

**THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE
PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE
YOUTH, SPORTS AND TOURISM SERVICE OF PASER DISTRICT**

Rachmad Ajends Ariansyah

Master of Management Study Program, Faculty of Economics and Business,
Lambung Mangkurat University, Indonesia

Author email correspondence: ajends23@gmail.com

Meiske Claudia

Faculty of Economics and Business, Lambung Mangkurat University, Indonesia

E-mail : mclaudia@ulm.ac.id

Tinik Sugiati

Faculty of Economics, University of Borneo Tarakan

Email: tiniksugiati@borneo.ac.id

Abstract

The purpose of this research is to analyze the influence of motivation, work discipline on employee job satisfaction, the influence of motivation, work discipline on employee performance and the influence of job satisfaction, motivation, work discipline on employee performance through employee job satisfaction at the Paser Regency Youth, Sports and Tourism Service. The type of research used in this research is quantitative research with an associative approach that explains cause and effect relationships. The population in this study were all civil servants who worked at the Paser Regency Youth, Sports and Tourism Service, totaling 30 people. In this study, total sampling or census techniques were used because the number of samples was the same as the population, so the number of samples in this study was 30 people. In this research, the data obtained was primary data, namely the collection was carried out using a questionnaire that had been provided, while secondary data was carried out by looking at documents at the relevant agencies according to the researcher's data needs. The analysis technique used in this research is path analysis. The results of the data analysis explain that motivation and job satisfaction have a positive and significant effect on the performance of ASN employees of the Paser Regency Youth, Sports and Tourism Service, work discipline has no effect on the performance of ASN employees of the Paser Regency Youth, Sports and Tourism Service. Motivation and work discipline have a positive and significant effect on job satisfaction of ASN employees at the Paser District Youth, Sports and Tourism Service. Motivation and work discipline have a positive and significant effect on performance through job satisfaction of ASN employees at the Paser District Youth, Sports and Tourism Service.

Keywords: Motivation, Work Discipline, Job Satisfaction, Performance

1. INTRODUCTION

The success of achieving goals in an organization cannot be separated from the quality of Human Resources owned, good quality will be obtained if the organization seriously pays attention to and knows the needs of the organization and the abilities of its employees. To achieve its goals, an organization must have individuals with the appropriate qualities, clear duties, authorities, responsibilities, relationships and work procedures. This can be realized through human resource management activities which can also be briefly said as efforts to utilize human resources.

The agency as much as possible makes employees able to carry out their work in a calm and comfortable state, without any tension and anxiety felt. This condition is not only related to physical conditions, but also relates to other people and the psychological atmosphere in the workplace. Organizational leaders usually expect good performance from all employees when carrying out organizational tasks. Office service activities are carried out with the aim of increasing work productivity and effectiveness.

Since civil servants are the implementing components and functions of government activities, including service activities, the performance of bureaucratic apparatus or civil servants is very important in government bureaucracy. Each OPD must be completed quickly and accurately because services provided quickly and accurately will have better quality. (Kasmir, 2016) defines performance as the results of work and work behavior that have been achieved in completing tasks and responsibilities given in a certain period. Performance is a set of behaviors shown by someone related to their work or in other words the level of efficiency obtained in doing their work (Rashidpoor, 2000). Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2016).

Optimal employee performance is a reflection of quality human resources. This performance reflects the success of a person at the Paser Regency Youth, Sports and Tourism Office, employee performance is highly regarded because the high performance of an employee is highly regarded because of their overall performance. Currently, the Paser Regency Youth, Sports and Tourism Office is still using employee performance assessments in accordance with government regulation number 30 of 2019 concerning Civil Servant performance assessments which are used to determine employee performance which can be seen in the following table:

Table 1 Elements of Employee Performance Target Assessment

No.	Elements
1.	Service
2.	Integrity
3.	Commitment
4.	Discipline
5.	Cooperation
6.	Leadership

Table 2 Standard Values for Determining Employee Performance

Mark	Information
41% - 60%	Lacking / not meeting standards
61% - 80%	Good / needs improvement
81% - 100%	Very good / performance exceeds standards

Meanwhile, here are the results of the 2021 SKP Report for Employees of the Youth, Sports and Tourism Service of Paser Regency.

Table 3 Report of SKP of Youth, Sports and Tourism Service Employees of Paser Regency in 2021

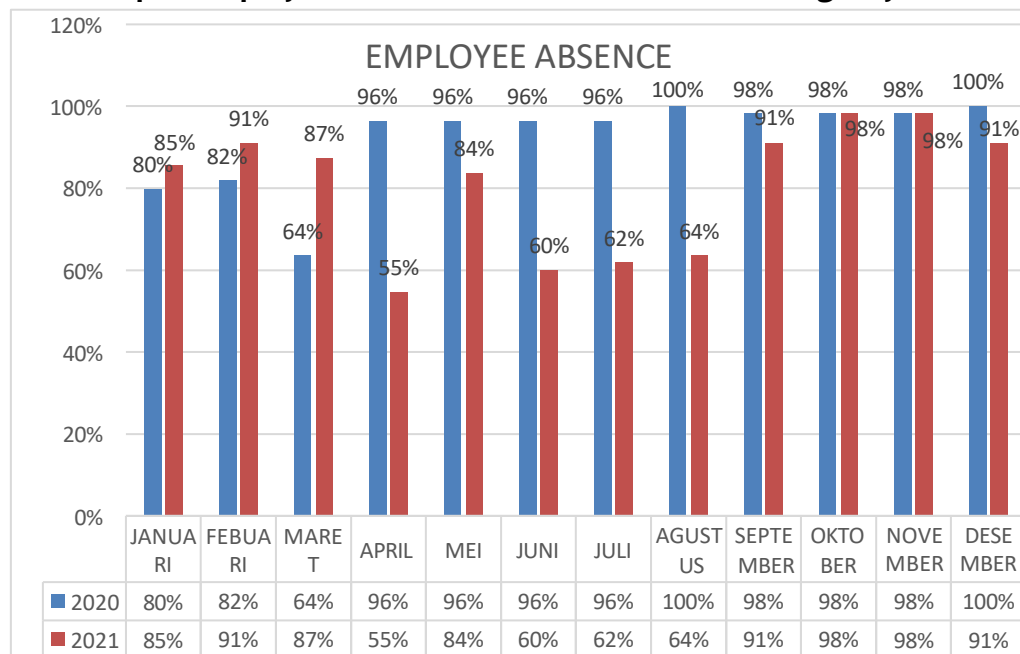
SERVIC E	INTEGRI TY	COMMITME NT	DISCIPLI NE	COOPERATI ON	LEADERSH IP	AVERA GE SKP
90	90	90	90	90	90	86.45
86	88	87	90	86	90	88.11
87	87	88	80	88	88	87.9
89	89	89	89	89	90	82.79
88	88	88	89	88	89	86.75
80	80	70	71	80	78	65.57
87	86	87	85	88	90	82.34
83	82	81	79	83	81	85.94
88	87	87	87	87	88	88.47
88	88	88	89	88	88	88
89	88	88	78	89	88	87.03
87	87	87	88	88	89	87.67
85	87	88	78	85	-	87.05
90	86	88	78	86	86	86.71
88	87	87	88	87	88	88.47
80	82	85	72	75	80	79
91	92	92	90	91	91	89.18
85	85	85	75	85	90	85.89
80	79	77	70	75	-	76.2
80	77	74	71	73	-	75
81	80	80	78	82	-	88.67
84	84	84	84	84	-	87
80	80	80	80	80	-	87.56
84	86	85	72	86	-	85.84
86	87	87	87	88	-	87.1
85	85	86	87	85	-	85.55
85	85	86	85	87	-	88.06
74	71	70	73	72	-	72

SERVIC E	INTEGRI TY	COMMITME NT	DISCIPLI NE	COOPERATI ON	LEADERSH IP	AVERA GE SKP
72	76	71	70	80	-	73.8
74	76	75	72	76	-	74.6
70	69	69	70	70	-	69.6
70	69	69	70	73	-	70.2
75	75	76	74	74	-	74.8
80	80	80	70	80	-	85.64

Based on the data in table 3 above, it can be seen that the achievement of employee performance through SKP reporting still has employees whose performance achievements are below average. In employee performance, the indicators used include work quality, work quantity and punctuality. This performance assessment is carried out in 2 periods in one year, namely period I January to June, period II July to December and is assessed by the assessor, namely the employee's direct superior. Meanwhile, based on the results of observations and interviews with the Head of Division at the Paser Regency Youth, Sports and Tourism Office regarding performance, the author found problems in accordance with performance indicators related to performance quality where the low quality of work produced by employees is that there are some jobs produced that are still less than optimal, low organizational productivity, hampered innovation, decreased work enthusiasm which overall will hinder performance at the Paser Regency Youth, Sports and Tourism Office in the future, so that employee responsibility in carrying out work is not as expected, employee initiative is still low, namely when there are several tasks that have not been carried out by several employees.

Next is the 2020-2021 Paser Regency DISPORAPAR Employee Absence Recap data, namely as follows:

Table 4 Recap of Employee Absences of DISPORAPAR Paser Regency 2020-2021



In table 4 above, it can be seen that the reality in the field is proven that the performance of employees at the Youth, Sports & Tourism Office of Paser Regency is not optimal based on the previous survey (attaching the last 2 years of attendance). With employee attendance data, it can be seen that employee performance has declined according to the Head of the Youth, Sports and Tourism Office of Paser Regency, often arriving late can see low employee performance discipline and inappropriate employee working hours, such as at the Youth, Sports & Tourism Office of Paser Regency.

Based on the description of the problem above, the researcher is interested in conducting research with the title **"The Influence Of Motivation And Work Discipline On Employee Performance With Job Satisfaction As An Intervening Variable At The Youth, Sports And Tourism Office Of Paser Regency"**.

2. LITERATURE REVIEW

2.1 Performance

(Mangkunegara, 2019) stated that performance is the result of implementing an organization's goals, therefore good performance is something important for all employees to do.

2.2 Motivation

Motivation comes from the Latin word *movere*, which means to move or move. It refers to the mental process that serves as the goal and direction of every human action. Gray said that motivation is the result of a number of internal and external

processes that make someone have an enthusiastic attitude with a field of persistence when doing certain activities (Yani, 2012).

2.3 Job satisfaction

(Spector, 1997) explains that job satisfaction is the result of feelings of liking or disliking one's job or some aspect of it. According to job satisfaction is a general attitude toward one's job that shows the difference between the level of rewards an employee receives and the level of rewards they think they should receive.

2.4 Work Discipline

Etymologically, discipline comes from the English word disciple, which means follower or adherent of teaching, training and so on (Sinungan, 2005). Discipline is a certain condition where people who are members of an organization are subject to existing regulations with a sense of pleasure. While work is all human activities carried out to achieve the goals that have been set.

3. RESEARCH METHODS

The type of research used in this study is quantitative research with an associative approach that explains causal relationships. This research will be conducted at the Department of Youth, Sports and Tourism of Paser Regency, Jl. Kusuma Bangsa Km.5 Telaga Ungu Office, Tanah Grogot Paser Regency (76211) East Kalimantan. The object of this study was all 30 civil servants who work at the Youth, Sports and Tourism Service of Paser Regency. The data collected in this study will be measured using an interval scale known as the Likert scale. In this study, the data obtained was primary data, namely the collection was carried out using a questionnaire that had been provided, while secondary data was carried out by looking at documents at related agencies according to the researcher's data needs. This study uses the PLS (partial least square) method as an analysis tool. Smart PLS 3.0 software is used to process this method.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

The following are tables that group respondents into several types of characteristics:

Table 5 Respondent Characteristics Based on Age

No	Age Characteristics	Frequency	Percent
1	30 - 40 Years	8	26.66%
2	41- 50 Years	14	46.66%
3	> 50 Years	8	26.66%
	Total	30	100%

Table 6 Respondent Characteristics Based on Last Education

No	Characteristics of Education	Frequency	Percent
1	High School	7	23.3%
2	S1	22	73.3%
3	S2	1	3.3%
Total		30	100%

Table 7 Respondent Characteristics Based on Gender

No	Characteristics Gender	Frequency	Percent
1	Man	19	63.3%
2	Woman	11	36.7%
Total		30	100%

4.2 SmartPLS Data Analysis

4.2.1 Convergent Validity

Table 8 Convergent Validity

Variables	Indicator	Outer Loading	Information
Motivation (X1)	X1.1	0.926	Valid Convergence
	X1.2	0.901	Valid Convergence
	X1.3	0.909	Valid Convergence
	X1.4	0.893	Valid Convergence
	X1.5	0.913	Valid Convergence
	X1.6	0.905	Valid Convergence
	X1.7	0.919	Valid Convergence
	X1.8	0.908	Valid Convergence
	X1.9	0.920	Valid Convergence
Work Discipline (X2)	X2.1	0.926	Valid Convergence
	X2.2	0.926	Valid Convergence
	X2.3	0.932	Valid Convergence
	X2.4	0.903	Valid Convergence
	X2.5	0.937	Valid Convergence
	X2.6	0.964	Valid Convergence
Job Satisfaction (Z)	Z1	0.921	Valid Convergence
	Z2	0.930	Valid Convergence
	Z3	0.919	Valid Convergence
	Z4	0.923	Valid Convergence
	Z5	0.893	Valid Convergence
	Z6	0.942	Valid Convergence

Variables	Indicator	Outer Loading	Information
Performance (Y)	Y1	0.916	Valid Convergence
	Y2	0.905	Valid Convergence
	Y3	0.951	Valid Convergence
	Y4	0.894	Valid Convergence
	Y5	0.904	Valid Convergence
	Y6	0.923	Valid Convergence

Based on the data above, it can be seen that all outer loading values are more than 0.7, which means that all variables have good convergent validity.

4.2.2 Discriminant Validity

Table 9 Discriminant Validity

	Work Discipline (X ₂)	Job Satisfaction (Z)	Performance (Y)	Motivation (X ₁)
X1.1	0.914	0.917	0.925	0.926
X1.2	0.908	0.903	0.901	0.901
X1.3	0.875	0.888	0.890	0.909
X1.4	0.848	0.870	0.881	0.893
X1.5	0.826	0.862	0.871	0.913
X1.6	0.867	0.884	0.899	0.905
X1.7	0.864	0.875	0.896	0.919
X1.8	0.853	0.883	0.891	0.908
X1.9	0.913	0.916	0.913	0.920
X2.1	0.926	0.924	0.897	0.876
X2.2	0.926	0.901	0.888	0.883
X2.3	0.932	0.911	0.909	0.892
X2.4	0.903	0.906	0.924	0.907
X2.5	0.937	0.923	0.904	0.878
X2.6	0.964	0.945	0.942	0.931
Y1	0.894	0.900	0.916	0.904
Y2	0.893	0.901	0.905	0.895
Y3	0.915	0.935	0.951	0.932
Y4	0.889	0.903	0.894	0.892
Y5	0.894	0.891	0.904	0.891
Y6	0.889	0.923	0.923	0.896
Z1	0.915	0.921	0.910	0.899
Z2	0.905	0.930	0.924	0.898
Z3	0.920	0.919	0.911	0.879
Z4	0.914	0.923	0.922	0.920

	Work Discipline (X₂)	Job Satisfaction (Z)	Performance (Y)	Motivation (X₁)
Z₅	0.889	0.893	0.878	0.875
Z₆	0.906	0.942	0.942	0.926

From the table above, it can be seen that the correlation value of the variable with its indicator is greater than the other correlation values. Stating that all variables have good discriminant validity.

4.2.3 Composite Reliability and Cronbach's Alpha

Table 10 Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho _A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X₂)	0.969	0.97 0	0.975	0.868
Job Satisfaction (Z)	0.964	0.96 5	0.971	0.849
Performance (Y)	0.961	0.96 2	0.969	0.839
Motivation (X₁)	0.974	0.97 4	0.978	0.829

A variable is reliable if it has a composite reliability value above 0.70 and a Cronbach's alpha above 0.60. From the SmartPLS output results above, all variables have a composite reliability value above 0.70 and a Cronbach's alpha above 0.60. So it is concluded that the variable has good reliability and if the AVE value of each variable is > 0.5.

4.2.4 Structural Model Testing (Outer Model)

1) Outer Model on Motivation Variable (X₁)

Table 11 Outer Model on Motivation Variable (X₁)

Indicator	Outer Loading	T-statistic	P-value	Information
X1.1	0.926	26,294	0.000	significant
X1.2	0.901	21,995	0.000	significant
X1.3	0.909	17,194	0.000	significant
X1.4	0.893	15,903	0.000	significant
X1.5	0.913	13,988	0.000	significant
X1.6	0.905	17,865	0.000	significant
X1.7	0.919	16,777	0.000	significant
X1.8	0.908	16,698	0.000	significant
X1.9	0.920	24,068	0.000	significant

From the results of the outer model test above, it can be seen that Motivation (X1) is reflected by 9 Indicators. From the 9 Indicators, it can be seen that Indicator X1.1 has the highest outer loading. This indicates that the measurement of Motivation (X1) is mainly seen from X1.1.

2) Outer Model on Work Discipline Variable (X2)

Table 12 Outer Model on Work Discipline Variable (X2)

Indicator	Outer Loading	T-statistic	P-value	Information
X2.1	0.926	23,996	0.000	significant
X2.2	0.926	27,286	0.000	significant
X2.3	0.932	22,097	0.000	significant
X2.4	0.903	13,405	0.000	significant
X2.5	0.937	34,683	0.000	significant
X2.6	0.964	64,472	0.000	significant

From the results of the outer model test above, it can be seen that Work Discipline (X2) is reflected by 6 Indicators. From the 6 Indicators, it can be seen that Indicator X2.6 has the highest outer loading value. This indicates that the measurement of Work Discipline (X2) is mainly seen from X2.6.

3) Outer Model on Job Satisfaction Variable (Z)

Table 13 Outer Model on Job Satisfaction Variable (Z)

Indicator	Outer Loading	T-statistic	P-value	Information
Z1	0.921	25,192	0.000	significant
Z2	0.930	26,887	0.000	significant
Z3	0.919	27,492	0.000	significant
Z4	0.923	19,389	0.000	significant
Z5	0.893	13,903	0.000	significant
Z6	0.942	22,815	0.000	significant

From the results of the outer model test above, it can be seen that Job Satisfaction (Z) is reflected by 6 Indicators. From the 6 Indicators, it can be seen that Indicator Z6 has the highest outer loading value. This indicates that the measurement of Job Satisfaction (Z) is mainly seen from Z6.

4) Outer Model on Performance Variable (Y)

Table 14 Outer Model on Performance Variable (Y)

Indicator	Outer Loading	T-statistic	P-value	Information
Y1	0.916	22,561	0.000	significant
Y2	0.905	16,450	0.000	significant
Y3	0.951	42,237	0.000	significant
Y4	0.894	16,737	0.000	significant

Indicator	Outer Loading	T-statistic	P-value	Information
Y5	0.904	16,474	0.000	significant
Y6	0.923	22.212	0.000	significant

From the results of the outer model test above, it can be seen that Performance (Y) is reflected by 6 Indicators. From the 6 Indicators, it can be seen that Indicator Y3 has the highest outer loading value. This indicates that the measurement of Performance (Y) is mainly seen from Y3.

4.2.5 Inner Model Evaluation Testing

1) Coefficient of Determination (R^2)

Table 15 Coefficient of Determination (R^2) Value

	R Square	R Square Adjusted
Job Satisfaction (Z)	0.983	0.982
Performance (Y)	0.991	0.99

Based on Table 15 above, it can be seen that the R-Squared value of the Performance variable (Y) is 0.991. This means that Performance (Y) is influenced by Motivation (X1), Work Discipline (X2), and Job Satisfaction (Z) by 99.1% while the remaining 0.9% is influenced by other factors. R-square in this study has a model with high accuracy because (≥ 0.75).

2) Effect Size (f^2)

Table 16 Effect Size Value (f^2)

	Work Discipline (X2)	Job Satisfaction (Z)	Performance (Y)	Motivation (X1)
Work Discipline (X2)		1,738	0.000	
Job Satisfaction (Z)			0.846	
Performance (Y)				
Motivation (X1)		0.664	0.537	

Based on table 16 above, it can be seen that the f Square value of Motivation (X1), Work Discipline (X2), and Job Satisfaction (Z) on the Performance variable (Y) obtained each f square value of 0.537, 0.000, and 0.846. It can be concluded that Motivation (X1) has a large contribution (≥ 0.35), Work Discipline (X2) has a small contribution (≥ 0.02), and Job Satisfaction (Z) has a large contribution (≥ 0.35) to the Performance variable (Y).

3) Cross-validated Redundancy (Q^2)

Table 17 Cross-validated Redundancy Value (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
--	-----	-----	--------------------

Work Discipline (X2)	180	180	
Job Satisfaction (Z)	180	35,655	0.802
Performance (Y)	180	36.68	0.796
Motivation (X1)	270	270	

Based on Table 17 above, it can be seen that all Q Square values that have been obtained, namely the Q Square Value that has been obtained is $0.796 > 0$ indicating that the variables Motivation (X1), Work Discipline (X2), and Job Satisfaction (Z) have high predictive relevance to the Performance variable (Y) or every change/variation in the Performance variable (Y) can be predicted by the variables Motivation (X1), Work Discipline (X2), and Job Satisfaction (Z).

4.2.6 Structural Model Testing (Inner Model)

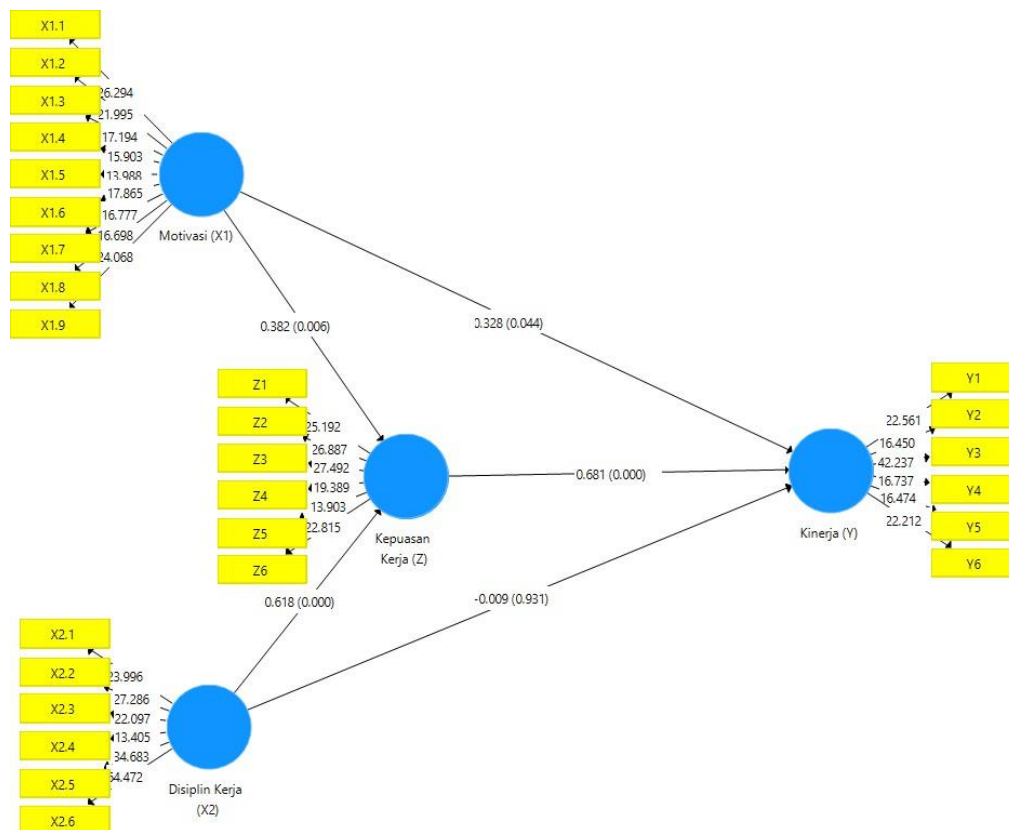


Figure 1 SmartPLS Bootstrapping Results Display

Table 18 Path Coefficients

Direct Influence	Inner Weight	T-statistic	P-value	Conclusion
Work Discipline (X2) -> Job Satisfaction (Z)	0.618	4.629	0.000	significant
Work Discipline (X2) -> Performance (Y)	-0.009	0.086	0.931	non significant

Job Satisfaction (Z) -> Performance (Y)	0.681	4.215	0.000	significant
Motivation (X1) -> Job Satisfaction (Z)	0.382	2,891	0.006	significant
Motivation (X1) -> Performance (Y)	0.328	2,069	0.044	significant

Table 19 Results of Indirect Effect Testing in the Inner Model

Indirect Influence	Coefficient	T-statistic	P-value	Conclusion
Work Discipline (X2) -> Job Satisfaction (Z) -> Performance (Y)	0.421	2,745	0.008	significant
Motivation (X1) -> Job Satisfaction (Z) -> Performance (Y)	0.260	3.022	0.004	significant

4.3 Descriptive Analysis of Research Variables

Table 20 Descriptive Analysis of Research Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	30	12	32	21.03	5,068
Work Discipline	30	6	15	9.53	2,726
Job satisfaction	30	7	20	13.50	3,350
Performance	30	6	22	11.37	3,368
Valid N (listwise)	30				

Based on the table, it can be seen that the number of samples in the study was 30 people. The motivation variable has a minimum value of 12 and a maximum value of 32. The average value of motivation is 21.03 and a standard deviation of 5.068. Then the next is the work discipline variable has a minimum value of 6 and a maximum value of 15. The average value of work discipline is 9.53 and a standard deviation of 2.726.

For the job satisfaction variable, it has a minimum value of 7 and a maximum value of 20. The average value of motivation is 13.50 and a standard deviation of 3.350. Finally, the performance variable has a minimum value of 6 and a maximum value of 22. The average value of motivation is 11.37 and a standard deviation of 3.368.

4.3.1 Descriptive Analysis of Motivation Variables

Table 21 Descriptive Analysis of Motivation Variables

No	Question	Mean	Category
1	X1.1	2.97	Currently
2	X1.2	3.97	Tall
3	X1.3	3.97	Tall
4	X1.4	2.97	Currently
5	X1.5	2.97	Currently

6	X1.6	4.97	Very high
7	X1.7	4.97	Very high
8	X1.8	2.97	Currently
9	X1.9	4.97	Very high
10	X1.10	4.97	Very Tall
Total		3.97	Tall

Based on Table 21, it can be seen that the average value of the motivation variable is 3.97. This means that the respondents' assessment of the Motivation variable (X1) is included in the high category.

4.3.2 Descriptive Analysis of Work Discipline Variables

Table 22 Descriptive Analysis of Work Discipline Variables

No	Question	Mean	Category
1	X2.1	2.97	Currently
2	X2.2	2.97	Currently
3	X2.3	2.97	Currently
4	X2.4	3.97	Tall
5	X2.5	1.97	Low
6	X2.6	2.97	Currently
Total		2.97	Currently

Table 22 shows that the average score of 2.97 in the respondents' assessment of Work Discipline indicates that Work Discipline is in the moderate category.

4.3.3 Descriptive Analysis of Job Satisfaction Variables

Table 23 Descriptive Analysis of Job Satisfaction Variables

No	Question	Mean	Category
1	Z.1	2.97	Currently
2	Z.2	2.97	Currently
3	Z.3	2.97	Currently
4	Z.4	3.97	Tall
5	Z.5	1.97	Low
6	Z.6	2.97	Currently
Total		2.97	Currently

Table 23 shows that the average score of 2.97 in the respondents' assessment of Job Satisfaction indicates that Job Satisfaction is in the moderate category.

4.3.4 Descriptive Analysis of Performance Variables

Table 24 Descriptive Analysis of Performance Variables

No	Question	Mean	Category
1	Y.1	3.97	Tall
2	Y.2	2.97	Currently
3	Y.3	3.97	Tall
4	Y.4	3.97	Tall
5	Y.5	3.97	Tall
6	Y.6	3.97	Currently
Total		3.80	Tall

Table 24 shows that the average score of 3.80 in the respondents' assessment of Performance indicates that Performance is included in the high category.

4.4 Discussion of Research Results

The hypothesis of Motivation (X_1) giving a significant influence on Job Satisfaction (Z) is accepted. The test of the direct influence between Motivation (X_1) on Job Satisfaction (Z) obtained an inner weight coefficient value of 0.382 with a T-statistic value of 2.891 and a P-value of 0.006 because the T-statistic value > 1.96 . and P-value < 0.05 , there is a significant direct influence between Motivation (X_1) on Job Satisfaction (Z). The results of the study are in line with the study conducted by (Nasution, 2016) which stated that work motivation has a significant effect on employee performance.

The hypothesis of Work Discipline (X_2) has a significant effect on Performance (Y) is accepted. Testing the direct effect between Work Discipline (X_2) on Job Satisfaction (Z) obtained an inner weight coefficient value of 0.618 with a T-statistic value of 4.629 and a P-value of 0.000 because the T-statistic value > 1.96 . and P-value < 0.05 , there is a significant direct effect between Work Discipline (X_2) on Job Satisfaction (Z). The results of this study are in line with the research conducted by (Arifudin et al., 2018) entitled The Effect of Training and Work Discipline on Employee Satisfaction and Performance of the Merauke Regency Transportation Service, which states that work discipline has a significant effect on job satisfaction.

The hypothesis of Motivation (X_1) has a significant effect on Performance (Y) is accepted. Testing the direct effect between Motivation (X_1) on Performance (Y) obtained an inner weight coefficient value of 0.328 with a T-statistic value of 2.069 and a P-value of 0.044 because the T-statistic value > 1.96 . and P-value < 0.05 , there is a significant direct effect between Motivation (X_1) on Performance (Y). The results of this study are in line with the results of research conducted by (Kusumasari & Lukiastuti, 2020) entitled The Effect of Competence, Motivation and Work Environment on Employee Performance at the Semarang Search and Rescue Office.

The hypothesis of Work Discipline (X₂) has a significant effect on Performance (Y) is accepted. Testing the direct effect between Work Discipline (X₂) on Performance (Y) obtained an inner weight coefficient value of -0.009 with a T-statistic value of 0.086 and a P-value of 0.931 because the T-statistic value <1.96. and P-value > 0.05, there is no significant direct effect between Work Discipline (X₂) on Performance (Y). The results of this study contradict the results of studies that conclude that there is a positive effect of motivation on employee performance (Gultom, 2014); (Prayogi & Nursidin, 2018); (Andayani & Tirtayasa, 2019); (Jufrizen et al., 2017); (Farisi et al., 2020); (Prasetyo et al., 2021); (Rini & Suhendri, 2020); (Rosmaini & Tanjung, 2019) The hypothesis of Job Satisfaction (Z) has a significant effect on Performance (Y) is accepted. Testing the direct effect between Job Satisfaction (Z) on Performance (Y) obtained an inner weight coefficient value of 0.681 with a T-statistic value of 4.215 and a P-value of 0.000 because the T-statistic value > 1.96. and P-value < 0.05, there is a significant direct effect between Job Satisfaction (Z) on Performance (Y). This is in line with the results of previous studies (Adhan et al., 2019); (Syahputra & Jufrizen, 2019); (Jufrizen, 2018); and (Jufrizen et al., 2017) which show that job satisfaction has a positive and significant effect on employee performance.

The indirect effect between Motivation (X₁) on Performance (Y) through Job Satisfaction (Z) obtained a coefficient value of 0.421 and the p-value result from the Sobel test was 0.008. Because the p-value < 0.05, it can be concluded that the Job Satisfaction (Z) variable is able to mediate the effect between Motivation (X₁) on Performance (Y). This study is in line with (Kasmir, 2016) that if employees feel satisfied both before and after doing work, their performance results will also be successful.

The indirect effect between Work Discipline (X₂) on Performance (Y) through Job Satisfaction (Z) obtained a coefficient value of 0.260 and the p-value result from the Sobel test was 0.004. Because the p-value < 0.05, it can be concluded that the Job Satisfaction variable (Z) is able to mediate the effect between Work Discipline (X₂) on Performance (Y). The results of this study are in line with the research conducted by (Gunawan & Suci, 2022) that Work discipline has a positive and significant effect on employee performance at CV. Bali Coco Fiber .

5. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

1. Motivation has a positive and significant influence on the job satisfaction of employees of the Youth, Sports and Tourism Service of Paser Regency.
2. Work discipline influences the job satisfaction of employees of the Youth, Sports and Tourism Service of Paser Regency.
3. Motivation has a positive and significant influence on the performance of employees of the Youth, Sports and Tourism Service of Paser Regency.

4. Work discipline does not affect the performance of employees of the Youth, Sports and Tourism Service of Paser Regency.
5. Job satisfaction influences the performance of employees of the Youth, Sports and Tourism Service of Paser Regency.
6. Motivation has a positive and significant effect on performance through job satisfaction of employees of the Youth, Sports and Tourism Service of Paser Regency.
7. Work discipline influences performance through job satisfaction of employees of the Youth, Sports and Tourism Service of Paser Regency.

5.2 Suggestion

1. It is necessary to provide motivation to employees to achieve goals, namely completing the work that has been given and providing appreciation, such as bonuses and awards in the form of formal certificates.
2. Should pay attention to the work regulations that have been set by the Department of Youth, Sports and Tourism of Paser Regency. If you are often late when coming to the office, it will affect your performance score.
3. Cultivating a sense of employee commitment to the organization, by increasing a sense of love, a sense of responsibility, and a sense of belonging to the Paser Regency Youth, Sports and Tourism Service, both from the affective, normative, and sustainable aspects.
4. For further researchers, continuing this research is expected to perfect or add variables that are not included in this research.

6. References

- Adhan, M., Jufrizen, J., Prayogi, M. A., & Siswadi, Y. (2019). Peran Mediasi Komitmen Organisasi pada Pengaruh Kepuasan Kerja terhadap Kinerja Dosen Tetap Universitas Swasta di Kota Medan. *Jurnal Samudra Ekonomi Dan Bisnis*, 11(1), 1–15. <https://doi.org/10.33059/jseb.v11i1.1654>
- Andayani, I., & Tirtayasa, S. (2019). The Influence of Leadership, Organizational Culture, and Motivation on Employee Performance. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45–54.
- Arifudin, Aldisa, Brasit, N., & Dian, A. . (2018). The Influence of Empowerment and Organizational Culture on Work Satisfaction and Their Impact on Employee. *Hasanuddin Journal of Applied Business and Entrepreneurship*, 1(3), 15–36.
- Farisi, S. ., Irnawati, & Fahmi, M. (2020). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 1(2), 61–66.
- Gultom, D. K. (2014). Pengaruh budaya organisasi perusahaan dan motivasi terhadap kinerja karyawan pada PT. Perusahaan Gas Negara (Persero) Tbk Medan. 14(02), 176–184.

- Gunawan, R., & Suci, N. . (2022). Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada CV. Coco Bali Fiber. *Jurnal Manajemen*, 8(2), 455–461. <https://ejournal.undiksha.ac.id/index.php/BISMA-JM/article/view/39855>
- Jufrizen, J. (2018). The Effect of Organizational Culture and Islamic Work Ethic on Permanent Lecturer's Job Satisfaction, Organizational Commitment and Work Performance at Private Islamic Universities in the City of Medan. *Internasional Conference of Economic Studies*, 1(1999), 179–186.
- Jufrizen, Lumbanraja, P., Salim, S. R. A., & Gultom, P. (2017). The effect of compensation, organizational culture and Islamic work ethic towards the job satisfaction and the impact on the permanent lecturer. *International Business Management*, 11(1), 53–60. <https://doi.org/10.3923/ibm.2017.53.60>
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori Dan Praktik)*. PT. Raja Grafindo Persada.
- Kusumasari, R. D. I., & Lukiasuti, F. (2020). PENGARUH KOMPETENSI, MOTIVASI DAN LINGKUNGAN KERJA TERHADAP KINERJA PEGAWAI DI KANTOR PENCARIAN DAN PERTOLONGAN SEMARANG. *Magisma: Jurnal Ilmiah Ekonomi Dan Bisnis*, 8(1), 54–65. <https://doi.org/10.35829/magisma.v1i1.69>
- Mangkunegara, A. A. (2019). *Manajemen Sumber Daya Manusia*. PT. Raja Grafindo Persada.
- Nasution, S. A. (2016). *Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Pegawai Badan Penanggulangan Bencana Daerah Kota Sibolga*. Universitas Terbuka.
- Prasetyo, E., Riadi, F., Rinawati, N., Resawati, R., & Pasundan, S. (2021). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi pada salah satu perusahaan penjaminan kredit di Kota Bandung). *Acman: Accounting and Management Journal*, 1(2), 61–66.
- Prayogi, M. A., & Nursidin, M. (2018). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Universitas Dharmawangsa. *Seminar Nasinal Royal (SENAR)*, 2(1), 216–222.
- Rashidpoor, M. (2000). *Correlation Analysis of Organizational Commitment and Job Performance of Calculating Organization Personnel*. Tehran University, Iran.
- Rini, A., & Suhendri. (2020). PENGARUH KOMPENSASI DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT. TUNAS JAYA UTAMA. *Jurnal Manajemen Bisnis Eka Prasetya : Penelitian Ilmu Manajemen*, 5(2), 1–10. <https://doi.org/10.47663/jmbep.v5i2.22>
- Robbins, S. P. (2016). *Manajemen* (Adi Maulana (ed.)). Erlangga.
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <https://doi.org/10.30596/maneggio.v2i1.3366>
- Sinungan, M. (2005). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Spector, P. . (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*.

SAGE Publications.

- Syahputra, I., & Jufrizen, J. (2019). Pengaruh Diklat, Promosi, Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio : Jurnal Ilmiah Magister Manajemen* 2(1): 104–116., 2(1), 104–116.
- Yani, A. (2012). *Hubungan Antara Pemerintah Pusat Dan Daerah Di Indonesia*. Raja Grafindo Persada.