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The Role of Work Discipline and Compensation on Employee Performance with Job Satisfaction as a Mediating Variable (Case Study of PT. Sinergi Pilar Persada)

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Abstract:*This study aims to analyze the effect of work discipline and compensation on employee performance with job satisfaction as a mediating variable at PT. Sinergi Pilar Persada. The background of this study is based on the company's performance targets not being achieved during the 2023–2025 period, so a study is needed on the factors that influence employee performance. This study uses a quantitative approach with a survey method. The study population was 150 employees of PT. Sinergi Pilar Persada and the entire population was sampled using a saturated sampling technique. Data collection was carried out through distributing questionnaires, while data analysis used AMOS-based Structural Equation Modeling (SEM). The results of the study indicate that work discipline has a positive and significant effect on employee job satisfaction and performance. Compensation also has a positive and significant effect on employee job satisfaction and performance. Job satisfaction has a positive and significant effect on employee performance and is able to mediate the effect of work discipline and compensation on employee performance. The conclusion of this study is that improving work discipline and providing good compensation can increase job satisfaction and have an impact on improving employee performance at PT. Sinergi Pilar Persada.*

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Introduction

Human resources are a crucial element in organizational success because they play a role in running company activities and achieving established goals. Optimal human resource management is necessary to enable employees to contribute effectively to the organization. This also applies to PT. Sinergi Pilar Persada, which operates in the agribusiness sector as a chicken distributor and slaughterhouse.Pahira & Rinaldy (2023)states that human resources make a significant contribution to the success of a company through the energy, competence and expertise of employees.

Employee performance is an important indicator in assessing the effectiveness and efficiency of an organization.Taylor (2019)explains that performance is related to individual behavior and results in completing work according to established standards. In facing technological developments and changes in the business environment, companies need to improve employee performance by managing various internal factors, particularly work discipline, compensation, and job satisfaction. Work discipline reflects employee compliance with organizational regulations and standards. Employees with good discipline tend to be able to complete work in a timely, responsible, and effective manner, thus supporting improved performance.Jepry & Mardika (2020)

Besides work discipline, compensation is a crucial factor in driving employee performance. Compensation serves as a form of reward for employee contributions and can also increase motivation, enthusiasm, and job satisfaction. Providing fair compensation commensurate with workload can encourage employees to deliver optimal performance.Fauzan (2022)shows that compensation has a positive and significant effect on job satisfaction because it provides recognition and a sense of security to employees. Similar findings were presented.William & Ekawati (2020)as well asMaulana & Raharja (2024), which shows that compensation has a positive effect on employee job satisfaction.

Job satisfaction is a positive emotional state that arises when an employee's expectations and needs regarding their job are met. High job satisfaction can increase employee motivation, loyalty, commitment, and productivity, while dissatisfaction can lead to decreased work quality and increased desire to leave the organization. Therefore, job satisfaction is not only a result of human resource management but also has the potential to be a driving factor in improving employee performance.Handayani & Handayani (2024)shows that compensation, work discipline, and job satisfaction influence employee performance.

Performance issues were also found at PT. Sinergi Pilar Persada, which has 150 employees. The company sets a performance target of 95% annually, but performance realization has not yet reached that target. In 2023, performance realization reached 87%, increasing to 89% in 2024, and 90% in 2025. Despite showing improvement, there are still gaps of 8%, 6%, and 5%, respectively, from the company's target. In 2025, individual assessments showed that 72 employees (47.97%) were in the excellent category, 76 employees (50.68%) were in the good category, and 2 employees (1.35%) were in the fair category. This condition indicates that individual performance is relatively good, but the company's overall performance achievement is still not optimal.

Based on these conditions, an evaluation of factors that can improve employee performance, particularly work discipline, compensation, and job satisfaction, is necessary.Febriyanti & Yanuarti (2024)The results show that work discipline and compensation have a positive and significant effect on employee performance. Meanwhile, job satisfaction is suspected to be a mechanism that bridges the influence of work discipline and compensation on performance. Therefore, this study was conducted to analyze the influence of work discipline and compensation on employee performance with job satisfaction as a mediating variable at PT. Sinergi Pilar Persada.

Literature review

Employee performance

Performance is the level of achievement of results from carrying out certain tasks.Olivia & Rozak (2022).Naharuddin & Sadegi (2013), stated that employee performance depends on their willingness and openness to themselves and others in carrying out their work. He further stated that employee willingness and openness in carrying out their duties can increase employee productivity, which also leads to performance.

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Work Discipline

Discipline is a crucial function and key to achieving goals, as without it, achieving maximum goals is difficult. Discipline is a sense of obedience and adherence to values believed to be a responsibility, such as office duties and employee attendance at company-specified times. The higher the level of discipline, the higher the employee's performance, allowing employees to work sincerely and to the best of their ability to achieve the company's goals.Jepry & Mardika (2020).

Compensation

Research conducted bySimamora & Sambas (2023), indicating that compensation has a positive and significant effect on employee performance. The study's findings suggest that the better the compensation provided by the company, the higher the level of employee performance. Adequate compensation can increase employee motivation and accountability in completing work according to established targets.

Job satisfaction

Research conducted bySalliyuana et al., (2024)states that job satisfaction has a positive and significant effect on employee performance. Employees who are satisfied with their jobs will be more enthusiastic about their work, thereby improving the quality and quantity of their work results.

Method

Research Design

This study employed a quantitative approach with a survey method and a causal associative research approach. The quantitative approach was used to test hypotheses and determine causal relationships between variables through numerical data and statistical analysis (Sugiyono, 2022). The independent variables in this study were work discipline (X1) and compensation (X2), the dependent variable was employee performance (Y), and job satisfaction (Z) served as a mediating variable. The data used were primary data obtained through questionnaires. Data analysis was performed using covariance-based Structural Equation Modeling (SEM) with the help of AMOS 23.0 to test the direct and indirect effects between variables and the suitability of the research model.

Population, Sample, and Sampling Techniques

The research population was all 150 employees of PT. Sinergi Pilar Persada. The population is the entire object or subject that has certain characteristics to be studied and conclusions drawn from.Sugiyono (2022)The sampling technique used nonprobability sampling with a saturated sampling method, where all members of the population were included in the research sample. Therefore, the sample size for this study was 150 respondents (Suharismi, 2021).

Data collection technique

Research data was collected through a questionnaire designed based on indicators for each variable: work discipline, compensation, job satisfaction, and employee performance. The questionnaire was used to obtain primary data from all study respondents (Sugiyono, 2022). Measurements were made using a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = agree, and 5 = strongly agree.

Data Analysis Techniques

Data analysis was conducted through descriptive analysis, instrument quality testing, goodness of fit testing, and hypothesis testing using SEM with the help of AMOS 23.0. Instrument quality testing included validity and reliability. Indicator validity was assessed based on factor loading > 0.50 and p-value ≤ 0.05.Ghozali (2017). Construct reliability is declared fulfilled if the Construct Reliability (CR) value is ≥ 0.70.

Furthermore, the goodness of fit test is used to evaluate the suitability of the research model with the empirical data through several indices, including Chi-Square, RMSEA, GFI, NFI, and PNFI.

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The model is considered feasible if it meets the good fit criteria based on the indices used (Ghozali, 2017). Hypothesis testing is conducted to determine the direct and indirect effects between variables through the parameter estimate (β), Critical Ratio (CR), and p-value. The hypothesis is accepted if the direction of the effect is in accordance with the hypothesis and meets the established significance criteria.

Results and Discussion

Validity and Reliability Test Results

This study uses the Structural Equation Modeling (SEM) approach with the help of IBM SPSS AMOS 23.0 software to test the relationship between the variables of Work Discipline (), Compensation (, Job Satisfaction (Z), and Employee Performance (Y). Before testing the structural model and hypothesis testing, validity and reliability testing were first carried out on all research instruments through Confirmatory Factor Analysis (CFA) to ensure that each indicator is truly capable of measuring the latent variables it represents consistently and accurately.$X_1 X_2$)

Validity Test

Table 1.Validity Test Results (Standardized Loading Factor)

Variables	Indicator	Loading Factor	Information
Work Discipline ()X_1	DK1	0.754	Valid
	DK2	0.673	Valid
	DK3	0.714	Valid
	DK4	0.642	Valid
	DK5	0.690	Valid
	DK6	0.681	Valid
	DK7	0.701	Valid
	DK8	0.602	Valid
	DK9	0.689	Valid
	DK10	0.719	Valid
Compensation ()X_2	K1	0.717	Valid
	K2	0.712	Valid
	K3	0.688	Valid
	K4	0.721	Valid
	K5	0.742	Valid
	K6	0.666	Valid
	K7	0.680	Valid
	K8	0.727	Valid
	K9	0.722	Valid
	K10	0.691	Valid
Job Satisfaction (Z)	KK1	0.723	Valid
	KK2	0.692	Valid
	KK3	0.707	Valid
	KK4	0.699	Valid
	KK5	0.705	Valid
	KK6	0.683	Valid
	KK7	0.751	Valid
	KK8	0.698	Valid
	KK9	0.729	Valid
	KK10	0.717	Valid
Employee Performance (Y)	KKW1	0.638	Valid
	KKW2	0.690	Valid
	KKW3	0.681	Valid
	KKW4	0.707	Valid
	KKW5	0.682	Valid

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	KKW6	0.711	Valid
	KKW7	0.738	Valid
	KKW8	0.783	Valid
	KKW9	0.742	Valid
	KKW10	0.652	Valid

Source: Primary data processed with AMOS, 2026

Based on table 1 above, it can be seen that all 40 indicator items used to measure the four research variables, namely Work Discipline (DK1–DK10), Compensation (K1–K10), Job Satisfaction (KK1–KK10), and Employee Performance (KKW1–KKW10), have standardized loading factor values above 0.50. The highest loading factor value in the Work Discipline variable is in the DK1 indicator at 0.754, while the lowest value is in the DK8 indicator at 0.602. In the Compensation variable, the highest loading factor value is in the K5 indicator at 0.742 and the lowest value is in the K6 indicator at 0.666. In the Job Satisfaction variable, the highest value is in the KK7 indicator at 0.751 and the lowest value is in the KK6 indicator at 0.683. Meanwhile, for the Employee Performance variable, the highest loading factor value was found in the KKW8 indicator at 0.783, and the lowest value was found in the KKW1 indicator at 0.638. Thus, all indicators in this study were declared valid and suitable for use as measuring tools because they were able to significantly reflect their latent variables. Therefore, no indicators needed to be eliminated from the model before further analysis was conducted.

Reliability Test

Table 2.Reliability Test Results (Construct Reliability and Average Variance Extracted)

Variables	Construct Reliability (CR)	Average Variance Extracted (AVE)	Information
Work Discipline ()X_1	0.899	0.473	Reliable
Compensation ()X_2	0.909	0.500	Reliable
Job Satisfaction (Z)	0.911	0.505	Reliable
Employee Performance (Y)	0.907	0.495	Reliable

Source: Primary data processed with AMOS, 2026

Based on table 2 above, all research variables have a Construct Reliability (CR) value above 0.70, namely Work Discipline (0.899), Compensation (0.909), Job Satisfaction (0.911), and Employee Performance (0.907), so that the four variables are declared reliable and the research instrument can be used consistently to measure their respective constructs. Judging from the Average Variance Extracted (AVE) value, the Compensation (0.500) and Job Satisfaction (0.505) variables have met the ideal criteria of AVE ≥ 0.50, while the Work Discipline (0.473) and Employee Performance (0.495) variables are slightly below the threshold value of 0.50. However, referring to the criteria proposed by Fornell and Larcker (1981), if the AVE value is below 0.50 but the Construct Reliability (CR) value is above 0.60, then the convergent validity of the construct as a whole can still be said to be adequate because the strength of the composite reliability is sufficient to compensate for the low average variance extracted. Therefore, the four variables in this study are still declared suitable for use in the structural model analysis stage and subsequent hypothesis testing.

Data Normality Test

Table 3.Data Normality Test Results (Assessment of Normality)

Variables	min	max	skew	cr	kurtosis	cr
KKW10	1,000	5,000	-0.999	-4,997	1,539	3,849
KKW9	1,000	5,000	-1,652	-8,258	3,791	9,477
KKW8	1,000	5,000	-1,663	-8,313	3,664	9,161
KKW7	1,000	5,000	-1,659	-8,294	4,171	10,428
KKW6	1,000	5,000	-1,481	-7,407	3,400	8,501
KKW5	1,000	5,000	-1,332	-6,658	2,539	6,348

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KKW4	1,000	5,000	-1,299	-6,495	2,385	5,964
KKW3	1,000	5,000	-1,133	-5,663	2,447	6,118
KKW2	1,000	5,000	-1,112	-5,562	2,153	5,384
KKW1	1,000	5,000	-1,071	-5,355	2,348	5,871
KK10	1,000	5,000	-1,562	-7,811	3,690	9,226
KK9	1,000	5,000	-1,374	-6,872	2,980	7,449
KK8	1,000	5,000	-1,484	-7,418	3,192	7,979
KK7	1,000	5,000	-1,598	-7,992	3,372	8,431
KK6	1,000	5,000	-1,287	-6,433	2,375	5,937
KK5	1,000	5,000	-1,432	-7,159	2,932	7,330
KK4	1,000	5,000	-1,538	-7,689	3,603	9,006
KK3	1,000	5,000	-1,296	-6,481	2,402	6,006
KK2	1,000	5,000	-1,125	-5,627	2,398	5,995
KK1	1,000	5,000	-1,302	-6,509	3,097	7,744
K10	1,000	5,000	-1,543	-7,717	3,959	9,898
K9	1,000	5,000	-1,295	-6,475	2,470	6,174
K8	1,000	5,000	-1,442	-7,209	3,496	8,741
K7	1,000	5,000	-1,351	-6,756	2,389	5,972
K6	1,000	5,000	-1,102	-5,509	1,859	4,649
K5	1,000	5,000	-1,677	-8,385	3,969	9,922
K4	1,000	5,000	-1,497	-7,485	2,853	7,133
K3	1,000	5,000	-1,528	-7,639	3,138	7,845
K2	1,000	5,000	-1,440	-7,202	2,883	7,207
K1	1,000	5,000	-1,300	-6,499	2,872	7,181
DK10	1,000	5,000	-1,725	-8,626	4,462	11,155
DK9	1,000	5,000	-1,332	-6,661	2,665	6,661
DK8	1,000	5,000	-1,068	-5,341	1,847	4,618
DK7	1,000	5,000	-1,483	-7,413	2,825	7,063
DK6	1,000	5,000	-1,313	-6,563	2,415	6,038
DK5	1,000	5,000	-1,616	-8,078	3,780	9,451
DK4	1,000	5,000	-1,039	-5,194	1,488	3,720
DK3	1,000	5,000	-1,221	-6,104	2,071	5,176
DK2	1,000	5,000	-1,328	-6,638	2,196	5,490
DK1	1,000	5,000	-1,643	-8,215	3,579	8,948
Multivariate					11,062	1,169

Source: Primary data processed with AMOS, 2026

Based on Table 3 above, it can be explained that univariately, all 40 research indicators have cr skewness values that are far outside the range of ±2.58, with values ranging from -4.997 (KKW10) to -8.626 (DK10), all of which are negative. This indicates that the data distribution for each indicator tends to be skewed to the left (negatively skewed), meaning that most respondents gave high answer scores (tend to agree/strongly agree) on the research questionnaire items. Similarly, in terms of cr kurtosis values, all indicators have values above 2.58, with the lowest value in the DK4 indicator of 3.720 and the highest value in the DK10 indicator of 11.155, which indicates that the data distribution tends to be more pointed (leptokurtic) than the standard normal distribution. Thus, univariately, all indicators of this study do not meet the assumption of normality in terms of both skewness and kurtosis.

However, when viewed from the multivariate normality value in the Multivariate row, a multivariate kurtosis value of 11.062 with a cr value of 1.169 was obtained. The multivariate cr value is below the critical value of ±2.58, so that multivariately the data of this study can still be stated to meet the assumption of multivariate normality, although univariately the data on each indicator shows a significant deviation from the normal distribution. This condition is quite common in studies that use Likert-scale perceptional data with a large number of items, where the tendency of respondents to answer in a similar score range (positively/negatively skewed) at the item level often does not have a significant impact on normality at the multivariate level. However, considering the violation of univariate normality

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in all indicators, the researcher still uses the bootstrapping approach (bias-corrected) in testing the indirect and mediation effects as explained in sub-chapter 4.7.2, because the bootstrapping technique does not require the assumption of data normality and is more robust to data distribution abnormalities than the conventional Sobel test.

Goodness of Fit Test Results

After the research instrument is declared valid and reliable, the next step is to test the model's goodness of fit against the research data. This test aims to determine whether the structural model developed based on theory is appropriate and supported by empirical data obtained in the field. The structural model tested in this study is depicted in the following path diagram.

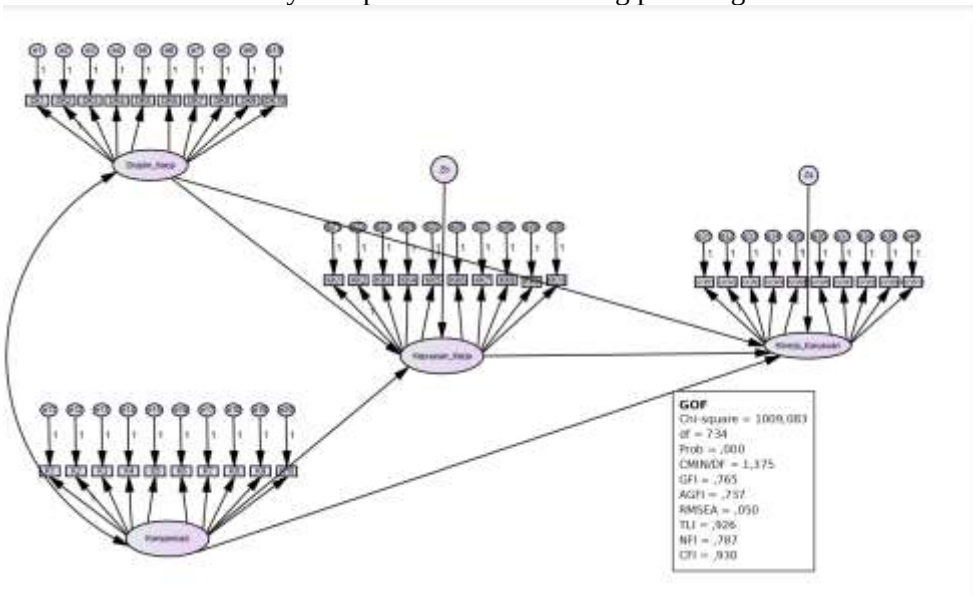


Figure 1. Path Diagram of Research Model

Source: Primary data processed with AMOS, 2026

The path diagram in Figure 1 above illustrates the relationship structure between the variables Work Discipline (X1) and Compensation (X2) as exogenous variables, Job Satisfaction (Z) as an intervening variable, and Employee Performance (Y) as an endogenous variable, before model modifications were made. Each latent variable is formed by 10 reflective indicators (DK1–DK10 for Work Discipline, K1–K10 for Compensation, KK1–KK10 for Job Satisfaction, and KKW1–KKW10 for Employee Performance), with residual variables (e1–e40) for each indicator and structural residual variables (Za and Zb) for the variables Job Satisfaction and Employee Performance. The GOF summary box on the bottom right side of the diagram displays the Chi-square value, degree of freedom (df), probability, CMIN/DF, GFI, AGFI, RMSEA, TLI, NFI, and CFI of the initial model estimation results, which are explained in detail in the following table.

Goodness of Fit

Table 4.Model (Goodness of Fit)

Goodness of Fit Index	Cut-off Value	Model Results	Information
Chi-Square (CMIN)	< 798.138 (χ^2 table; df=734; α=0.05)	1009,083	Not Fit
Probability (P)	≥ 0.05	0,000	Not Fit
CMIN/DF	≤ 2.00	1,375	Fit
RMR	≤ 0.05	0.030	Fit
GFI	≥ 0.90	0.765	Not Fit
AGFI	≥ 0.90	0.737	Not Fit
NFI	≥ 0.90	0.787	Marginal Fit

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TLI (rho2)	≥ 0.95	0.926	Marginal Fit
CFI	≥ 0.90	0.930	Fit
RMSEA	≤ 0.08	0.050	Fit

Source: Primary data processed with AMOS, 2026

Based on table 4 above, it can be explained that the initial model before modification produced a Chi-Square value of 1009.083 with a degree of freedom (DF) of 734 and a probability value of 0.000 which is far below the 0.05 limit, so the model is declared not fit on these criteria. The GFI (0.765) and AGFI (0.737) values are also below the ideal cut-off value of 0.90 so they are included in the unfit category, while the NFI (0.787) and TLI (0.926) values are in the marginal fit category because they are still below the reference value even though they are quite close. The CMIN/DF value of 1.375 (<2.00), RMR of 0.030 (<0.05), CFI of 0.930 (>0.90), and RMSEA of 0.050 (<0.08) have shown fit results. Overall, this initial model still leaves several criteria that have not been met, especially in the probability, GFI, and AGFI values, so that model modifications are needed to obtain a better model that is in accordance with empirical data.

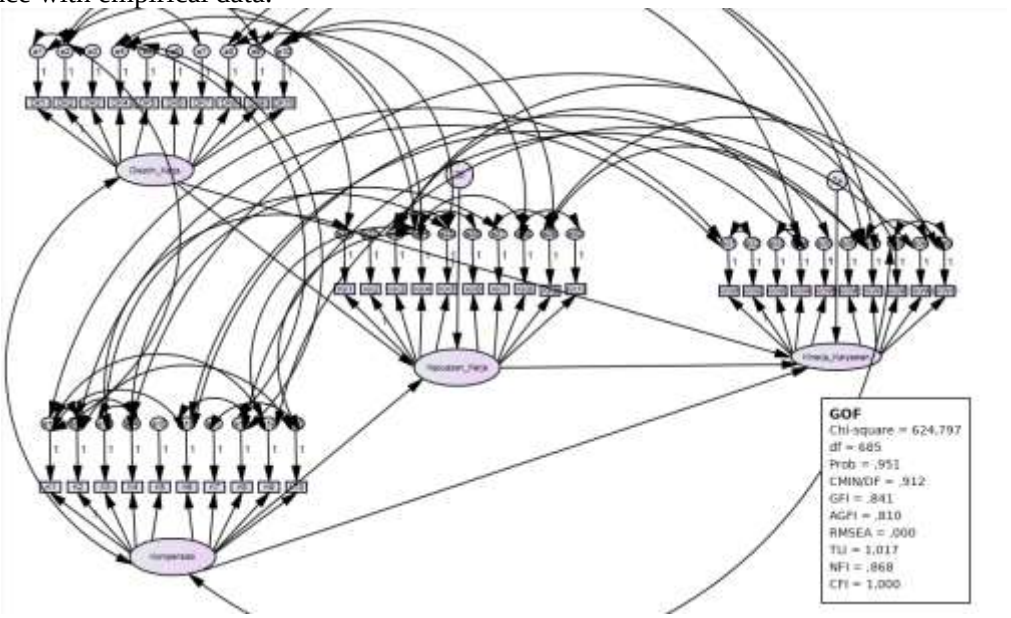


Figure 2.Path Diagram of the Research Model After Modification

Source: Primary data processed with AMOS, 2026

The path diagram in Figure 2 above shows the same research model as Figure 1, but has undergone modifications in the form of the addition of a number of covariances between error terms (two-way curved lines) based on the value of modification indices, as seen from the increase in curved lines connecting pairs of error terms compared to the previous diagram. The addition of this covariance aims to improve the model's fit with empirical data. The GOF summary box on the bottom right side of the diagram shows that the Chi-square value decreased from 1009.083 to 624.797 and the probability value increased from 0.000 to 0.951, which are detailed in the following table.

Table 5. Goodness of Fit Test Results After Modification

Goodness of Fit Index	Cut-off Value	Model Results	Information
Chi-Square (CMIN)	< 746,997 (χ^2 table; df=685; α=0.05)	624,797	Fit
Probability (P)	≥ 0.05	0.951	Fit
CMIN/DF	≤ 2.00	0.912	Fit
RMR	≤ 0.05	0.024	Fit
GFI	≥ 0.90	0.841	Marginal Fit
AGFI	≥ 0.90	0.810	Marginal Fit
NFI	≥ 0.90	0.868	Marginal Fit

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TLI (rho2)	≥ 0.95	1,017	Fit
CFI	≥ 0.90	1,000	Fit
RMSEA	≤ 0.08	0,000	Fit

Source: Primary data processed with AMOS, 2026

Similar to the initial model, the Chi-Square criterion in this final model was tested by comparing the CMIN value to the χ^2 table value at df = 685 and $\alpha = 0.05$, which was 746.997. Since the CMIN value of the final model (624.797) was smaller than the χ^2 table value (624.797 < 746.997), this final model was declared fit based on the Chi-Square criterion, in line with the probability value of 0.951 (> 0.05) which far exceeded the minimum limit. The CMIN/DF value also improved from 1.375 to 0.912 (< 2.00). The RMR value of 0.024 was below the 0.05 limit, indicating a very small residual between covariance matrices. The RMSEA value decreased from 0.050 to 0.000 and the CFI value increased from 0.930 to 1.000, which also indicates that the model has a very high fit to the empirical data. Meanwhile, the GFI (0.841), AGFI (0.810), and NFI (0.868) values increased compared to the initial model, although they were still slightly below the ideal cut-off value of 0.90 so they were still categorized as marginal fit. Referring to the parsimony principle proposed by Arbuckle and Wothke (1999) in Solimun (2004), if most of the goodness of fit criteria including the most basic Chi-Square criteria have been met, then the research model after the overall modification can be declared acceptable and suitable for further analysis.

Standardized Residual Covariance

The next evaluation is carried out on the Standardized Residual Covariance value to ensure there are no extreme residual covariances between indicators. A model is said to have good residuals if the standardized residual covariance value is below the threshold of ±2.58. Based on the results of the examination of the entire residual matrix in the AMOS output, the highest residual value found is in the range of ±1.17 (for example, in the indicator pairs DK4 with KK1 and DK7 with KK4), which means that all standardized residual covariance values in this research model are still below the limit of ±2.58. Thus, in terms of residual fit, this research model can be said to have no serious local misfit, so that in general the model is still suitable for use in the path analysis and hypothesis testing stages, while still paying attention to the notes regarding the Heywood case explained previously.

Hypothesis Testing Results

After the model is declared to meet the model suitability criteria, the next stage is to conduct a path analysis to test the direct influence, indirect influence, and total influence between research variables using the maximum likelihood (ML) estimation technique.

Direct Effect Analysis

Table 6. Regression Weights and Standardized Estimates (Direct Effect)

Relationship between variables	Estimate	SE	CR	P	Std. Estimate
Job Satisfaction <--- Work Discipline	0.477	0.073	6,502	***	0.584
Job Satisfaction <--- Compensation	0.412	0.080	5,139	***	0.420
Employee Performance <--- Job Satisfaction	0.011	0.198	0.055	0.956	0.012
Employee Performance <--- Compensation	0.314	0.107	2,923	0.003	0.359
Employee Performance <--- Work Discipline	0.457	0.125	3,660	***	0.630

Source: Primary data processed with AMOS, 2026

Note: *** indicates a p-value < 0.001 (significant at the 1% level).

Based on table 4 above, the results of the five direct influence paths can be explained as follows. First, Work Discipline has a positive and significant effect onSatisfactionWork with an estimate value of 0.477, CR 6.502, and p <0.001 (p <0.05), which means that the better the employee's work discipline,

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the higher the perceived job satisfaction. Second, Compensation has a positive and significant effect on Job Satisfaction with an estimate value of 0.412, CR 5.139, and p <0.001, which indicates that providing adequate compensation can increase employee job satisfaction. Third, Job Satisfaction does not have a significant effect on Employee Performance, with an estimate value of only 0.011, CR of 0.055, and a p value of 0.956 which far exceeds 0.05, so the hypothesis on this path is rejected. Fourth, Compensation has a positive and significant effect on Employee Performance with an estimate value of 0.314, CR 2.923, and p of 0.003. Fifth, Work Discipline has a positive and significant effect on Employee Performance with an estimate value of 0.457, CR 3.660, and p < 0.001, and is the path with the highest standardized estimate value (0.630) among all direct influence paths, which shows that work discipline is the strongest predictor of employee performance in this research model.

Indirect Effect Analysis and Mediation Testing (Bootstrapping)

Table 7. Mediation Test Results (Standardized Indirect Effect) through Bootstrapping

Indirect Influence	Estimate (Unstd.)	Lower Bound (BC)	Upper Bound (BC)	P (2-tailed)
Work Discipline → Job Satisfaction → Employee Performance	0.005	-0.942	0.275	0.987
Compensation → Job Satisfaction → Employee Performance	0.004	-0.560	0.200	0.991

Source: Primary data processed with AMOS, 2026

Based on table 5 above, it can be seen that the indirect effect of Work Discipline on Employee Performance through Job Satisfaction has an estimated value of 0.005 with a bootstrap bias-corrected 95% confidence interval range between -0.942 to 0.275. Because the interval range includes the number zero (the lower bound value is negative and the upper bound is positive), and the two-tailed significance value of 0.987 is much greater than 0.05, it can be concluded that Job Satisfaction does not significantly mediate the effect of Work Discipline on Employee Performance. A similar thing also occurs in the indirect influence path of Compensation on Employee Performance through Job Satisfaction, with an estimated value of 0.004, a confidence interval range between -0.560 to 0.200, and a significance value of 0.991 (p> 0.05).

Summary of Hypothesis Testing Results

Table 8. Summary of Hypothesis Testing Results

Hypothesis	Hypothesis Statement	P-value	Limit	Information
H1	Work Discipline influences Job Satisfaction	0,000	< 0.05	Accepted
H2	Compensation influences job satisfaction	0,000	< 0.05	Accepted
H3	Job Satisfaction Influences Employee Performance	0.956	< 0.05	Rejected
H4	Compensation affects employee performance	0.003	< 0.05	Accepted
H5	Work Discipline Influences Employee Performance	0,000	< 0.05	Accepted
H6	Work Discipline Influences Employee Performance Mediated by Job Satisfaction	0.987	< 0.05	Rejected
H7	Compensation influences employee performance mediated by job satisfaction	0.991	< 0.05	Rejected

Source: Primary data processed with AMOS, 2026

Based on table 6 above, of the seven hypotheses proposed in this study, four hypotheses were accepted, namely H1, H2, H4, and H5, while three hypotheses were rejected, namely H3, H6, and H7. These results indicate that Work Discipline and Compensation have been proven to have a significant

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effect on both Job Satisfaction and Employee Performance directly.HoweverJob Satisfaction itself has not been proven to have an effect on Employee Performance, so automatically Job Satisfaction is also unable to act as a mediating variable in the relationship between Work Discipline and Compensation on Employee Performance in this study.

Discussion

The Influence of Work Discipline on Job Satisfaction

Hypothesis testing is a reference value generated in SEM estimation. In the first hypothesis (H1), the test results show a standardized parameter coefficient value on the relationship between Work Discipline and Job Satisfaction of 0.584 with a P-value of 0.000 (<0.05), which means that Work Discipline has a significant positive effect on Job Satisfaction, in other words the first hypothesis (H1) is accepted. This shows that the better the level of employee discipline at work, such as punctuality, compliance with company regulations, and responsibility for work, the higher the sense of satisfaction felt by employees towards their work. Well-established work discipline creates an orderly and conducive work atmosphere so that employees feel comfortable and satisfied in carrying out their daily tasks.

The results of this study are in line with the findingsDwiwarman (2025)who found that work discipline has a strong and positive impact on employee job satisfaction, with a t-value of 5.870. This is also supported by researchDewi Safitri et al.(2023)concluded that work discipline has a positive and significant influenceon job satisfaction at the Royal Suite Hotel in Balikpapan City. In addition, the researchIrpan Nurhab (2022)A study conducted on employees at Dr. Sayidiman Regional General Hospital in Magetan also confirmed that work discipline plays a significant role in shaping employee job satisfaction, which in turn impacts performance. Thus, the consistency of findings across studies strengthens the argument that work discipline is a key determinant of employee job satisfaction.

The Effect of Compensation on Job Satisfaction

Hypothesis testing is a reference value generated in SEM estimation. In the second hypothesis (H2), the test results show a standardized parameter coefficient value on the relationship between Compensation and Job Satisfaction of 0.420 with a P-value of 0.000 (<0.05), meaning that Compensation has a significant positive effect on Job Satisfaction, in other words the second hypothesis (H2) is accepted. These results indicate that the compensation system implemented by the company, whether in the form of basic salary, allowances, incentives, or other forms of financial rewards, has an important role in shaping employee perceptions of the fairness and appropriateness of the rewards they receive for the work contributions they have given. The more appropriate the compensation given is to the workload and employee contributions, the higher the level of job satisfaction they feel.

This finding is supported by researchDwiwarman (2025)which states that compensation has a fairly positive and large impact on employee job satisfaction, with a t-value of 2.420.Herliana & Munawaroh (2024)also found that compensation had a significant effect on increasing employee job satisfaction. In line with this,Irpan Nurhab (2022)also emphasized that compensation, along with work discipline, is a key determinant of employee job satisfaction. These three research findings consistently reinforce the findings of this study that compensation plays a significant role in creating employee job satisfaction.

The Influence of Job Satisfaction on Employee Performance

Hypothesis testing is a reference value generated in SEM estimation. In the third hypothesis (H3), the test results show the standardized parameter coefficient value on the relationship between Job Satisfaction and Employee Performance is only 0.012 with a P-value of 0.956 (> 0.05), meaning that Job Satisfaction does not have a significant effect on Employee Performance, in other words the third hypothesis (H3) is rejected. These results indicate that the level of satisfaction felt by employees towards their work does not necessarily guarantee a real increase in their performance. This condition can occur because employee performance in the research object is more influenced by other factors outside of job satisfaction, such as technical abilities, work standards set by the company, direct supervision from

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superiors, and the applicable reward and punishment system, so that employees are still required to achieve certain performance targets regardless of the level of job satisfaction they feel.

The results of this study are consistent with the findingsFauziek & Yanuar (2021)found that job satisfaction does not directly influence employee performance, but must be mediated by other variables such as work stress. A similar finding was also found byWulandari et al., (2025)which concluded that job satisfaction had no significant effect on employee performance at PT Mandom Indonesia Tbk, while training and the work environment had a positive effect.Widya Nastiti, (2022)found the same results, namely that job satisfaction had no significant effect on employee performance, and only had an effect when mediated by the variable of affective commitment. The consistency of the three research results strengthens the findings in this study that the relationship between job satisfaction and employee performance is not always direct and significant, but rather depends heavily on the organizational context and the presence or absence of other variables that play a role between the two.

The Effect of Compensation on Employee Performance

Hypothesis testing is a reference value generated in SEM estimation. In the fourth hypothesis (H4), the test results show a standardized parameter coefficient value on the relationship between Compensation and Employee Performance of 0.359 with a P-value of 0.003 (<0.05), meaning that Compensation has a significant positive effect on Employee Performance, in other words the fourth hypothesis (H4) is accepted. These results indicate that the compensation provided by the company is directly able to encourage increased employee performance, without having to go through other intermediary variables. Decent and fair compensation will motivate employees to work more optimally, increase productivity, and maintain employee loyalty to the company as a form of reciprocity for the awards they receive.

The results of this study are in line with the findings(Pardosi et al., 2023)concluded that compensation has a significant effect on performance. The researchFauzan (2022)also emphasized that compensation influences employee performance. In line with that,Siregar (2022)Research examining the influence of compensation and the environment on performance and satisfaction as mediating variables in the Health Service also found that compensation had a significant direct effect on employee performance. The similarity in the direction of the findings from these three studies reinforces this study's finding that compensation is a major driver of direct employee performance improvement.

The Influence of Work Discipline on Employee Performance

Hypothesis testing is a reference value generated in SEM estimation. In the fifth hypothesis (H5), the test results show a standardized parameter coefficient value on the relationship between Work Discipline and Employee Performance of 0.630 with a P-value of 0.000 (<0.05), meaning that Work Discipline has a significant positive effect on Employee Performance, in other words the fifth hypothesis (H5) is accepted. This standardized estimate value of 0.630 is the highest value among all direct influence paths in the research model, which indicates that work discipline is the most dominant predictor of employee performance. Employees who have a high level of discipline, such as obeying working hours, complying with standard operating procedures, and being responsible for assigned tasks, tend to be able to complete work more effectively and efficiently, resulting in better performance.

The results of this study are supported by the findingsAbdullah et al., (2024)which states that work discipline has a significant contribution to improving employee performance. ResearchNasution & Rukmini (2021)The results show that work discipline has a positive and significant impact on employee performance. These results reinforce the idea that implementing good work discipline can drive improved employee performance. Furthermore,Trisan et al., (2022)found that work discipline influences employee performance. The consistency of these findings across various organizational and national contexts further strengthens the conclusion that work discipline is a crucial factor determining employee performance levels.

The Influence of Work Discipline on Employee Performance Mediated by Job Satisfaction

Hypothesis testing is a reference value generated in SEM estimation. In the sixth hypothesis (H6), the results of the bootstrapping test show the value of the indirect effect of Work Discipline on Employee Performance through Job Satisfaction with a bootstrap confidence interval range between -0.942 to 0.275 and a P-value of 0.987 (> 0.05), which means that Job Satisfaction does not have a

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significant effect as a mediating variable between Work Discipline and Employee Performance, in other words the sixth hypothesis (H6) is rejected. This result is consistent with the findings in H3 where Job Satisfaction is not proven to have a significant effect on Employee Performance, so the effect of Work Discipline on Employee Performance in this research object occurs directly, not through increasing job satisfaction first. In other words, disciplined employees will immediately show good performance without having to go through the intermediary of satisfaction with their work.

The results of this study are in line with the findings(Ananda & Hadi, 2023)which shows that job satisfaction is unable to mediate the relationship between work discipline and employee performance. This finding indicates that the influence of work discipline on employee performance does not always occur through job satisfaction as an intervening variable. A similar finding was also found byAzizah & Ekowati (2025)which shows that job satisfaction is not able to mediate the influence of work discipline on employee performance. The same results were found bySanti & Ahsani (2024), which concluded that job satisfaction does not mediate the effect of work discipline on employee performance. However, these results differ from the researchAl Hafizh & Hartono (2022)which found that job satisfaction can mediate the relationship between work discipline and employee performance. The differences in these research results indicate that the role of job satisfaction as a mediating variable in the relationship between work discipline and employee performance can still vary according to the characteristics and context of the organization being studied.

The Effect of Compensation on Employee Performance Mediated by Job Satisfaction

Hypothesis testing is a reference value generated in SEM estimation. In the sixth hypothesis (H6), the results of the bootstrapping test show the value of the indirect effect of Work Discipline on Employee Performance through Job Satisfaction with a bootstrap confidence interval range between -0.942 to 0.275 and a P-value of 0.987 (> 0.05), which means that Job Satisfaction does not have a significant effect as a mediating variable between Work Discipline and Employee Performance, in other words the sixth hypothesis (H6) is rejected. This result is consistent with the findings in H3 where Job Satisfaction is not proven to have a significant effect on Employee Performance, so the effect of Work Discipline on Employee Performance in this research object occurs directly, not through increasing job satisfaction first. In other words, disciplined employees will immediately show good performance without having to go through the intermediary of satisfaction with their work.

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Conclusion

Based on the findings of this study at PT. Sinergi Pilar Persada, work discipline and compensation have positive and significant relationships with job satisfaction and employee performance. Work discipline is positively associated with job satisfaction ($\beta = 0.584$, $p < 0.001$) and employee performance ($\beta = 0.630$, $p < 0.001$), while compensation is positively associated with job satisfaction ($\beta = 0.420$, $p < 0.001$) and employee performance ($\beta = 0.359$, $p = 0.003$). However, job satisfaction does not have a significant direct relationship with employee performance ($\beta = 0.012$, $p = 0.956$). The mediation analysis also indicates that job satisfaction does not significantly mediate the relationships between work discipline and employee performance ($p = 0.987$) or between compensation

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and employee performance (p = 0.991). Therefore, the findings support the direct relationships of work discipline and compensation with employee performance, but do not support the proposed mediating role of job satisfaction.

Practically, the company may review its work discipline policies and compensation arrangements to ensure that they are appropriate, consistent, and aligned with employee responsibilities. These measures should be evaluated periodically rather than assumed to guarantee improved performance. This study is limited to 150 employees from a single company, which may restrict the generalizability of the findings to other organizational contexts. Future research could involve employees from multiple companies, examine additional factors related to employee performance, and use longitudinal designs to explore how these relationships develop over time. Further studies may also investigate the conditions under which job satisfaction could play a mediating role in the relationship between work discipline, compensation, and employee performance.

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