

# Job satisfaction and work discipline improve employee performance: a case study



Aslam Mei Nur Widigdo<sup>\*)</sup>, Nur Ali

Magister Management, Faculty of Economics and Business, Mercu Buana University, Indonesia

## ABSTRACT

Human resources are important in achieving the company's goals, especially with labor-intensive characteristics such as industrial manufacturing. PT. DSI is one of Indonesia's automotive component manufacturing companies that has problems related to human resource productivity and rejected product ratios. This study examined the influence of job satisfaction and work discipline on the performance of factory employees at PT. DSI. This study uses a quantitative approach. The population in this study were all PT DSI factory employees, totaling 185 people. Based on the Slovin formula with a sampling error of 5%, the sample size was 127 respondents. The sampling method is purposive sampling. The data analysis technique used Smart PLS 3.2.9 as a tool. The results show that job satisfaction has a positive significant effect on the performance of factory employees either directly or mediated by work discipline, work discipline has a positive significant effect on the performance of factory employees, and job satisfaction has a significant positive effect on work discipline. The strategic implication of this research is the need for management to increase supervision of employee work discipline both in fulfilling attendance and standard operating procedures, as well as the need to pay attention to employee satisfaction.

Keywords:  
Employee performance  
Job satisfaction  
Work discipline  
Mediated analysis

## Corresponding Author:

Aslam Mei Nur Widigdo,  
Mercu Buana University  
Email: [aslam.mei@mercubuana.ac.id](mailto:aslam.mei@mercubuana.ac.id)

## Introduction

Human resources are an important factor in the sustainability of any organization, both for profit and non-profit, organizations that manage services or products. Good human resources management will affect the performance of the organization. One of the indicators of good human resource management is reflected in the performance of its human resources. Good human resources performance can affect the achievement of organizational goals. This also applies to the manufacturing industry sector.

One of the sectors that plays an important role in supporting Indonesia's economy is the manufacturing industry. In the period 2014-2022, Indonesia's manufacturing GDP has an average growth of 3.44 percent per year. The average growth is higher than the world average growth of 2.35 percent, as well as the members of The Organization for Economic Cooperation and Development OECD of 2.08%. During this period, the average contribution of the industry to the total GDP of Indonesia was 19.9%. This figure puts Indonesia higher than the average contribution of world manufacturing GDP of 16.26 percent and the average of OECD countries of 13.6%), and

surpasses peer countries such as Australia (5.8%), Brazil (10.5%), Russia (12.5%), India (14.5%), Italy (14.7%), and the Philippines (18.8%) (Baheramansyah, 2024).

PT. DSI is one of the manufacturing companies that produce automotive components in Indonesia. PT DSI has a good enough opportunity to grow in Indonesia. In order to maintain its business to remain competitive, PT. DSI needs to continue to improve its operations so that it can win the market in Indonesia. One of the important things to be able to achieve this goal is through the development of human resources because the characteristic of manufacturing companies is labor-intensive through the number of workers working in factories. PT. DSI has a total of 6,400 employees, 2,721 of whom are assigned to factories.

The achievement of the performance of PT. DSI is not per the target. This can be seen in Table 1. For the last three years from 2019 to 2021, productivity ration was below 100%. In addition, there has been an increase in rejected products over the past three years. One of the causes of decreased productivity and an increase in rejected products is an indication of human resource problems.

**Table 1.** Productivity Ratio and Number of Product Rejects 2019 - 2021

	2019	2020	2021
Productivity ratio (%)	84.5	80.7	89.2
Number of Reject Products (Pcs)	4,570	5,260	11,060

Source : PT. DSI (2022)

The realization of production below the target and the increase in the number of rejected products are phenomena of less than optimal performance of DSI factory employees. To analyze the factors that can affect the performance of DSI factory employees, a preliminary survey was conducted to the leaders of work units in the factory with the positions of leader, foreman, and supervisor as many as 40 respondents. There are many factors such as ability/skills, knowledge, work design, personality, work motivation, leadership, organizational style, organizational culture, job satisfaction, reliability, commitment and order. work that affects the work of employees(Kasmir, 2016). Based on the results of the pre-survey, it was found that there were indications of dominant problems in PT. DSI that can affect performance is job satisfaction and work discipline.

Several previous studies have stated that job satisfaction has a significant positive effect on performance (Miah (2018), Ogen et al (2018), Ketut et al (2018), Lestari dan Ghaby (2018). Anwar et al (2019), Nasir et al (2020), While the results of the study of Pawirosumarto et al (2017) dan Arda (2017) stated that job satisfaction had a positive and insignificant influence on employee performance. Meanwhile, the results of the research Fauziek dan Zanuar (2021) stated that job satisfaction did not affect performance.

Based on previous research conducted by Ilahi et al (2017), Kaharudin et al. (2021), Inbar (2018), Putra & Aprianti (2020) Job satisfaction has a positive and significant effect on work discipline. Meanwhile, according to the results of the study by Taufik (2016), and Jabar et al. (2014) job satisfaction does not affect work discipline

The results of the research conducted by Isvandiari (2017), Bagaskara dan Rahardja (2018). Ogen et al (2018), Hasibuan et al (2019), Iptian et al (2020), Nasir et al (2020), Febriani (2021) Hermawati (2020), shows that work discipline has a positive effect on performance while the results of the study Setiawan (2013) dan Irawan et al. (2021) stated that work discipline does not affect employee performance. The research results of Hartanti & Julaila. (2017) work discipline has a non-significant influence on performance.

Based on the gap phenomenon, research gap, and pre-survey results, it is important to conduct research related to the influence of job satisfaction on employee performance with work discipline as an intervening variable in PT. DSI. Research on the effect of job satisfaction on performance using work discipline as an intervening variable is still very limited. Therefore, the results of this research are expected to fill the gap, especially to become a novelty in the automotive component industry.

## Methods

The research design used is quantitative research with an associative relationship approach. The data used is primary data. The population in the study is 185 employees of PT DSI consisting of leaders, foremen, and supervisors. The number of samples was 127 people determined through the Slovin formula with an accuracy rate of 95%. Sampling was taken using a purposive technique (Bahmani-OSKooee & Feinberg, 2022). Primary data were taken using a questionnaire with a Likert scale between 1-5. The independent variable in this study is job satisfaction (X) while the dependent variable is employee performance (Y) and the mediating variable is work discipline (Z). The dimensions and indicators of each variable are as shown in Table 2.

**Table 2.** Operational Variables

Variable	Dimension	Indicator	Code
Work Discipline (Z) Siswanto (2013)	Frequency of Attendance	Timely attendance of employees at work	DK1.1
		On-time attendance at work	DK1.2
	Vigilance Level	Thoroughness in work	DK2.1
		Calculations in decisions	DK2.2
	Adherence to Work Standards	Adhere to work guidelines	DK3.1
		Responsibility at work	DK3.2
	Adherence to Work Rules	Compliance with regulations	DK4.1
		Ease of work	DK4.2
	Work Ethics	Harmonious work atmosphere	DK5.1
		Mutual respect between employees	DK5.2
Job Satisfaction (X) Afandi (2018)	Jobs	Level of job difficulty	KK1.1
		Suitability with education	KK1.2
	Wages	Decent work wage	KK2.1
		Salary increase	KK2.2
	Promotion	Functional position opportunities	KK3.1
		Grade advancement opportunities	KK3.2
	Supervisor	Supportive supervisor	KK4.1
		Competent Supervisor	KK4.2
	Co-workers	Supportive co-workers	KK5.1
		Cooperation co-workers	KK5.2
Employee Performance (Y) Mangkunegara (2017)	Work Quality	Improved quality/work standards	K1.1
		Increased workability	K1.2
	Work Quantity	Achievement of work quantity	K2.1
		Achievement of work productivity	K2.2
	Task Implementation	Work as directed by superiors	K3.1
		Work with focus and accuracy	K3.2
	Responsibility	Carry out work with full awareness	K4.1
		Responsible for work results	K4.2

The analytical method used in the study is SEM (Structural Equation Modelling). The software used in data processing and analysis is SPLS (Smart Partial Least Square). PLS (Partial Least Squares) is an alternative model to covariance-based SEM. PLS is used for causal predictive analysis in complex conditions. The testing steps of PLS analysis in general are designing a measurement model (outer model), conducting validity and reliability tests, designing structural models (inner models), and conducting hypothesis tests. Figure 1 depicts the conceptual model of this research. Based on this framework, the hypotheses are presented as follows: (1) H1: Job satisfaction has a positive effect on the performance of factory employees; (2) H2: Job satisfaction has a positive effect on the work discipline of factory employees; (3) H3: Work discipline has a positive effect on the performance of factory employees; (4) H4: Job satisfaction has a positive effect on the performance of factory employees with the mediation of work discipline.

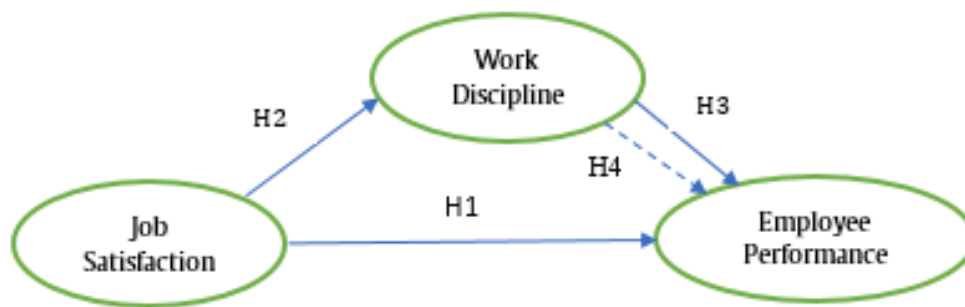


Figure 1 Research Conceptual Framework

## Results and Discussion

### Respondents Characteristic

All respondents were employees working in the factory environment, with a composition of 67% leaders, 18% foremen, and 16% supervisors. Based on gender, respondents were dominated by men with a total of 98%. Based on age, the supremacy of respondents is those between 4150 years old with a total of 50%, while in terms of work experience, the dominance is those with 21–25 years of work experience by 32%.

### Outer Model Measurement Convergent Validity

In testing the convergent validity of data from the sample results on 127 respondents, testing was carried out 2 times until all indicators were valid. It was found that there were 28 valid indicators. In contrast, 4 indicators were invalid so they were removed from the research model so that the research model after removing 4 indicators can be seen in Figure 2.

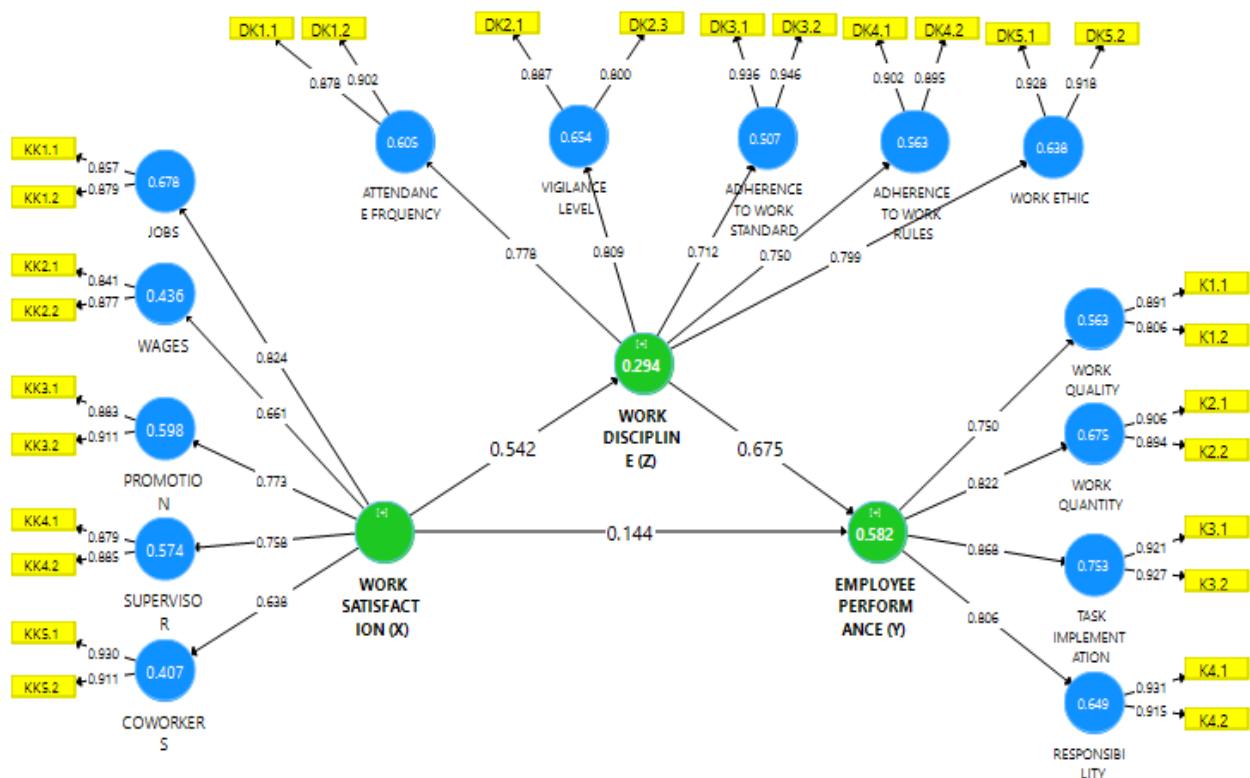


Figure 2 Outer Model Measurement (loading factor). Source: Data processed by author using SmartPLS 3.2.9

### Outer Model Measurement Discriminant Validity

Based on Table 3, the discriminant validity test is carried out by looking at the cross-loading value, and the total indicators used in this study are valid evidenced by the cross-loading value of each variable which is higher than the other construct variables.

**Table 3.** Cross Loading Value

Indicator Code	Job Satisfaction (X)	Work Discipline (Z)	Employee Performance (Y)	Remarks
KK1.1	0.687	0.520	0.514	Valid
KK1.2	0.741	0.338	0.431	Valid
KK2.1	0.533	0.224	0.087	Valid
KK2.2	0.599	0.238	0.120	Valid
KK3.1	0.647	0.328	0.271	Valid
KK3.2	0.736	0.369	0.371	Valid
KK4.1	0.660	0.399	0.355	Valid
KK4.2	0.676	0.391	0.340	Valid
KK5.1	0.619	0.256	0.266	Valid
KK5.2	0.552	0.401	0.453	Valid
DK1.1	0.359	0.655	0.456	Valid
DK1.2	0.383	0.728	0.463	Valid
DK2.1	0.445	0.763	0.603	Valid
DK2.3	0.191	0.588	0.447	Valid
DK3.1	0.396	0.641	0.407	Valid
DK3.2	0.386	0.697	0.450	Valid
DK4.1	0.431	0.684	0.611	Valid
DK4.2	0.495	0.664	0.582	Valid
DK5.1	0.318	0.761	0.544	Valid
DK5.2	0.320	0.712	0.600	Valid
K1.1	0.357	0.441	0.713	Valid
K1.2	0.393	0.403	0.546	Valid
K2.1	0.405	0.576	0.760	Valid
K2.2	0.444	0.574	0.718	Valid
K3.1	0.444	0.608	0.786	Valid
K3.2	0.389	0.643	0.816	Valid
K4.1	0.273	0.567	0.778	Valid
K4.2	0.292	0.568	0.706	Valid

Source: Data processed by the author using SmartPLS 3.2.9

### Outer Model Measurement Composite Reliability

The reliability value of the research construct can be calculated using Cronbach alpha, rho A, and Composite Reliability. Based on Table 4, it can be seen that all variables have values above 0.7, which shows that all variables used are reliable.

**Table 4.** Composite Reliability and Cronbach's Alpha Score

Variables	Cronbach's Alpha	rho_A	Composite Reliability
Employee Performance (Y)	0.874	0.881	0.901
Work Discipline (Z)	0.852	0.887	0.878
Job Satisfaction (X)	0.845	0.852	0.878

Source: Data processed by author using SmartPLS 3.2.9

### Inner Model Measurement Determinant Coefficient (R2)

Then the R2 value is tested to show how much influence the exogenous variables have on the endogenous variables. In this case, the endogenous variable, namely performance (Y) and the

intervening variable (Z), is influenced by the endogenous variables, namely job satisfaction (X). The R2 value can be seen in Table 5.

**Table 5. R Square**

Variables	R2	R2 Adjusted
Employee Performance (Y)	0.582	0.575
Work Discipline (Z)	0.294	0.288

Source : Data processed by author using SmartPLS 3.2.9

Based on Table 4 above, it can be seen that the value of the coefficient of determination (R2) of the Work Discipline variable (Z) is 0.294. These results explain that the exogenous variables, namely job satisfaction (X) have an influence of 29.4% on the work discipline variable (Z) while other variables influence the remaining 71.6%. According to Ghozali (2014) the results of the coefficient of determination (R2) values of 0.67, 0.33, and 0.19 indicate that the model is good, moderate, and weak. So it can be concluded that the variable effect of job satisfaction (X) on work discipline (Z) has a weak coefficient of determination. Then for the R2 value on the performance variable (Y), namely 0.582, it means that the variable is influenced by the variables of job satisfaction (X), and work discipline (Z), which is 58.2% while the rest is influenced by other variables. This shows that the coefficient of determination is moderate (Burma et al., 2021).

#### Inner Model Measurement Bootstrapping Direct Effect

Hypothesis testing (T-test) by looking at the coefficient path, comparing the statistical t-value with the t-table and looking at the P-value. This study uses the standard t-table value using the following formula:

$$df = n - k = 127 - 4 = 123$$

Description: n = number of samples, k = number of variables. Based on the above formula with a significant level ( ) of 0.05, the t-table value is 1.979. The variable is declared to have good significance if the t-statistic > 1.979 while the P-value is considered significant if the value is < 0.05.

**Table 6. Bootstrapping T Test Direct Effect Result**

Variables	Original Sample	t Statistics	P Values	Remarks
Job Satisfaction (X) -> Employee Performance (Y)	0.144	2.064	0.041	Positive, Significant
Work Discipline (Z) -> Employee Performance (Y)	0.542	9.092	0.000	Positive, Significant
Job Satisfaction (X) -> Work Discipline (Z)	0.675	12.750	0.000	Positive, Significant

Source: Data processed by the author using Smart PLS 3.2.9

The results of hypothesis testing using bootstrapping can be seen in Table 6 that the job satisfaction variable (X) on the performance variable (Y) has a positive original sample value of 0.144 with a t statistic value of 2.064 which is higher than the t table which is 1.979 and has a P-Value of 0.041 which is lower than 0.05. So it can be concluded that the job satisfaction variable (X) has a positive significant influence on the performance variable (Y) (Merga & Fufa, 2019).

The work discipline variable (Z) on the performance variable (Y) has a positive original sample value of 0.542 and has a T statistic value of 9.092 > t table namely 1.979 and a P value of 0 which is lower than 0.05. It can be concluded that the work discipline variable (Z) has a positive and significant effect on the performance variable (Y) (Sutoro, 2024).



The variable job satisfaction (X) on work discipline (Z) has a positive original sample value of 0.542 and a statistical T value is 12.750 which is higher than 1.979 and a P value of 0 that lower than 0.05. So it can be concluded that the job satisfaction variable (X) has a positive significant effect on the work discipline variable (Z) (Saragih, 2024).

### Inner Model Measurement Bootstrapping Indirect Effect

After the direct effect coefficient path analysis is carried out, the coefficient path analysis is also carried out for the indirect effect in this research model with the same standards as the coefficient path analysis, namely the comparison of the t statistic value > 1.979 and P Value > 0.05 and the results can be seen in table 8.

The job satisfaction variable (X) on the performance variable (Y) indirectly through the work discipline variable (Z) has a positive original sample value of 0.366 and the T statistic value is 6.704 which is higher than the t table of 1.979 and the P-Value is 0 which lower than 0.05. So it can be concluded that the job satisfaction variable (X) has a positive significant effect on the performance variable (Y) indirectly through the work discipline variable (Z).

Table 7. Bootstrapping Test Indirect Effect Result

Variables	Original Sample	T Statistics	P Values	Remarks
Job Satisfaction (X) -> Work Discipline (Z) -> Employee Performance (Y)	0.366	6.704	0.000	Positive, Significant

Source: Data processed by the author using SmartPLS 3.2.9

### The relationship between job satisfaction and employee performance

Based on Table 6, it can be seen that job satisfaction has a significant positive effect on the performance of employees of PT. DSI. Thus hypothesis 1 is accepted. This means that the more employee job satisfaction at PT DSI increases, the more it will improve the performance of PT DSI factory employees. The value of the path coefficient of the relationship between job satisfaction and employee performance is 0.144, which means that an increase of one unit in job satisfaction will increase by 0.144 units of employee performance.

According to Kasmir (2016), factors that affect performance include job satisfaction. Robbins & Judge (2017) stated that job satisfaction is as the general attitude of an individual toward his or her job. Job satisfaction describes how a person feels about his or her job. A person with a high level of job satisfaction will have a positive feeling about his job. On the other hand, a person with a low level of job satisfaction will have negative feelings about his job (Judge et al., 2017).

The most influential dimension in job satisfaction based on the loading factor value is the colleague dimension on the KK 5.1 indicator of 0.933. This shows that supportive colleagues and helping factory employees who are experiencing difficulties are the most important indicators to form job satisfaction. This implies that to build optimal job satisfaction, the management of PT. DSI can take priority steps to create a culture of cooperation, especially mutual help among employees. By instilling a culture of mutual help, especially if there are employees who experience difficulties, optimal job satisfaction will be realized (SAPTA et al., 2021).

Cooperation between team members is needed for the sustainability and even success of the organization. This is no exception in labor-intensive industries, such as industries that produce automotive components. In a labor-based industry, cooperation between one workforce and another is needed. How many HR experts stated that team orientation is one of the competencies needed in the industry? Therefore, the development of a culture of cooperation at PT (Achmad, 2016). DSI is something that cannot be avoided. Improving the culture of cooperation will be able to increase job satisfaction and the final impact will be an increase in performance.

The results of this study are in line with several previous studies conducted by Rejeki & Widigdo (Rejeki & Widigdo, 2021), Herianto & Widigdo (2022) (Herianto & Widigdo, 2022), Miah (2018), Ogen et al (2018), Ketut et al (2018), Nasir et al (2020), Anwar et al (2019), Lestari and Ghaby (2018), Rinaldi and Riyanto (2021) had stated that job satisfaction has positive significant influences on employee performance.

### **The relationship between job satisfaction and work discipline**

Based on Table 6, it can be seen that job satisfaction has a significant positive effect on work discipline so hypothesis 2 is accepted. This shows that the higher the job satisfaction, the higher the employee's work discipline. The value of the path coefficient of the relationship between job satisfaction and work discipline is 0.675, which means that an increase in one unit in job satisfaction will increase by 0.675 units of work discipline.

Robbin and Judge (2017) stated that job satisfaction affects employee work discipline such as attendance rate. The higher the dissatisfaction of employees, the higher the absenteeism. The dimension that has the highest loading factor of job satisfaction is co-workers. This shows that colleagues are very meaningful in the formation of a conducive climate that creates job satisfaction. Supportive colleagues in the teamwork process will increase job satisfaction and ultimately have a positive impact on work discipline. The cohesiveness of the team in working shows the good cooperation between members of the organization. The more compact the members of the organization are at work, it will provide support in the job satisfaction of the members of the organization and will subsequently improve work discipline. That is the meaning implied based on the statistical figures on the figures 2 which describes the relationship between job satisfaction and work discipline (Hasan, 2023).

The results of this study are in line with previous research conducted by Illahi et al (2017), Kaharudin et al (2021), Inbar (2018), and Putra & Aprianti (2020) stated that job satisfaction has a positive and significant effect on work discipline. This is also in line with the research conducted by Jufrizen & Sitorus (2021) that job satisfaction affects work discipline.

### **The relationship between work discipline and employee performance**

Based on Table 6, it can be seen that work discipline has a positive and significant influence on the performance of factory employees, so hypothesis 3 is accepted. Based on the results of the calculation. This means that the better a person's work discipline, the better the performance of PT. DSI. The value of the path coefficient of the relationship between work discipline and employee performance is 0.542. This means that an increase of one unit in job satisfaction will increase by 0.542 units of employee performance.

Based on the results of the loading factor analysis, the dimension of work discipline that has the highest value is compliance with work standards in the DK 3.2 indicator with a value of 0.951. This is following the work culture at PT. DSI, especially employees who work in the factory area. The work discipline that is most upheld by the employees of the PT. DSI is compliant with work standards such as SOP (Standard Operating Procedure), SWC (Standardized Working Chart), etc.). For companies engaged in the production of automotive components, compliance with SOPs is something very vital. Compliance with SOPs is important for all members of the organization, especially factory employees (Burhan et al., 2021). Disobedience will cause inefficiency in work. Non-compliance with SOPs will cause production results that are not in accordance with the specifications that have been set by the company, which will cause inconsistencies in production output and can have an impact on claims from customers. Therefore, the management of PT DSI must always pay attention to the indicators of employee compliance with SOP (Adinugraha et al., 2021).

The essence of work discipline is a person's awareness and willingness to regularly, diligently, and continuously obey all company regulations and applicable social norms. SOP and SWC are one of the regulations made by the company. SOPs and SWCs must be complied with and carried out by employees in order to run the company's operations smoothly (Uppal, 2021). By complying with



SOPs and SWCs, it will be able to improve employee performance both in terms of quality and quantity. In terms of quality, for example, related to the quality of automotive component products. In terms of quantity, for example, it is related to the amount of production that meets the target and is also associated with the production time target.

The results of this study are in line with the results of previous research conducted by Hermawati (2020), Isvandiani (2017), Bagaskara dan Rahardja (2018), Ogen et al (2018), Iptian et al (2020), Nasir et al (2020), Hasibuan et al (2019), Febriani (2021) and Dewi & Widigdo (Dewi & Widigdo, 2024), which states that work discipline has a positive and significant influence on employee performance.

### **The relationship between job satisfaction and employee performance mediated by work discipline**

Job satisfaction has a significant positive effect on the performance of PT DSI factory employees mediated by work discipline. Thus hypothesis 4 is accepted. Based on Table 7, it can be seen that the path coefficient value is 0.366. This means that an increase of one unit in job satisfaction will increase by 0.366 units of performance of PT. DSI with mediated work discipline. This shows that job satisfaction can improve the performance of employees of PT. DSI with mediated work discipline (Nazarian et al., 2021).

Discipline has a role in holding people together so that they can work, live, and interact with each other in a constructive, cooperative and harmonious manner. Discipline makes humans to complement each other in life so that all can survive and benefit from their relationship (Gardner, 2021). Work discipline can mediate the influence of job satisfaction on the performance of employees of PT. DSI. The highest loading factor in the dimension of job satisfaction is colleagues on the support indicator. This is related to the role of work discipline to interact with each other constructively and cooperatively (Ashraf, 2019).

The results of this study are in line with previous research conducted by Jufrizen & Sitorus (2021) and Awwali & Sarpan (2024) which stated that job satisfaction has a significant positive effect on performance mediated by work discipline

## **Conclusion**

Based on the results of the data analysis, it can be concluded that Job satisfaction has a positive and significant effect on the performance of factory employees at PT. DSI directly or mediated by work discipline. Work discipline has a positive and significant effect on the performance of factory employees at PT. DSI. Likewise, job satisfaction has a significant positive effect on work discipline. The results of this study imply that an increase in job satisfaction both directly and mediated will be able to improve the performance of factory employees. Work discipline has a more significant effect than job satisfaction so company policies can be focused on supporting the creation of good work discipline such as rewards and punishments for each employee who is the most disciplined and for those who are not disciplined.

To improve work discipline, the company needs to pay attention to vigilance level. Several strategies can be carried out through increasing supervision and vigilance of the work discipline of employees both in compliance with regulations such as periodic checking of employee absences every day and compliance with work standards by periodically checking employee compliance with SOPs. Related to job satisfaction, the company needs to pay attention to the satisfaction of factory employees achieved by implementing good work by each factory employee and providing work according to their position. This can be done by carrying out procedures for leaders to be able to see their work regularly to ensure that employees are satisfied enough with the support to achieve their work targets.

For further research, it is recommended to use unresearched variables such as skills, knowledge, work design, personality, work motivation, leadership, organizational culture, loyalty, or commitment, as endogenous variables.

## References

- Achmad, S. H. (2016). The effect of competency, motivation, and Organizational culture on the employee performance at the jakarta hotel, bandung, Indonesia. *Journal of Business on Hospitality and Tourism*, 2(1), 120–130.
- Adinugraha, H. H., Nasution, I. F. A., Faisal, F., Daulay, M., Harahap, I., Wildan, T., Takhim, M., Riyadi, A., & Purwanto, A. (2021). Halal tourism in Indonesia: An Indonesian council of ulama national sharia board fatwa perspective. *The Journal of Asian Finance, Economics and Business*, 8(3), 665–673.
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Zanafa Publishing.Riau.
- Ashraf, M. A. (2019). The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction. *Journal of Workplace Learning*, 31(2), 78–94.
- Awwali, M.H. and Sarpan, E.S. (2024). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening PT Putra Rasya Mandiri. *Jurnal: IKRAITH-EKONOMIKA*, 7(2):166-173
- Bagaskara, Bagus Ikhsan, Rahardja, Edy. (2018). Analisis Pengaruh Motivasi Kerja, Disiplin Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi pada PT Cen Kurir Indonesia, Jakarta). *Diponegoro Journal of Management*. Volume 7, Nomor 2, Hal. 1-11.
- Bahmani-OSKooee, M., & Feinberg, B. (2022). The effect of work discipline on employee job satisfaction with incentives as an intervening variable (Case Study on Medical doctor and Nurses in Wisconsin City Area). *MEDALION JOURNAL: Medical Research, Nursing, Health and Midwife Participation*, 3(4), 149–154.
- Burhan, M., Salam, M. T., Abou Hamdan, O., & Tariq, H. (2021). Crisis management in the hospitality sector SMEs in Pakistan during COVID-19. *International Journal of Hospitality Management*, 98, 103037.
- Burma, J. S., Graver, S., Miutz, L. N., Macaulay, A., Copeland, P. V., & Smirl, J. D. (2021). The validity and reliability of ultra-short-term heart rate variability parameters and the influence of physiological covariates. *Journal of Applied Physiology*, 130(6), 1848–1867.
- Dewi, S., & Widigdo, A. M. N. (2024). The Effect of Motivation on Employee Performance with Work Discipline as Mediating Variable at Pos Indonesia Bekasi Main Branch. *Indikator: Jurnal Ilmiah Manajemen Dan Bisnis*, 8(1), 29. <https://doi.org/10.22441/indikator.v8i1.23761>
- Fauziek, E. and Yanuar (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Stres Kerja Sebagai Variabel Mediasi. *Jurnal Manajerial dan Kewirausahaan*, III(3) : 680-687.
- Gardner, H. (2021). *Disciplined mind: What all students should understand*. Simon & Schuster.
- Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)* (4th ed.). Badan Penerbit Universitas Diponegoro.
- Hartanti, N., Julaila. (2017). Pengaruh Disiplin Kerja Dan Lingkungan kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Intervening Pada PT. Tempuran Mas. *Jurnal uta45. Indonesia*.
- Hasan, M. (2023). The Influence Of Discipline, Job Satisfaction And Motivation On Work Productivity At The Center for statistics (bps) of Aceh Tenggara district. *Jurnal Ekonomi*, 12(01), 1555–1564.
- Herianto, F., & Widigdo, A. M. N. (2022). The Effect of Competency and Workload on the Performance of Medical Staff in MYD Hospital through Job Satisfaction as A Mediation Variable. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 22793–22806.

- Hermawati, R. (2020). Analysis on The Effect of Compensation, Discipline and Motivation Toward Performance of Employees of Mandiri Utama Sejahtera Corporation. *Jurnal Ilmiah Ilmu Administrasi Publik*, 10(1), 99–112.
- Irawan, D., Kusjono G., dan Suprianto, S. (2021). Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Kecamatan Serpong. *Jurnal Ilmiah Mahasiswa (JIMAWA)*, 1(3).
- Isvandari, Any. (2017). “Pengaruh Budaya Organisasi, Disiplin Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan Non Medis Rumah Sakit Islam Malang”. *Journal JIBEKA*, VOL. 11 NO. 1. Hal 38 – 43.
- Jabar, I., Isyandi, B dan Hendriani, S. (2014). Pengaruh Motivasi Dan Kepemimpinan Terhadap Kepuasan Kerja Dan Implikasinya Terhadap Disiplin Kerja Tenaga Paramedis Pada Rumah Sakit Umum Daerah Dr. R. M. Pratomo Kabupaten Rokan Hilir. *Jurnal Ekonomi* 22(3): 107-122
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 102(3), 356.
- Jufrizen, J., & Sitorus, T. S. (2021). Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Dengan Disiplin Kerja Sebagai Variabel Intervening. *Prosiding Seminar Nasional Teknologi Edukasi Sosial Dan Humaniora*, 1(1), 841–856.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT Rajagrafindo Persada. Depok
- Mangkunegara, A. A. A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
- Merga, H., & Fufa, T. (2019). Impacts of working environment and benefits packages on the health professionals’ job satisfaction in selected public health facilities in eastern Ethiopia: using principal component analysis. *BMC Health Services Research*, 19, 1–8.
- Miah, M. (2018). The Impact of Employee Job Satisfaction Toward Organizational Performance: A Study Of Private Sector Employees in Kuching, East Malaysia. *International Journal of Scientific and Research Publications*, 8(12).
- Nazarian, A., Atkinson, P., Foroudi, P., & Soares, A. (2021). Working together: Factors affecting the relationship between leadership and job satisfaction in Iranian HR departments. *Journal of General Management*, 46(3), 229–245.
- Pawirosumarto, S.; Sarjana, P.K. & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), Hlm. 1337 – 1358. Emerald Group Inc.
- Rejeki, R. T., & Widigdo, A. M. N. (2021). The effect of leadership, job satisfaction, organizational citizenship behaviour and competence on employee performance (case study at xyz ministry in indonesia). *Dinasti International Jpurnal of Digital Business Management*, 2(2), 222–232. <https://doi.org/https://doi.org/10.31933/dijdbm.v2i2>
- Rinaldi, E., & Riyanto, S. (2021). The effect of work motivation, work environment, and job satisfaction on organizational citizenship behavior and their impact on employees performance of RSU Menteng Mitra Afia during the Covid-19 pandemic. *International Journal of Research in Business and Social Science* (2147– 4478), 10(6), 101–110. <https://doi.org/10.20525/ijrbs.v10i6.1293>
- Robbins, S.P. & Judge, T. A. (2017). *Organization Behaviour* (17th ed.). Pearson Limited.
- SAPTA, I., Muafi, M., & SETINI, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. *The Journal of Asian Finance, Economics and Business*, 8(1), 495–505.
- Saragih, J. (2024). [https://scholar.googleusercontent.com/scholar.ris?q=info:4ifwZb\\_L-JcJ:scholar.google.com/&output=citation&scisdr=CIE7qtyTELvy5Ft94tY:AFWwaeYAAAAAZ-N7-tfxojOYvp65V3qJMH8ws8g&scisig=AFWwaeYAAAAAZ-N7-vH3qXIDLg7Z03yi3U1ijsg&scisf=2&ct=citation&cd=-1&hl=id](https://scholar.googleusercontent.com/scholar.ris?q=info:4ifwZb_L-JcJ:scholar.google.com/&output=citation&scisdr=CIE7qtyTELvy5Ft94tY:AFWwaeYAAAAAZ-N7-tfxojOYvp65V3qJMH8ws8g&scisig=AFWwaeYAAAAAZ-N7-vH3qXIDLg7Z03yi3U1ijsg&scisf=2&ct=citation&cd=-1&hl=id). *International Journal of Management Research and Economics*, 2(2), 38–54.

- 
- Setiawan, A. Pengaruh Disiplin Kerja Dan Motivasi Terhadap Kinerja Karyawan Pada Rumah Sakit Umum Daerah Kanjuruhan Malang. *Jurnal Ilmu Manajemen* 1 (4): 1245-1253.
- Sutoro, M. (2024). The Influence of Self Efficacy, Work Discipline and Organizational Culture On Job Satisfaction With An Impact On Employee Performance At PT. Unibles Indo Multi in South Jakarta. *International Journal of Artificial Intelligence Research*, 6(1.2).
- Taufik, A. (2016). Pengaruh Motivasi Intrinsik Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Dan Disiplin Kerja Sebagai Variabel Mediasi Pada Badan Pusat Statistik Kabupaten Magelang. *JBTI* 7(2): 158-178
- Uppal, R. (2021). A First Principles Based Strategy for Deploying People Centric Lean in Service Industry Systemically Improving People and Process Everyday. The University of Akron.