regard to their human resources (Yohanson, Hakim, Alimuddin 2021). Basically, discipline is a good attitude and character for the progress of the organization.

To achieve company and personal goals, employee performance is one of the main components. If employees in a company do not work well, it will be difficult for the organization to achieve its goals. Employees who are attentive, obedient, disciplined and responsible for all tasks assigned and completed are very necessary to achieve organizational goals. The term "performance" describes the work or performance of a worker. The definition of performance is "the ability of each individual as seen from his enthusiasm or seriousness in carrying out the tasks assigned to him".

One of the main challenges facing government administration in the field of human resources is the need to build a system for government officials to plan their HR needs based on the configuration of institutional structures and tools. The phenomenon that occurs at the BPJS Employment Pematang Siantar and Padang Sidempuan Branch Offices is that the motivation given sometimes does not work for employees, it is only used as a formality for employees but is not carried out by employees, many employees are also undisciplined due to time problems and also work so that employee performance will not be optimal if employees do not comply with regulations, this occurs due to the employee's lack of satisfaction with the organization which does not pay attention to and improve the welfare of its employees so that employees prefer to work according to the standard and do not show their commitment to the organization.

Literature Review

Motivation

According to Mangkunegara (2017) motivation is a situation that motivates employees to achieve their goals, namely motivation which can be said to be the energy that creates motivation itself. Meanwhile, according to Enny (2019) Motivation is one of the most important factors in every business of a group of people who work together to achieve a certain goal.

Motivational Indicator

According to Mangkunegara (2017), indicators of work motivation are:

Khairunnisah et al

The Influence of Career Development on Employee Performance with Training as an Intervening Variable at the North Sumatra Culture and Tourism Service

1. Physiological needs, namely the need to eat, drink, physical protection, breathing and sexual needs. In connection with this need, leaders need to provide adequate salaries to employees.

2. Safety needs, namely the need for protection from threats, dangers and the work environment. In relation to this need,leaders need to provide health benefits, accident insurance, housing, and retirement funds.

3. Social needs or a sense of belonging, namely the need to be accepted in a work unit group, to be affiliated, to interact, and to feel loved and loved. In relation to this need, leaders need to accept the existence/existence of employees as members of the work group, carry out good work interactions, and have harmonious work relationships.

4. Self-esteem needs, namely the need to be respected, appreciated by others. In connection with this need, leaders must not arbitrarily treat employees because they need to be respected and given recognition for their work performance

5. Self-actualization needs, namely the need to develop oneself and one's potential, express ideas, provide criticism, and achieve. In relation to this need, leaders need to provide opportunities for subordinate employees so that they can actualize themselves properly and naturally in the company.

Work Discipline

According to Agustini (2019) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organization goals. According to Hasibuan (2017), work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms.

Work Discipline Indicators

According to Agustini (2019), basically there are many indicators that influence the level of discipline of an organization's employees. Some discipline indicators are as follows:

1. Attendance level, namely the number of employees present to carry out work activities in the company which is characterized by a low level of employee absenteeism.

2. Work procedures, namely rules or provisions that must be obeyed by all members of the organization.

3. Obedience to superiors, namely following what is directed by superiors to get good results.

4. Awareness of work, namely the attitude of someone who voluntarily does their job well, not because of coercion.

5. Responsibility, namely the employee's willingness to be responsible for their work, the facilities and infrastructure used, and their work behavior.

Employee Job Satisfaction

According to Yuniarsih (2017), job satisfaction is an employee's psychological reflection of the results of their work. The level of individual satisfaction is basically based on the value system that exists within him. Therefore, the measure of satisfaction level will be different for each individual. The problem is how to determine the size of job satisfaction. With the same job and rewards, people's satisfaction can be different, one person can feel satisfied, while another person does not get satisfaction. (Wibowo, 2015).

Employee Satisfaction Indicators

According to Yuniarsih (2017), indicators of job satisfaction are as follows,

(1)supervision,

Bastian Amat Hasudungan Simanjuntak et al

The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

(2) Work environment,

(3) Promotion,

(4) Supportive coworkers,

(5) Mentally challenging work, and

(6) Rewards in the form of wages/salary.

Employee performance

According to Nurjaya (2021), performance is the level of achievement of results from carrying out certain tasks. Putri (2020) states that performance is the results of a person's or group's job functions in an organization over a certain period of time which reflects how well the person or group fulfills the requirements of a job in an effort to achieve organizational goals.

Employee Performance Indicators

Nurjaya (2021) states that indicators that can measure employee performance are as follows:

1. Quantity of work output, namely all forms of the amount of labor carried out, can be seen from the results of employee performance within a certain time in completing their duties and responsibilities within the specified time.
2. Quality of work results, namely all kinds of units of measurement related to the quality or qualities of work results which can be expressed in terms of numbers or other numerical equivalents.
3. Efficiency, namely in carrying out the tasks of various resources wisely and in a cost-effective manner.
4. Work discipline, namely obeying applicable laws and regulations.
5. Initiative, namely the ability to decide and do the right thing without having to be told, being able to find what should be done about something around you, trying to keep moving to do several things even though things feel increasingly difficult.
6. Accuracy, namely the level of suitability of work measurement results, whether the work has achieved its goals or not.
7. Leadership, namely the process of influencing or giving an example by a leader to his followers in an effort to achieve organizational goals.
8. Honesty is a human trait that is quite difficult to implement.
9. Creativity, namely mental processes that involve the generation of ideas or that involve the emergence of ideas.

Method

Types of research

The type of research used is quantitative, associative research as research material. According to Paramita (2021), quantitative research refers to the philosophical view of positivism, namely a research phenomenon that can be classified, relatively fixed, concrete, observable, observable, measurable, and the relationship between symptoms is causal. According to Russiandi, et al (2016), associative/quantitative research is research that aims to determine the relationship between two or more variables.

Research Population

The population of this study was 76 employees from 2 branch offices, namely BPJS Employment Pematang Siantar with 38 employees and Padang Sidimpuan Branch with 38 employees. According to

Khairunnisah et al

The Influence of Career Development on Employee Performance with Training as an Intervening Variable at the North Sumatra Culture and Tourism Service

Arikunto (2017) the population is the entire research subject. If someone wants to research all the elements in the research area, then the research is population research.

Sample

The researcher took the sample in this study from the entire population at BPJS Employment Pematang Siantar and Padang Sidimpuan, 76 employees using a saturated sampling technique. According to Arikunto (2017) the sample is part of the number and characteristics of the population. The definition of saturated sampling according to Arikunto (2017) is that saturated sampling is a sampling technique if the entire population is used as a sample and is also known as a census, if the total number of samples is taken.

Place and time of research

The place where the research was carried out was at the BPJS Employment office in two offices, namely the Pematang Siantar Branch Office at Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Padang Sidimpuan Branch Office located at Jl. Raja Inal Siregar No.20b, Batunadua Jae, Padang Sidimpuan Batunadua District, Padang Sidimpuan City, North Sumatra 22733. This research was carried out for 3 months.

Research Data Collection

Data collection used by research is using questionnaires and distributing them to sample respondents. This research uses primary data as a source of research data. According to Arikunto (2015) states that: "A questionnaire is a data collection technique that is carried out by giving a number of written questions which are used to obtain information from respondents in the sense of reports about their personality, or things they know." According to Husein Umar (2013) primary data is: "Primary data is data obtained from the first source, either from individuals or individuals, such as the results of interviews or the results of filling out questionnaires which are usually carried out by researchers." In this case, the Likert scale concept will be shown in the questionnaire and score as follows:

Table 1. Questionnaire Likert Scale

Answer	Code	Score
Strongly agree	SS	5
Agree	S	4
Neutral	N	3
Don't agree	T.S	2
Strongly Disagree	STS	1

Data analysis technique

With the help of the SmartPLS version 3.0 tool, the PLS (Partial Least Square) data analysis approach was used in this research. Because PLS (Partial Least Squares) analysis eliminates the assumptions of OLS (Ordinary Least Squares) regression, such as the requirement that data is normally distributed in a multivariate manner and that there are no multicollinearity problems between exogenous variables, this analysis is a powerful set of data. The analysis technique is also called "Soft Modeling" (Ghozali and Latan, 2014). Among these phases are:

Bastian Amat Hasudungan
Simanjuntak et al

The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

1. Evaluation of the Measurement Model (Outer Model)

By defining the relationship between a latent variable and its indicators—or, in other words, how each indication relates to its latent variable, which links the indicator to its latent variable—this method aims to establish validity and reliability. This measurement model can be measured in several ways, including the following:

Convergent validity

The correlation between item/indicator scores and construct scores serves as a reflexive indicator for convergent validity. If the correlation value of an indicator is more than 0.70, it is considered reliable. However, the loadings are still appropriate in scale development studies, ranging from 0.50 to 0.60 (Ghozali and Latan, 2014).

Discriminant validity

The Loading Factor value on the targeted construct must be greater than the Loading Factor value on other constructs so that it can be seen whether the construct has appropriate discriminants. This measurement approach can be seen from the Cross Loading Factor (Ghozali and Latan, 2014).

Reability Test

To evaluate construct dependency. Try to demonstrate the precision, consistency, and accuracy of the instruments used to measure structures. From the composite reliability calculation, a system is said to have high reliability if the composite reliability value is more than 0.7 (Ghozali and Latan, 2014).

Goodness Of Fit Model Testing

One of the tests used to evaluate research hypotheses is this test. to use the Smartpls 3.0 program to perform PLS analysis in it. Therefore, testing the SRMR value is necessary to meet the Goodness of Fit Model testing criteria. Perfect Fit is indicated if the SRMR value is less than 0.10, specifically less than 0.08.

Structural Model Evaluation (Inner Model)

First step: evaluating the structural model with the PLS application. The process includes calculating the R-Squares value for each endogenous latent variable to determine the predictive ability of the structural model. Changes in the R-Squares value serve to clarify whether or not a particular exogenous latent variable has an impact on the endogenous latent variable. The P-Value and Alpha-table value for 5% alpha is 1.96 if the relationship coefficient between the variables is statistically significant, this is indicated by a t-statistic that is greater than the t-table. (Page 78 of Gozalali and Latan, 2014).

Hypothesis testing

The research hypothesis testing method uses the Partial Least Squares (PLS) data analysis technique which is based on the bootstrapping technique used to analyze the structural model developed by Geisser & Batu. The advantage of using the bootstrapping method is that it allows data to be distributed freely (Distribution Free) and does not require normal distribution assumptions or a large number of samples (minimum 30 samples). Hypotheses are tested by looking at statistical values and probabilities. The statistical test for this method uses t statistics or also called the t test. Probability, P-value with an alpha of 5% is just outside 0.5. The t-table value for 5% alpha is 1.96. Therefore, the hypothesized criterion is T-

Khairunnisah et al

The Influence of Career Development on Employee Performance with Training as an Intervening Variable at the North Sumatra Culture and Tourism Service

Statistics > T-Table. Data is significant if P-Value alpha is 5%. Testing is underway. To test a hypothesis, statistical values and probabilities are examined. Using the t statistic, or t test, is the statistical test used in this procedure. The P-Value and probability value with an alpha of 5% are both less than 0.5. 1.96 is the t-table value at 5% alpha. In other words, if T-Statistics > T-Table then the hypothesis is accepted. When using the t-test for testing, significant data is found if the P-Value alpha is 5%.

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable. In the SmartPLS software, to see the results of the validity, it can be seen in the outer loading table. In the outer loading table there are numbers or values that show the indicator is similar to the construct variable. The value for the indicator is said to be valid if the indicator explains the construct variable with a value >0.7. The structural model in this research is shown in the following figure:
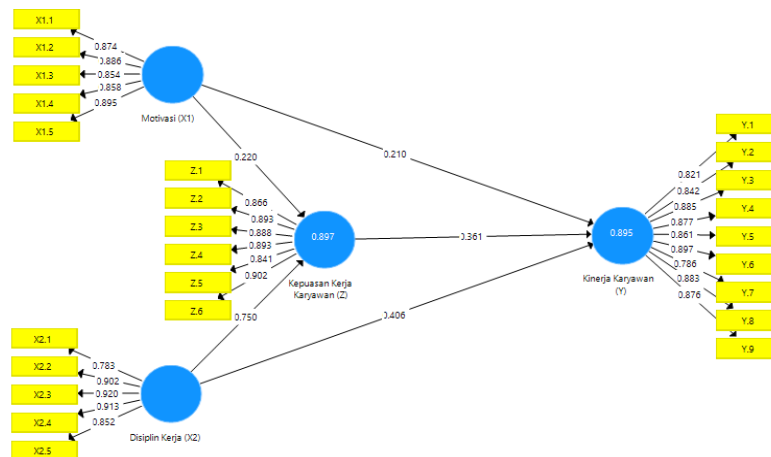

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this research there are similarities and substructures:

For substructure 1

$Z = b_1X_1 + b_2X_2 + e_1$

$Z = 0.220X_1 + 0.750 X_2 + e_1$

For substructure 2

$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$

$Y = 0.210X_1 + 0.406X_2 + 0.361Z + e_2$

Bastian Amat Hasudungan Simanjuntak et al

The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

Table 2. Outer Loadings

	Work Discipline (X2)	Employee Job Satisfaction (Z)	Employee Performance (Y)	Motivation (X1)
X1.1				0.874
X1.2				0.886
X1.3				0.854
X1.4				0.858
X1.5				0.895
X2.1	0.783			
X2.2	0.902			
X2.3	0.920			
X2.4	0.913			
X2.5	0.852			
Y.1			0.821	
Y.2			0.842	
Y.3			0.885	
Y.4			0.877	
Y.5			0.861	
Y.6			0.897	
Y.7			0.786	
Y.8			0.883	
Y.9			0.876	
Z.1		0.866		
Z.2		0.893		
Z.3		0.888		
Z.4		0.893		
Z.5		0.841		
Z.6		0.902		

Source: Smart PLS 3.3.3

It can be seen in the table above that the outer loading shows that the value of each outer loading indicator is greater than 0.7 so it is determined that the indicators in each variable have a value greater than 0.7 so that each indicator is declared valid and can continue research at this stage. furthermore.

Discriminant Validity

Discriminant validity can be tested by looking at the cross loading table. This output is used to test discriminant validity at the indicator level with the condition that the correlation between the indicator and the late variable is > compared to the correlation between the indicator and other latent variables (outside the block). For more clarity, see the table below:

Khairunnisah et al   **The Influence of Career Development on Employee Performance with
Training as an Intervening Variable at the North Sumatra Culture and
Tourism Service**

Table 3. Discriminant Validity

	Work Discipline (X2)	Employee Job Satisfaction (Z)	Employee Performance (Y)	Motivation (X1)
X1.1	0.701	0.710	0.694	0.874
X1.2	0.710	0.747	0.778	**0.886**
X1.3	0.755	0.756	0.758	0.854
X1.4	0.793	0.799	0.800	0.858
X1.5	0.813	0.778	0.787	0.895
X2.1	0.783	0.732	0.728	0.822
X2.2	0.902	0.828	0.838	0.714
X2.3	**0.920**	0.886	0.847	0.775
X2.4	0.913	0.852	0.816	0.744
X2.5	0.852	0.811	0.828	0.748
Y.1	0.828	0.845	0.821	0.789
Y.2	0.832	0.834	0.842	0.766
Y.3	0.760	0.768	0.885	0.748
Y.4	0.784	0.794	0.877	0.776
Y.5	0.764	0.779	0.861	0.722
Y.6	0.800	0.797	**0.897**	0.789
Y.7	0.757	0.704	0.786	0.645
Y.8	0.826	0.841	0.883	0.778
Y.9	0.813	0.783	0.876	0.744
Z.1	0.779	0.866	0.815	0.757
Z.2	0.860	0.893	0.816	0.747
Z.3	0.881	0.888	0.823	0.786
Z.4	0.820	0.893	0.784	0.742
Z.5	0.790	0.841	0.786	0.727
Z.6	0.835	**0.902**	0.867	0.829

Source: Smart PLS 3.3.3

Based on the results of the table above, it shows that the loading factor for the Work Discipline variable is greater than the loading factor for other latent variables, for the loading factor for the Employee Job Satisfaction variable there is greater than the cross loading factor for other latent factors, for the loading factor for the Employee Performance variable it appears to be greater than the loading other latent variable factors, for the results of the loading factor of the Motivation variable, it can be seen that the loading value is greater than the loading value of the other latent variable factors. This means that this research is valid with discriminant validity and continues other research.

Composite reliability

The next test determines the reliability value with the composite reliability of each construct. The construct value that is considered reliable is where the composite reliability value is above 0.6 or greater

Bastian Amat Hasudungan Simanjuntak et al

The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

than 0.6. If the Coranbasch alpha value is also greater than 0.7 then the value of each construct in the block is considered reliable in each variable construct and if the AVE value is also above 0.7 then each variable construct is considered valid. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.923	0.942	0.767
Employee Job Satisfaction (Z)	0.942	0.954	0.776
Employee Performance (Y)	0.956	0.962	0.739
Motivation (X1)	0.922	0.942	0.763

Source: Smart PLS 3.3.3

Based on the table above, there is a value from the Crombach alpha column for each variable that has a value greater than 0.7, which means that this research has Cronbach alpha reliability and seen from the composite reliability column, the value for each variable has a value greater than 0. 6 so that the reliability of each variable is stated and in the AVE column it appears to be greater than 0.7 so that this research is considered valid by the SVE column which can be interpreted as all variables having valid values in all sectors.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Job Satisfaction (Z)	0.897	0.894
Employee Performance (Y)	0.895	0.891

Source: Smart PLS 3.3.3

In the table above there is an R square value for the Employee Job Satisfaction variable with a value of 0.897, the percentage is 89.7%, meaning that the influence of the Motivation and Work Discipline variables on Employee Job Satisfaction is 89.7% and the rest is on other variables. In the R square value of the Employee Performance variable, the value is 0.859, the percentage is 85.9%, meaning that the influence

of the Motivation, Work Discipline and Employee Job Satisfaction variables on Employee Performance is 85.9% and the rest is on other variables.

Hypothesis test

       After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X2) -> Employee Job Satisfaction (Z)	0.750	8,872	**0,000**	**Accepted**
Work Discipline (X2) -> Employee Performance (Y)	0.406	2,615	**0.005**	**Accepted**
Employee Job Satisfaction (Z) -> Employee Performance (Y)	0.361	2,293	**0.011**	**Accepted**
Motivation (X1) -> Employee Job Satisfaction (Z)	0.220	2,553	**0.005**	**Accepted**
Motivation (X1) -> Employee Performance (Y)	0.210	2,161	**0.016**	**Accepted**

Source: Smart PLS 3.3.3

       The hypothesis results are directly addressed in the table above, so the explanation of the table above is as follows:

1. Work Discipline has a positive and significant effect on Employee Job Satisfaction with a value of 0.750 and a p value of 0.000 <0.05. This means that by increasing work discipline, employee job satisfaction will also increase significantly and if work discipline decreases, employee job satisfaction will also decrease.
2. Work Discipline has a positive and significant effect on Employee Performance with a value of 0.406 and a p value of 0.005 <0.005. This means that if work discipline increases, employee performance will automatically increase significantly and if it decreases, employee performance will also decrease.
3. Employee Job Satisfaction has a positive and significant effect on Employee Performance with a value of 0.361 and a p value of 0.011 <0.05. This means that increasing job satisfaction will cause employee performance to also increase, but if job satisfaction decreases then performance will also decrease.
4. Motivation has a positive and significant effect on Employee Job Satisfaction with a value of 220 and a p value of 0.005. This means that if motivation increases, job satisfaction will also increase and if motivation decreases, job satisfaction will also decrease significantly.
5. Motivation has a positive and significant effect on employee performance with a value of 0.210 and a p value of 0.016 <0.05. This means that if motivation increases, employee performance will increase and if it decreases, employee performance will decrease significantly.

Bastian Amat Hasudungan Simanjuntak et al

The Influence of Motivation and Work Discipline on Employee Performance with the Level of Employee Satisfaction as an Intervening Variable at BPJS Pematang Siantar Branch Office and Padang Sidimpuan Branch Office

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X2) -> Employee Job Satisfaction (Z) -> Employee Performance (Y)	0.271	2,010	**0.022**	**Accepted**
Motivation (X1) -> Employee Job Satisfaction (Z) -> Employee Performance (Y)	0.079	1,776	**0.038**	**Accepted**

Source: Smart PLS 3.3.3

In table 6 there is an indirect influence of the hypothesis, so the explanation of the indirect hypothesis results is as follows:

a. Work Discipline has a positive and significant indirect effect on Employee Performance through Employee Job Satisfaction with a value of 0.271 and a p value of 0.022. This means that employee job satisfaction is an intervening variable, this is because it can influence work discipline on employee performance indirectly, so it can be said that with work discipline and job satisfaction, performance will have a positive and significant effect.

b. Motivation has a positive and significant indirect effect on employee performance through employee job satisfaction with a value of 0.079 and a p value of 0.038. This means that job satisfaction is an intervening variable because it can indirectly influence work motivation on employee performance, with job satisfaction it can strengthen the influence of motivation and performance indirectly.

Closing

Conclusion

The conclusions in this research are as follows:

1. Work Discipline has a positive and significant effect on Employee Job Satisfaction with a value of 0.750 and a p value of 0.000 <0.05.

2. Work Discipline has a positive and significant effect on Employee Performance with a value of 0.406 and a p value of 0.005 <0.005.

3. Employee Job Satisfaction has a positive and significant effect on Employee Performance with a value of 0.361 and a p value of 0.011 <0.05.

4. Motivation has a positive and significant effect on Employee Job Satisfaction with a value of 220 and a p value of 0.005.

5. Motivation has a positive and significant effect on employee performance with a value of 0.210 and a p value of 0.016 <0.05.

6. Work Discipline has a positive and significant indirect effect on Employee Performance through Employee Job Satisfaction with a value of 0.271 and a p value of 0.022.

7. Motivation has a positive and significant indirect effect on employee performance through employee job satisfaction with a value of 0.079 and a p value of 0.038.

Suggestion

The suggestions in this research are:

Khairunnisah et al

The Influence of Career Development on Employee Performance with Training as an Intervening Variable at the North Sumatra Culture and Tourism Service

1. Organizations must discipline employees who do not comply with regulations by punishing employees according to their mistakes.
2. Organizations must often motivate employees to improve employee performance and work interest, in this case the motivator must really be someone who is looked up to by employees.
3. If an organization wants to see its employees work well and diligently, the organization must make employees feel satisfied with the treatment of the organization.
4. For organizations, this research can be input for organizations so that organizations can fix organizational and employee deficiencies so that they become even better.
5. For future researchers, it can be used as reference material for future researchers with other models and new titles or using the same title.

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