

## THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON JOB SATISFACTION WITH COMPENSATION AS AN INTERVENING VARIABLE IN BPJS KETENAGAKERJAAN WEST SUMATRA REGION

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### ABSTRACT

This study aims to examine the effect of motivation and work discipline on job satisfaction with compensation as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region.. This research employs a quantitative approach using a survey method. The research sample consists of 109 employees selected through a saturated sampling technique. Data were collected using questionnaires and analyzed using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. The results indicate that motivation and work discipline have a positive and significant effect on job satisfaction. Furthermore, motivation and work discipline also have a positive and significant effect on compensation. Compensation has a positive and significant effect on job satisfaction and is proven to mediate the relationship between motivation, work discipline, and job satisfaction. Therefore, improving employee motivation and work discipline supported by a fair and appropriate compensation system can enhance job satisfaction among employees of BPJS Ketenagakerjaan Solok.

### Introduction

In today's global competitive landscape, human resources (HR) are a crucial aspect that significantly impacts the success of an organization, both in the public and private sectors. A great organization is one that effectively utilizes its human resources by employing various methods to increase employee motivation, discipline, and job satisfaction. Job satisfaction is crucial because it is closely linked to productivity, loyalty, and stability within the workforce. Job satisfaction reflects an individual's positive emotions toward their job, formed through assessments of factors such as working conditions, interactions with coworkers and managers, opportunities for career advancement, and reward structures. Employees who are satisfied with their jobs tend to

exert more effort, uphold a strong work ethic, and contribute fully to the organization's overall goals.

One important element influencing job satisfaction is work motivation. Motivation can be intrinsic or extrinsic and drives individuals to persistently pursue specific goals. High levels of motivation can lead employees to exceed expectations and demonstrate high dedication to their tasks. Furthermore, work discipline is an important indicator of order, accountability, and operational efficiency. Strong discipline helps create a well-organized work environment, minimizes misconduct, and enhances employee trust and integrity. However, these two elements are interrelated. Compensation is a crucial factor influencing employees' perceptions of the value of their work. Appropriate and competitive pay can enhance the influence of motivation and discipline on job satisfaction. Conversely, if employees are motivated and disciplined but feel unappreciated, their job satisfaction tends to decline. Thus, compensation often acts as a mediating factor that clarifies the relationship between motivation, work discipline, and job satisfaction. In BPJS Ketenagakerjaan West Sumatra Region, the issue of job satisfaction among employees remains prominent. Observations and information gathered from various public and private organizations in BPJS Ketenagakerjaan West Sumatra Region. reveal several important phenomena, including:

1. Declining productivity in many work units closely related to public services and internal administration.
2. Increased employee absenteeism, which indicates a lack of discipline and work enthusiasm
3. Employee complaints regarding the compensation framework, including salary levels, timeliness of payments, and lack of bonuses or benefits.
4. High employee turnover rate, where employees move to other agencies or companies that are perceived to offer better salaries and a more favorable work culture.
5. Inadequate development programs for motivation and discipline, which causes employees to feel unappreciated or lack the drive to advance.

These incidents point to structural and management issues that need to be assessed, particularly in terms of how organizations in Solok view the importance of motivation, discipline, and compensation in creating employee job satisfaction. Therefore, research is needed that can comprehensively and empirically explore the influence of motivation and work discipline on job satisfaction, along with the function of compensation as an intermediary factor in this regard. This study aims to make a scientific contribution to the advancement of human resource management theory and provide actionable suggestions for institutions in Solok when formulating more focused HR policies aimed at consistently improving employee job satisfaction.

### **Formulation of the problem**

Once the context is established, the research questions are formulated as follows:

1. Does Motivation have a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region?

2. Does Work Discipline have a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region?
3. Does Motivation have a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region?
4. Does Work Discipline have a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region?
5. Does Compensation have a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region?
6. Does Motivation have a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region?
7. Does Work Discipline have a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region?

### **Research objectives**

After presenting the problem formulation, the research objectives are described as follows:

1. To test and analyze the effect of Motivation on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
2. To test and analyze the effect of Work Discipline on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
3. To test and analyze the effect of Motivation on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
4. To test and analyze the effect of Work Discipline on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
5. To test and analyze the effect of Compensation on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
6. To test and analyze the effect of Motivation on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.
7. To test and analyze the effect of Work Discipline on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.

### **Benefits of research**

#### **1. Theoretical Benefits**

This study aims to advance the field of knowledge, particularly in human resource management. Its findings can support theories regarding the influence of motivation, work discipline, and compensation on job satisfaction. Furthermore, this research can serve as a resource for future researchers interested in exploring the relationship between these factors in public sector entities.

#### **2. Practical Benefits**

- a. For BPJS Ketenagakerjaan West Sumatra Region Management: The findings of this study can guide the formulation of policies related to human resource management, particularly those aimed at improving employee motivation and work discipline. The

results can also serve as a basis for refining the compensation structure to effectively increase employee job satisfaction.

- b. For BPJS Ketenagakerjaan West Sumatra Region Employees .The findings of this study are expected to help employees realize the importance of motivation and work discipline, as well as how an appropriate compensation system can increase their job satisfaction.
- c. For the Government or Related Institutions This research can provide a general overview of working conditions in government organizations, so that it can function as a resource in designing regulations or policies to improve the performance and welfare of civil servants, especially in sectors such as public services exemplified by BPJS Ketenagakerjaan West Sumatra Region

### **Motivation**

According to Uno (2019), motivation is an internal or external drive that drives an individual to take action aimed at achieving a specific goal. Siagian (2019) defines motivation as a driving factor that encourages someone to willingly apply their skills, expertise, effort, and time to fulfill various responsibilities.

### **Motivation Indicators**

According to Uno (2019) identified six key elements of motivation indicators:

1. Aspiration to achieve. Employees have a strong ambition to fully achieve their work goals.
2. Job motivation and requirements. Internal or external needs drive individuals to act productively.
3. Dreams and hopes for the future. Employees have long-term visions or ambitions that they want to realize through their work.
4. Recognition in the workplace. Employees feel that their contributions and results are valued by the organization.
5. Interesting tasks. Work is seen as something that is enjoyable and positively challenging.
6. A supportive work environment. A workplace atmosphere that encourages comfort, effective communication, and collaboration.

### **Work Discipline**

According to Dessler (2019) states that discipline is a method of correcting or punishing employees for violating rules or procedures. Gomez-Mejia et al. (2019) state that employee discipline involves actions taken by an organization to correct inappropriate behavior or inadequate performance by an employee.

### **Work Discipline Indicators**

According to Gomez-Mejia et al. (2019), several important aspects can assess work discipline:

1. Compliance with organizational rules: The level of staff compliance with the policies and regulations established by the organization.
2. Reliability in task performance: The degree of thoroughness and consistency that employees demonstrate in their daily responsibilities.

3. Accountability: The willingness of employees to be responsible for their work and the consequences of their actions.
4. Attendance and punctuality: Discipline in maintaining attendance and punctuality in accordance with the established work schedule.
5. Response to disciplinary action: How employees react to warnings or punishments intended to improve their behavior or performance.

### **Compensation**

According to Noe et al. (2019), compensation consists of all forms of monetary and non-monetary rewards provided by a company to its employees in exchange for their efforts. Dessler (2019) states that compensation includes the total amount of monetary and non-monetary rewards offered to workers in exchange for the work they do.

### **Compensation Indicator**

The following are compensation indicators as noted by Noe et al. (2019):

1. Fair Base Pay: How much employees feel their pay is commensurate with their job responsibilities and position.
2. Benefits and Facilities: The existence of facilities such as health insurance, transportation, meals, and other facilities that improve employee welfare.
3. Bonuses and Incentives: Additional income given to employees in the form of bonuses or rewards based on achieving certain goals or high performance.
4. Fairness in Compensation: A feeling of equality in pay relative to coworkers who have similar roles or similar workloads.
5. Satisfaction with Compensation: The level of employee happiness with the overall compensation package (salary + benefits + bonuses) offered by the organization.
6. Regularity and Accuracy of Payments: Payments are made consistently and on time in accordance with the employment contract or company guidelines.

### **Job satisfaction**

Gibson et al. (2019) explain that job satisfaction is an individual's perspective on their job, influenced by how well it meets their valued needs. Luthans (2019) defines job satisfaction as a positive or pleasurable emotional response resulting from the evaluation of one's role or experiences at work.

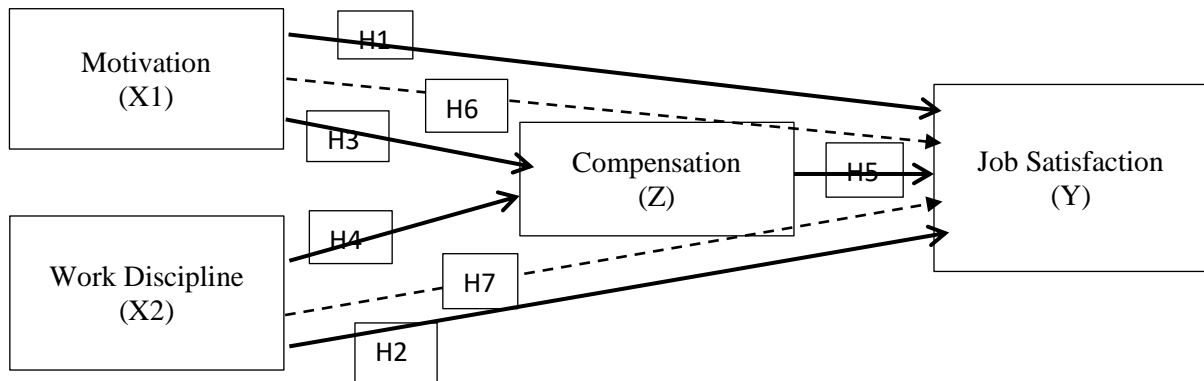
### **Job Satisfaction Indicators**

According to Luthans' theory (2019), the indicators of job satisfaction are as follows:

1. Satisfaction with Salary: The level of employee satisfaction with their salary compared to workload and industry norms.
2. Satisfaction with Work Itself: The level of involvement, significance, and challenge perceived in daily tasks.
3. Satisfaction with Career Growth: Employees' views of fairness and opportunities for promotion or skill enhancement.
4. Satisfaction with Supervisor: Quality of interactions with managers, including fairness, helpfulness, and transparency of communication.
5. Satisfaction with Coworkers: Standards of working relationships, collaboration, and social climate in the workplace.

6. Working Environment and Conditions: Comfort, safety, facilities, and the physical and mental atmosphere in the workplace.

### Conceptual Framework



**Figure 1: Conceptual Framework**

### Hypotheses

- H1 Motivation has a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H2 Work Discipline has a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H3 Motivation has a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H4 Work Discipline has a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H5 Compensation has a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H6 Motivation has a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H7 Work Discipline has a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.

### Method

#### Types of research

The type of research conducted was associative quantitative. This approach aims to analyze how motivation and work discipline influence job satisfaction, with compensation as an intermediary factor at BPJS Ketenagakerjaan West Sumatra Region. According to Sugiyono (2016), quantitative research involves collecting data in numerical form or as qualitative information. The researcher applied the associative causal method. According to Sugiyono (2016) that associative causal research investigates the relationship between two independent variables (influencing factors) and one dependent variable (the influenced factor).

### **Method of collecting data**

The data collection technique used in this study was a questionnaire, primarily utilizing primary data. According to Sugiyono (2016) describes a questionnaire as a tool for collecting data by presenting a series of written questions or statements to respondents for them to answer. Primary data, according to Sugiyono (2016), is information collected directly by an organization or individual from the subjects involved.

### **Research Population**

According to Sugiyono (2016) categorizes the population in research into two types: the general population and the target population. For this study, the population consisted of 109 employees at the BPJS Ketenagakerjaan West Sumatra Region

### **Research Sample**

According to Sugiyono (2016), a sample refers to a segment of the population studied that represents the entire population. A sample encompasses specific characteristics and numbers from the population. The researcher will consider all 109 employees BPJS Ketenagakerjaan West Sumatra Region as the sample.

### **Sampling Techniques**

The sampling method used by the researchers is known as saturation sampling, which involves selecting the entire population within an organization as a sample. According to Sugiyono (2016), saturation sampling is a technique in which every member of the population is included in the sampling.

### **Research Time and Place**

This research was conducted at one of the organizations, namely BPJS Ketenagakerjaan in West Sumatra (BPJS Ketenagakerjaan Solok, Bukittinggi, Padang). This research was conducted from November to December 2025.

### **Operational Definition of Variables**

The variables in this study were assessed and defined using several indicators. These indicators served as the basis for developing the instrument's items, which included statements in the questionnaire. The indicators used in this study are shown in the table below:

**Table 1. Operational Definition of Variables**

<b>Variables</b>	<b>Definition</b>	<b>Indicator</b>	<b>Scale</b>
Job satisfaction (Y)	According to Luthans (2019), job satisfaction is a pleasant or positive emotional state resulting from the assessment of one's work or work experience.	1. Satisfaction with salary 2. Satisfaction with the job itself 3. Satisfaction with promotion and career development 4. Satisfaction with superiors or supervision 5. Satisfaction with coworkers 6. Working conditions and environment (Luthans, 2019)	Likert
Motivation (X1)	According to Uno (2019), motivation is an impulse that comes from within a person or from outside that moves an individual to do something to achieve a certain goal.	1. Desire and desire to succeed 2. Drive and need in working 3. Hopes and aspirations for the future 4. Appreciation in work 5. Interesting activities 6. Conducive work environment (Uno, 2019)	Likert
Work Discipline (X2)	According to Gomez-Mejia et al. (2019), work discipline is an action taken by an organization to correct undesirable behavior or poor performance from employees.	1. Compliance with organizational regulations 2. Consistency in carrying out tasks 3. Responsible attitude 4. Attendance and punctuality 5. Reaction to corrective actions (Gomez-Mejia et al., 2019)	Likert
Compensation (Z)	According to Noe et al. (2019), compensation includes all monetary and non-monetary rewards that an organization provides to employees in return	1. Decent basic salary 2. Allowances and facilities 3. Bonuses and performance incentives 4. Compensation fairness 5. Satisfaction with compensation 6. Consistency and	Likert

	for their work.	accuracy of payments (Noe et al., 2019)	
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## Data Analysis Methods

### 1. Path Analysis Model

According to Sugiyono (2016) describes path analysis as a subset of regression models that can be used to explore causal relationships between different variables. This method utilizes correlation and regression to identify intermediary variables. For this study, the researcher applied a path analysis model.

### 2. Data Analysis Method

SmartPLS SEM (Partial Least Squares - Structural Equation Modeling) software was used for data input in this study. PLS describes how variables are interrelated and can perform analysis in conventional research studies. Its purpose is to help researchers confirm theories and clarify the existence or absence of relationships between latent variables. Imam Ghozali (2016) stated that the PLS approach is effective in describing latent variables (which cannot be measured directly) through indicators. This study applies Partial Least Squares because it handles latent variables that can be measured with their indicators, providing a clearer and more precise analysis.

### 3. Partial Least Square (PLS) Analysis

The Partial Least Squares (PLS) framework uses the principle of component analysis where variance blocks are used to evaluate the relationship between indicators and latent constructs by calculating the total variance, which includes common, specific, and error variance, ensuring that the overall variance remains low.

### 4. Evaluation of Measurement Model

PLS calculations rely on two models: a measurement model (outer model) and a structural model (inner model). According to Ghazali, I., & Latan (2015), the outer model serves to evaluate the validity and reliability of constructs related to indicators. The inner model predicts relationships between variables using the t-test in PLS software. This measurement model is important for establishing validity and reliability thresholds. It describes the relationship between indicators and latent variables in this study.

### 5. Convergent Validity

As noted by Ghozali and Latan (2015), measurements related to the idea that (manifest variables) of a construct should show high values are referred to as loading factors and Average Variance Extracted (AVE) values related to convergent validity. The general guideline for testing convergent validity is that the loading factor value should be between 0.5 and 0.6, while the AVE should exceed 0.5.

### 6. Composite Reliability and Cronbach's Alpha

The Composite Reliability (CR) value serves as an indicator to evaluate the effectiveness of the model and is assessed through a series of indicators.

Understanding the Composite Reliability score and Cronbach's Alpha is consistent: a number above 0.7 indicates satisfactory or acceptable reliability, while a CR exceeding 0.8 or 0.9 indicates excellent reliability (Ghozali and Latan, 2015). When measuring construct reliability with Cronbach's Alpha, lower results can occur (less precise estimates), thus indicating that composite reliability is preferred for testing construct validity.

### **Model Structure (Inner Model)**

#### **1. R-Square (R<sup>2</sup>)**

Understanding R<sup>2</sup> in linear regression depends on how much of the variability in the dependent variable is explained by the independent variables. The R<sup>2</sup> measure has three categories: 0.67 indicates a strong relationship, 0.33 indicates a moderate relationship, and 0.19 indicates a weak relationship. Variations in R<sup>2</sup> scores can help assess whether the influence of the independent latent variable on the dependent latent variable is significant (Ghozali and Latan, 2015).

#### **2. Variance Inflation Factor (VIF)**

Multicollinearity testing is performed to determine whether there are correlated independent variables. Various methods exist for detecting multicollinearity, one of which involves Variance Inflation Factor (VIF) analysis. VIF can be calculated using a specific formula. To assess whether a formative indicator experiences multicollinearity, a VIF calculation is necessary. A VIF value between 5 and 10 indicates that multicollinearity is likely present in that indicator. A VIF below 5 indicates that multicollinearity is not a problem (Putri, 2016).

### **Hypothesis Testing**

PLS is typically used in explanatory research methods. This is because hypothesis testing is an integral part of this approach. Hypothesis assessment can be performed using t-statistics and probability values. In statistical hypothesis testing, the relevant t-statistic value for a 5% significance level is 1.96 (Muniarti et al., 2013). Thus, the rule for accepting or rejecting a hypothesis is: H<sub>a</sub> is accepted and H<sub>0</sub> is rejected if the t-statistic exceeds 1.96. To accept or reject a hypothesis based on probability, H<sub>a</sub> is accepted when the p-value is less than 0.05.

### **Results and Discussion**

#### **Outer Model Analysis**

The external measurement model is assessed to understand the specific relationships between latent and manifest variables. This evaluation examines whether the values are distributed in a valid and reliable manner. For research to be valid, all indicator values must be valid and reliable. Once valid and reliable values are obtained, convergent validity, discriminant validity, and reliability are assessed.

#### **1. Convergent Validity**

Convergent validity in a measurement model with reflective indicators can be observed from the correlation between item scores and construct scores. Indicators showing individual correlation values greater than 0.7 are considered valid, although during the research development phase, values of 0.5 and 0.6 may still be acceptable. Findings regarding outer loadings indicate that certain indicators have loadings below 0.60, which is

considered insignificant. The structural model of this study is illustrated in the figure below.

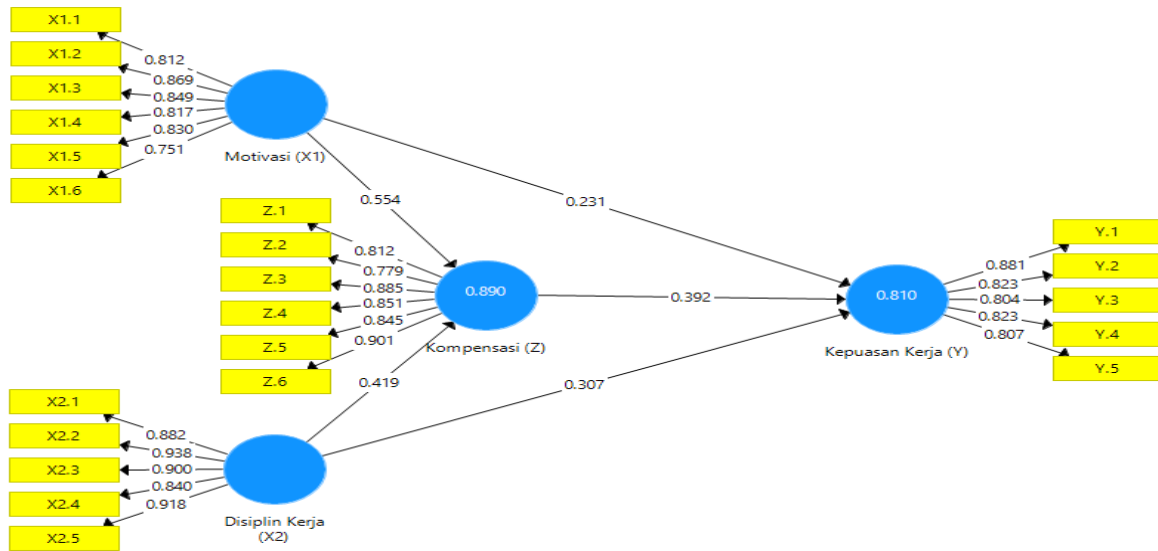


Figure 1. Outer Model

Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.554 + 0.419 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.231 + 0.307 + 0.392 + e2$$

Table 2. Outer Loadings

	Work Discipline_ (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (X1)
X1.1				0.812
X1.2				0.869
X1.3				0.849
X1.4				0.817
X1.5				0.830
X1.6				0.751
X2.1	0.882			
X2.2	0.938			
X2.3	0.900			
X2.4	0.840			
X2.5	0.918			
Y.1		0.881		
Y.2		0.823		

Y.3		0.804		
Y.4		0.823		
Y.5		0.807		
Z.1			0.812	
Z.2			0.779	
Z.3			0.885	
Z.4			0.851	
Z.5			0.845	
Z.6			0.901	

Source: Smart PLS 3.3.3

According to the findings from the outer loading assessment, each indicator in the Motivation, Work Discipline, Job Satisfaction, and Compensation categories showed an outer loading exceeding 0.70. This indicates that each indicator effectively reflects its construct and meets convergent validity criteria. Consequently, all indicators in the research model are considered valid and suitable for further examination.

## 2. Discriminant Validity

The next stage of this research involved assessing the validity of the data through discriminant validity. This process aims to verify whether the cross-loading values are higher than those of the different latent variables, thus confirming whether the indicators have a strong correlation with their respective constructs. The table below illustrates the cross-loading results from the validity assessment:

**Table 3. Discriminant Validity**

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (X1)
X1.1	0.787	0.824	0.788	0.812
X1.2	0.780	0.777	0.809	0.869
X1.3	0.682	0.668	0.718	0.849
X1.4	0.719	0.685	0.793	0.817
X1.5	0.669	0.649	0.772	0.830
X1.6	0.677	0.619	0.648	0.751
X2.1	0.882	0.708	0.792	0.734
X2.2	0.938	0.819	0.866	0.820
X2.3	0.900	0.870	0.848	0.889
X2.4	0.840	0.683	0.745	0.695
X2.5	0.918	0.773	0.795	0.777
Y.1	0.816	0.881	0.863	0.826
Y.2	0.797	0.823	0.811	0.806
Y.3	0.608	0.804	0.658	0.583
Y.4	0.621	0.823	0.610	0.603
Y.5	0.689	0.807	0.657	0.695
Z.1	0.805	0.748	0.812	0.746

Z.2	0.719	0.712	0.779	0.670
Z.3	0.821	0.801	0.885	0.804
Z.4	0.734	0.741	0.851	0.820
Z.5	0.683	0.685	0.845	0.760
Z.6	0.823	0.787	0.901	0.869

Source: Smart PLS 3.3.3

According to the results of the discriminant validity test, each indicator showed the highest loading value on the construct it represents compared to other constructs. This indicates that all constructs—Work Discipline, Job Satisfaction, Compensation, and Motivation—showed a solid level of discrimination. Thus, it can be concluded that the research model meets the requirements for discriminant validity.

### 3. Composite reliability

In a composite reliability study, the reliability of each variable is evaluated. A value exceeding 0.60 indicates that the study is considered reliable. A value between 0.60 and 0.7 is considered unreliable. Various steps are taken to ensure the reliability and validity of the study, including Cronbach's alpha, composite reliability, and AVE, as illustrated in the table below:

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.938	0.953	0.803
Job Satisfaction (Y)	0.886	0.916	0.686
Compensation (Z)	0.920	0.938	0.717
Motivation (X1)	0.904	0.926	0.676

Source: Smart PLS 3.3.3

The results of the reliability and construct validity assessments indicate that all variables in the study have Cronbach's Alpha and Composite Reliability metrics exceeding 0.70, along with an AVE metric exceeding 0.50. This indicates that the Work Discipline, Job Satisfaction, Compensation, and Motivation constructs demonstrate a strong level of reliability and meet the convergent validity criteria. Therefore, the research instrument is considered reliable and valid for further analysis.

### Analysis Inner Model

Evaluation of the structural model (internal model) was carried out For ensure that the structural model the strong And appropriate . Stages analysis during structural model evaluation investigated use a number of metrics , namely :

### Coefficient Determination (R2)

According to data analysis conducted with SmartPLS 3.0, R-Square value is determined as following :

**Table 5. R Square Results**

	R Square	Adjusted R Square
<b>Job Satisfaction (Y)</b>	0.810	0.804
<b>Compensation (Z)</b>	0.890	0.888

Source: Smart PLS 3.3.3

The results of the R-square test show that the Job Satisfaction variable has an R-square value of 0.810, which indicates that 81.0% of the difference in Job Satisfaction can be explained by the independent variables in the model, while the rest is influenced by other factors not included in the study. On the other hand, the Compensation variable has an R-square value of 0.890, which means that 89.0% of the difference in Compensation can be explained by the variables in the research model. The adjusted R-square value which is similar to the R-square value indicates that the model is quite effective in making predictions.

### Hypothesis Testing

After analyzing the internal model, the next step is to examine the relationships between the latent constructs as proposed in this study. Hypothesis testing in this study was conducted using the T statistic and P value. A hypothesis is accepted if the T statistic exceeds 1.96 and the P value is less than 0.05. The following are the coefficient results for the direct influence path:

**Table 6. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics ( O/STDEV I)	P Values	Results
<b>Work Discipline (X2) -&gt; Job Satisfaction (Y)</b>	0.307	3,022	<b>0.001</b>	<b>Accepted</b>
<b>Work Discipline (X2) -&gt; Compensation (Z)</b>	0.419	5,425	<b>0,000</b>	<b>Accepted</b>
<b>Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0.392	3,492	<b>0,000</b>	<b>Accepted</b>
<b>Motivation (X1) -&gt; Job Satisfaction (Y)</b>	0.231	2,254	<b>0.012</b>	<b>Accepted</b>
<b>Motivation (X1) -&gt; Compensation (Z)</b>	0.554	7,233	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.

#### 1. The Influence of Work Discipline on Job Satisfaction

Work discipline significantly and positively influences job satisfaction. This is indicated by a coefficient of 0.307, a T-statistic of 3.022, and a P-value of 0.001. Therefore, the hypothesis that work discipline influences job satisfaction is accepted.

#### 2. The Influence of Work Discipline on Compensation

Work discipline positively and significantly influences compensation. The path coefficient of 0.419, the T-statistic of 5.425, and the P-value of 0.000 indicate that

increased work discipline results in higher compensation. Therefore, this hypothesis is accepted.

3. The Effect of Compensation on Job Satisfaction

Compensation has a positive and significant impact on job satisfaction. This is supported by a coefficient value of 0.392, a T-statistic of 3.492, and a P-value of 0.000. Therefore, the hypothesis regarding the effect of compensation on job satisfaction is accepted.

4. The Influence of Motivation on Job Satisfaction

Motivation has a positive and significant influence on job satisfaction. The coefficient value is 0.231, with a T statistic of 2.254 and a P value of 0.012, indicating that increased work motivation can lead to increased job satisfaction. Thus , the hypothesis is accepted.

5. The Influence of Motivation on Compensation

Motivation significantly and positively influences compensation. This is reflected in the coefficient value of 0.554, the T-statistic of 7.233, and the P-value of 0.000. Therefore, the hypothesis that motivation influences compensation is accepted.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics ( O/STDEV  )	P Values	Results
Work Discipline (X2) -> Compensation (Z) -> Job Satisfaction (Y)	0.164	2,688	<b>0.004</b>	<b>Accepted</b>
Motivation (X1) -> Compensation (Z) -> Job Satisfaction (Y)	0.217	3,387	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.

1. The Influence of Work Discipline on Job Satisfaction through Compensation

Work discipline has a positive effect on job satisfaction through compensation. The indirect effect coefficient is 0.164, with a T statistic of 2.688 and a P value of 0.004. Therefore, compensation successfully mediates the relationship between work discipline and job satisfaction, thus confirming the hypothesis.

2. The Influence of Motivation on Job Satisfaction through Compensation

Motivation has a positive and significant influence on job satisfaction through compensation. The coefficient of 0.217, along with a T-statistic of 3.387 and a P-value of 0.000, indicates that compensation acts as a mediating factor in the relationship between motivation and job satisfaction. Therefore, the hypothesis is confirmed.

**Conclusion**

This research produces the following conclusions:

1. The Effect of Work Discipline on Job Satisfaction. Work discipline has been proven to increase job satisfaction, thus the hypothesis is validated.
2. The Effect of Work Discipline

on Compensation. Work discipline contributes to increased employee compensation, therefore the hypothesis is proven true.

3. The Effect of Compensation on Job Satisfaction. Adequate compensation can increase employee job satisfaction, thus proving the hypothesis correct.

4. The Impact of Motivation on Job Satisfaction. High levels of work motivation lead to increased job satisfaction, thus proving the hypothesis correct.

5. The Influence of Motivation on Compensation. Motivation influences the increase in employee compensation, thus the hypothesis is proven correct.

6. The Role of Work Discipline in Job Satisfaction through Compensation. Compensation can effectively mediate the influence of work discipline on job satisfaction, thus proving the hypothesis true.

7. The Influence of Motivation on Job Satisfaction through Compensation. It is proven that compensation mediates the relationship between motivation and job satisfaction, thus the hypothesis is proven correct.

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