THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS MEDIATION AT FIFGROUP DENPASAR

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Abstract

Organizational output at the individual level can be interpreted as the extent to which employees convert entrusted roles into tangible contributions that reflect both effectiveness and productivity. In order to scrutinize the determinants of such output within FIFGROUP Denpasar, an empirical assessment was conducted involving the entire workforce population of 93 personnel through a full enumeration approach. The analytical framework positioned motivational drive, affective attachment to work, and behavioral compliance with organizational norms as explanatory dimensions, while individual output served as the focal outcome construct. Data were elicited using scaled attitudinal measures and examined through a multivariate regression procedure to estimate relational intensity among constructs. The statistical estimations indicate that each explanatory dimension independently demonstrates a meaningful positive association with individual output. When integrated simultaneously, these dimensions collectively account for a significant proportion of performance variation within the institutional setting.

Keywords: Work Motivation, Job Satisfaction, Work Discipline, Employee Performance

INTRODUCTION

Human capital constitutes the most indispensable resource within an organization, as it represents the driving force that steers institutional direction while sustaining and advancing organizational functioning amid diverse societal exigencies (Afandi, 2019). Accordingly, this resource must be continuously safeguarded, valued, and cultivated. The enhancement of human resources is required on an ongoing basis in order to generate personnel of superior caliber. Such caliber is not confined to intellectual acuity alone, but also encompasses the qualitative attributes necessary to execute assigned responsibilities in accordance with planned objectives. Given the pivotal role of the workforce in shaping organizational outcomes, sustained managerial attentiveness toward human resource development is essential to ensure the attainment of optimal performance.

From a behavioral regulation standpoint, individuals do not act randomly; their conduct is structured around internally prioritized aims that function as cognitive anchors directing attention and effort. These aims operate as self-imposed standards that influence persistence, strategic focus, and intensity of engagement. When objectives are articulated with high precision and embedded with demanding benchmarks, they tend to elevate the threshold of accomplishment by compelling individuals to mobilize greater psychological and behavioral resources (Suwardani, 2018).

Within organizational ecosystems, performance represents the observable crystallization of such regulated effort into measurable output. It reflects not merely task completion, but the extent to which responsibility, competence, situational adaptability, and institutional support converge to produce substantive results. Because organizational advancement is contingent upon aggregated individual contributions, employee performance becomes a critical determinant of collective success (Siagian, 2018). Rather than emerging from a single source, performance materializes from the dynamic interaction between volitional energy and operational capability—where willingness to exert effort must coexist with sufficient skill to translate intention into achievement (Nasrih, 2019).

The sales trajectory of FIFGROUP Denpasar over the 2019–2023 period reflects an uneven pattern of organizational output, suggesting that employee productivity has not remained consistently aligned with corporate expectations. Variations in revenue realization relative to established benchmarks point to performance irregularities that warrant managerial scrutiny. For instance, the most favorable outcome was registered in 2021, when sales approached IDR 33,020,800,000 against an intended target of IDR 35,000,000,000. Conversely, lower achievement was also documented, with sales declining to approximately IDR 27,176,900,000 compared with a projected IDR 30,000,000. Such oscillations in target fulfillment imply a lack of stable workforce performance, emphasizing the need for organizational interventions aimed at reinforcing productivity continuity and operational effectiveness.

Differences in employee achievement can be understood through the extent to which individuals are able to mobilize sustained psychological energy within their occupational roles. When this inner activation is strong, employees are more likely to demonstrate persistence, intentional engagement, and a stable commitment to fulfilling professional obligations. Such internal momentum supports behavioral consistency and enhances the capacity to deliver work outcomes that align with organizational expectations. Conversely, in the absence of a well-established drive, employee contributions may become less focused and more vulnerable to declining performance quality (Mangkunegara, 2019; Rivai, 2019).

A broad range of empirical inquiries has linked this form of internal engagement to improved performance outcomes, suggesting that employees with stronger motivational grounding tend to achieve higher levels of effectiveness (So et al., 2018; Hajali et al., 2022; Squirt et al., 2020; Goddess et al., 2020). However, the evidence is not entirely uniform, as some studies indicate that motivational conditions do not always translate directly into measurable performance gains, highlighting the potential role of contextual moderators within organizational settings (Changgriawan, 2018).

Workplace interaction patterns within FIFGROUP Denpasar reveal indications of relational fragmentation that may weaken employees' internal drive. Several informants described a professional environment where task absorption predominates over interpersonal exchange, resulting in minimal collegial engagement. Supervisory practices were also portrayed as heavily target-oriented, with managerial focus centered on performance benchmarks rather than relational cultivation. This orientation appears to constrain open communication channels and reduce the sense of social support within the organizational setting, which may inadvertently diminish motivational vitality.

Beyond relational dynamics, the broader psychological climate of employees plays a pivotal role in shaping performance trajectories. The degree to which individuals experience fulfillment in their occupational roles is contingent upon how they cognitively and emotionally appraise their work context (Andika et al., 2022; Daniati, 2019). When employees perceive congruence between their expectations and the organizational environment, they are more inclined to contribute creatively and proactively. Such affective alignment not only strengthens individual productivity but also enhances the organization's capacity to sustain growth and competitive resilience in a dynamic market landscape (Bushra, 2019).

A substantial segment of organizational research conceptualizes employee performance as being closely intertwined with the degree of occupational fulfillment experienced by workers. Empirical contributions from Suryawan and Salsabila (2022), alongside Changgriawan (2018), Prasetyo and Marlina (2019), and Fajri et al. (2022), consistently indicate that heightened affective attachment to one's role tends to coincide with superior productivity and work effectiveness. Despite this dominant perspective, divergent findings have also emerged; Supatmi (2020) reported no statistically meaningful association between satisfaction and performance, thereby suggesting the possibility of situational contingencies influencing this relationshi.

A recurring theme emerging from workforce discussions concerns the organization's incentive structure, which some employees perceive as insufficiently responsive to performance achievement. The lack of supplementary financial recognition for meeting established targets has been viewed as a limiting factor in fostering a sense of reward and appreciation, thereby contributing to a weaker sense of satisfaction with the overall compensation system at FIFGROUP Denpasar.

Operational effectiveness within organizations is often sustained when employee behavior is guided by a consistent framework of rule-oriented conduct. Individuals who demonstrate strong behavioral control and institutional conformity tend to carry out responsibilities with greater precision, stability, and accountability, which ultimately elevates the quality of their work contributions (Hasibuan, 2018). In this context, disciplined conduct functions as a stabilizing mechanism that reduces performance variability, strengthens

productivity, and supports the organization in progressing toward its intended targets more efficiently (Sutrisno, 2019; Dharmawan, 2019).

Disciplinary behavior has frequently been positioned as a foundational element in explaining why some employees achieve higher levels of performance than others. Several scholarly contributions have argued that when workplace conduct is governed by punctuality, compliance, and consistent rule observance, performance outputs tend to improve accordingly (Esthi & Savhira, 2019; Prayogi et al., 2019; Putri et al., 2019; Maswani et al., 2021). Yet, the empirical landscape is not entirely uniform, as alternative findings suggest that discipline does not always translate into measurable performance gains (Kurniawan, 2019). Beyond these academic inconsistencies, the organizational reality within the workplace reveals concrete disciplinary challenges, such as recurrent lateness that disrupts workflow continuity and inattentive work behavior, including excessive mobile phone use during working hours, which ultimately hampers timely task completion and weakens operational productivity.

Motivated by observable workplace dynamics and the inconsistency of conclusions reported in prior empirical investigations, the present inquiry was formulated to explore the interdependence among motivational orientation, regulatory discipline, and employee performance in the context of FIFGROUP Denpasar. Within this analytical configuration, job satisfaction is positioned as an intervening construct to elucidate the indirect pathways through which these antecedent variables exert their influence.

REVIEW OF LITERATURE

Work Motivation

Work-related drive manifests when individuals possess an enduring inner orientation that compels them to invest energy, attention, and persistence into their occupational roles. Such orientation functions as a sustaining force that keeps behavior aligned with professional demands and long-term targets, even in the absence of external pressure (Maruli, 2020). However, this force is not inherently constructive; its consequences depend on the normative foundations that shape it. When the underlying rationale is distorted or ethically misdirected, the same drive may become detrimental, producing negative ramifications for both the employee and the institutional environment in which they operate (Ferdinatus, 2020)

Job Satisfaction

Within an organizational ecosystem, the degree of employee fulfillment is reflected in how comfortably individuals situate themselves within the professional sphere they inhabit. This experiential state is shaped by the congruence between personal expectations, relational exchanges with supervisors and peers, and the broader contextual atmosphere surrounding their roles (Manullang, 2019). Rather than representing a single attitudinal response, it constitutes a layered psychological condition formed through ongoing interpretation of work demands, social interaction patterns, and personal adaptation processes that extend beyond the immediate job context (Prakosa, 2019).

Work Discipline

Organizational discipline emerges when behavioral patterns within the workforce are consistently synchronized with the operational boundaries set by the institution. It represents a structured climate in which employees demonstrate deliberate restraint, accountability, and alignment with formal procedures as well as broader societal expectations (Wursanto, 2018). In this sense, discipline is not simply obedience, but a managerial channel

through which behavioral correction, attitudinal adjustment, and heightened rule-consciousness are cultivated, ultimately strengthening the organization's capacity to maintain order and functional efficiency (Hasibuan, 2018; Rivai, 2018).

Employee Performance

Organizational advancement is ultimately reflected in the tangible contributions generated by its members through the execution of entrusted roles. These contributions emerge when individuals or collectives translate delegated authority into concrete achievements that advance strategic direction. The quality of such achievement is shaped by intellectual capability, sustained diligence, autonomous initiative, and the capacity to navigate constraints and resolve situational complexities within stipulated deadlines. However, productivity alone does not suffice; legitimate accomplishment presupposes conformity with regulatory frameworks and ethical conventions, ensuring that institutional objectives are pursued through responsible and principled conduct (Busro, 2018).

RESEARCH METHOD

An empirical inquiry was undertaken to examine the interconnectedness among selected organizational constructs, drawing upon responses from 93 members of FIFGROUP Denpasar. The investigation relied on a structural linkage modeling technique to disentangle the directional relationships embedded within the proposed framework. Prior to hypothesis evaluation, the dataset underwent a sequence of diagnostic screenings to ensure statistical adequacy and conformity with underlying analytical premises. Subsequent procedures involved assessing the coherence of the overall model configuration, estimating both isolated and combined effects among variables, and determining the proportion of outcome variability attributable to the specified predictors.

Descriptive Analysis

Table 1.
Average Score and Category of Work Motivation Variables

Indicator	Average	Categories
Physical needs	3,75	Good
The need for a sense of security	3,43	Good
Social needs	3,83	Good
The need for self-esteem	3,68	Good

Source: Research Data, 2025

The motivational disposition of employees at FIFGROUP Denpasar can be characterized as notably strong, as the composite evaluation places the construct within a positive categorical range. This favorable profile appears to be rooted in the organization's responsiveness to multiple layers of employee aspirations, including fundamental welfare provisions, perceptions of safety, interpersonal connectedness, and the reinforcement of personal esteem. Such comprehensive need-fulfillment mechanisms contribute to a sustained sense of psychological activation, thereby nurturing elevated levels of work-related drive and commitment across the workforce.

Table 2.
Average Score and Variable Categories of Work Discipline

Indicator	Average	Categories
Goals and capabilities	3,56	Good

Leadership example	3,38	Pretty Good
Justice	3,44	Good
Inherent surveillance	3,59	Good
Sanski Punishment	3,56	Good
Assertiveness	3,38	Pretty Good
Human relationships	3,44	Good

Source: Research Data, 2025

The empirical profile of regulatory behavior among employees reflects a relatively solid normative foundation within the organization. The aggregated score situates disciplinary conduct in a favorable evaluative bracket, suggesting that adherence to institutional standards is not incidental but embedded in daily work practices. Elements such as supervisory control, goal orientation, sanction enforcement, interpersonal alignment, and perceptions of procedural equity collectively shape this configuration, though certain aspects of leadership modeling and decisiveness exhibit comparatively moderate reinforcement. Overall, the pattern indicates that employees demonstrate a stable tendency to conform to organizational prescriptions, thereby sustaining operational order and reinforcing institutional governance mechanisms.

Table 3.
Average Score and Variable Categories of Job Satisfaction

Indicator	Average	Categories
Challenging work	3,51	Good
Fast rewards	3,51	Good
Working conditions	3,53	Good
Colleagues	3,47	Good
Personal suitability	3,54	Good

Source: Research Data, 2025

The descriptive pattern observed in the data indicates that employees at FIFGROUP Denpasar generally maintain a favorable psychological stance toward their employment experience. Their satisfaction appears to stem from a balanced combination of meaningful work engagement, perceived organizational appreciation, and a supportive social and physical work setting. In addition, the alignment between personal expectations and occupational realities seems to reinforce a sense of comfort and acceptance within the workplace. This overall positive orientation suggests that the organization has been relatively successful in creating an employment environment that resonates with employee needs, thereby sustaining a high level of job-related contentment.

Table 4.
Average Scores and Categories of Employee Performance Variables

Indicator	Average	Categories
Quality	3,60	Good
Quantity	3,64	Good
Punctuality	3,74	Good
Effectiveness	3,40	Pretty Good
Independence	3,75	Good
Work commitments	3,60	Good

Source: Research Data, 2025

An examination of the descriptive metrics reveals that employee performance at FIFGROUP Denpasar can be characterized as consistently favorable, as reflected in an overall mean that situates the construct within the positive evaluative range. The strongest manifestations appear in dimensions related to personal autonomy and adherence to time standards, indicating that employees demonstrate both self-regulatory capacity and temporal discipline in task execution. Output-related aspects such as work volume and quality likewise display stable and satisfactory tendencies, while effectiveness registers at a moderately positive level compared with the other dimensions. Collectively, these patterns suggest that employees maintain careful task management and sustained target orientation, which likely contributes to the robust performance profile observed across the organization.

RESULTS AND DISCUSSION

In the PLS analytical scheme, model evaluation is conducted through two fundamentally different layers of scrutiny. One layer interrogates the adequacy of the empirical indicators in representing their latent domains, emphasizing consistency and construct precision. The other layer investigates the systemic interplay among those latent domains, estimating how theoretical propositions materialize into directional statistical linkages. Within this architecture, the magnitude and statistical weight of the estimated connections operate as the decisive criteria for determining whether the proposed explanatory assumptions are empirically defensible.

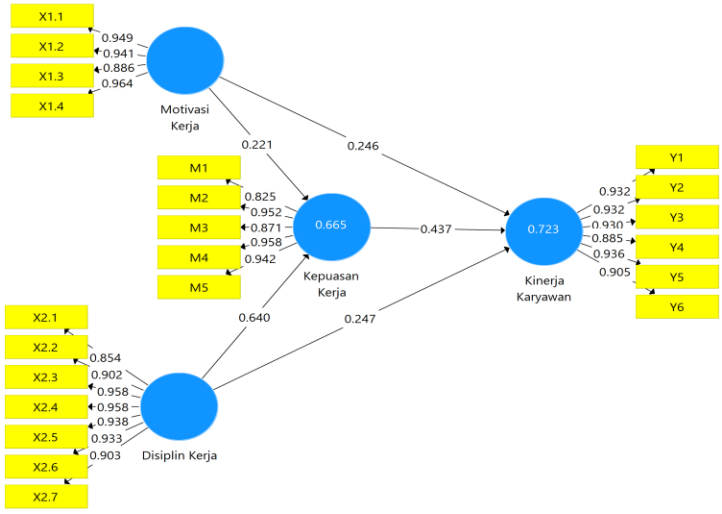


Figure 1.
PLS Algorithm Output Results

A graphical rearticulation of the exogenous measurement configuration, illustrating the interlinkages among the latent constructs representing motivational impetus, regulatory adherence, occupational fulfillment, and performance efficacy within the specified analytical framework.

Table 5.
Convergent Validity Test Results

	Work Discipline	Job Satisfaction	Employee Performance	Work Motivation
M1		0.825		
M2		0.952		

M3		0.871		
M4		0.958		
M5		0.942		
X1.1				0.949
X1.2				0.941
X1.3				0.886
X1.4				0.964
X2.1	0.854			
X2.2	0.902			
X2.3	0.958			
X2.4	0.958			
X2.5	0.938			
X2.6	0.933			
X2.7	0.903			
Y1			0.932	
Y2			0.932	
Y3			0.930	
Y4			0.885	
Y5			0.936	
Y6			0.905	

Source: Research Data, 2025

The validity assessment indicates that all measurement indicators achieve strong psychometric adequacy, as their loading coefficients consistently exceed the 0.70 benchmark. This level of association confirms that the indicators provide a reliable and valid representation of the constructs under investigation.

Table 6.
Convergent Validity (Loading Factor) Test Results

	Loading Factor	Remarks
M1	0.825	Valid
M2	0.952	Valid
M3	0.871	Valid
M4	0.958	Valid
M5	0.942	Valid
X1.1	0.949	Valid
X1.2	0.941	Valid
X1.3	0.886	Valid
X1.4	0.964	Valid
X2.1	0.854	Valid
X2.2	0.902	Valid
X2.3	0.958	Valid
X2.4	0.958	Valid
X2.5	0.938	Valid
X2.6	0.933	Valid
X2.7	0.903	Valid

Y1	0.932	Valid
Y2	0.932	Valid
Y3	0.930	Valid
Y4	0.885	Valid
Y5	0.936	Valid
Y6	0.905	Valid

Source: Research Data, 2025

The measurement diagnostics provide strong support for indicator adequacy, as all observed items display loading estimates above the critical 0.70 criterion. This suggests that the indicators exhibit high construct alignment and serve as robust empirical manifestations of the latent variables, thereby satisfying the required validity standards

Table 7.
Convergent Validity Average Variance Extracted (AVE) Test Results

	Average Variance Extracted (AVE)
Work Discipline	0.849
Job Satisfaction	0.831
Employee Performance	0.847
Work Motivation	0.875

Source: Research Data, 2025

The measurement evaluation confirms that each construct achieves an adequate level of explanatory convergence, as the extracted variance for all latent dimensions surpasses the critical threshold of 0.50. This outcome signifies that the observed indicators exhibit strong representational fidelity, effectively capturing the conceptual substance of the variables they are intended to operationalize.

Table 8.
Discriminant Validity Cross-Loading Test Results

	Work Discipline	**Job Satisfaction**	**Employee Performance**	**Work Motivation**
M1	0.624	0.825	0.636	0.484
M2	0.742	0.952	0.722	0.638
M3	0.727	0.871	0.746	0.655
M4	0.782	0.958	0.819	0.697
M5	0.762	0.942	0.730	0.639
X1.1	0.653	0.599	0.625	0.949
X1.2	0.689	0.663	0.726	0.941
X1.3	0.709	0.659	0.713	0.886
X1.4	0.671	0.645	0.645	0.964
X2.1	0.854	0.645	0.593	0.610
X2.2	0.902	0.711	0.706	0.641
X2.3	0.958	0.812	0.748	0.684
X2.4	0.958	0.785	0.727	0.716
X2.5	0.938	0.755	0.759	0.729
X2.6	0.933	0.729	0.730	0.625
X2.7	0.903	0.718	0.735	0.692

Y1	0.714	0.773	0.932	0.634
Y2	0.732	0.781	0.932	0.670
Y3	0.767	0.747	0.930	0.742
Y4	0.620	0.691	0.885	0.527
Y5	0.745	0.763	0.936	0.755
Y6	0.702	0.683	0.905	0.666

Source: Research Data, 2025

The measurement diagnostics indicate that the indicators function with sufficient exclusivity in representing their respective constructs. The relational strength of each item is predominantly concentrated within its own theoretical domain, while associations with other constructs remain comparatively marginal. Such a distribution pattern implies that the indicators do not suffer from construct ambiguity, thereby supporting the discriminative integrity of the instrument as established through the cross-loading criterion.

Table 9.
Results of the Discriminant Validity Heterotrait Monotrait Test

	Work Discipline	Job Satisfaction	Employee Performance	Work Motivation
Work Discipline	0.921			
Job Satisfaction	0.801	0.911		
Employee Performance	0.777	0.805	0.920	
Work Motivation	0.729	0.688	0.727	0.936

Source: Research Data, 2025

An examination of inter-construct relationships reveals that the latent dimensions operate with adequate conceptual separation. The comparative ratios generated through the HTMT procedure remain comfortably within the permissible boundary, indicating that the observed indicators cluster appropriately around their respective constructs without exhibiting problematic overlap. This pattern verifies that each variable captures a distinct theoretical domain, thereby affirming the discriminative soundness of the measurement configuration.

Table 10.
Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
Work Discipline	0.970	0.973	0.975
Job Satisfaction	0.948	0.954	0.961
Employee Performance	0.964	0.966	0.971
Work Motivation	0.952	0.954	0.966

Source: Research Data, 2025

The instrument evaluation confirms adequate measurement stability, as all reliability coefficients surpass the established minimum standards. With composite reliability exceeding 0.70 and alpha values above acceptable limits, the constructs demonstrate sufficient consistency for empirical analysis.

Table 11.
R-Square Test Results

	R Square	R Square Adjusted
Job Satisfaction	0.665	0.658
Employee Performance	0.723	0.714

Source: Research Data, 2025

The structural model demonstrates strong explanatory capacity, as motivational and disciplinary variables collectively account for a substantial proportion of variance in job satisfaction ($R^2 = 0.665$) and an even greater share in employee performance ($R^2 = 0.723$). Both coefficients exceed the conventional benchmark for model robustness, indicating that the proposed framework possesses considerable predictive adequacy in explaining these organizational outcomes.

Table 12.
Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Motivation - > Job Satisfaction	0.221	0.234	0.077	2.869	0.005
Work Discipline - > Job Satisfaction	0.640	0.629	0.078	8.207	0.000
Work Motivation - > Employee Performance	0.246	0.243	0.106	2.326	0.022
Work Discipline - > Employee Performance	0.247	0.249	0.095	2.611	0.011
Job Satisfaction - > Employee Performance	0.437	0.438	0.073	6.003	0.000
Work Motivation -> Job Satisfaction -> Employee Performance	0.097	0.102	0.039	2.503	0.014
Work Discipline - > Job Satisfaction -> Employee Performance	0.280	0.276	0.056	4.957	0.000

Source: Research Data, 2025

The Effect of Work Motivation on Job Satisfaction

Within the tested framework, employees' affective evaluation of their work is substantially intensified when they possess a strong internal achievement orientation, a relationship statistically validated by a significant structural coefficient ($\beta = 0.221$; $p < 0.05$). This pattern implies that job satisfaction is largely constructed through the presence of self-generated drive rather than external compulsion. In organizational psychology, such drive can be conceptualized as an intrinsic activation system that converts personal aspiration into

sustained occupational engagement, enabling individuals to regulate their effort, maintain persistence, and align behavior with long-term objectives (Mangkunegara, 2019). When this activation system operates effectively, employees tend to experience a deeper sense of professional fulfillment because their actions are anchored in autonomous intention rather than obligation. Conversely, a deficiency in motivational structure often produces attenuated involvement and a less affirmative appraisal of the work context (Rivai, 2019).

Convergent empirical investigations—including those undertaken by Hasibuan and Silvia (2019), Aminuddin (2020), Farisi et al. (2020), and Arianto (2020)—similarly demonstrate that motivational strength functions as a foundational precursor to enhanced job satisfaction.

The Effect of Work Discipline on Job Satisfaction

A substantial explanatory linkage emerges from the structural model, revealing that disciplinary integration exerts a pronounced influence on employees' job satisfaction, as evidenced by a coefficient of 0.640 with a probability value well beneath the conventional significance boundary. This magnitude signifies that satisfaction is not merely an emotional byproduct of workplace conditions, but is strongly conditioned by the extent to which individuals internalize organizational norms and procedural order. Work discipline may therefore be conceptualized as a conscious alignment between personal conduct and institutional governance frameworks, reflecting deliberate adherence to regulatory expectations and socially constructed standards (Hasibuan, 2018). Such regulatory internalization is frequently interpreted as a manifestation of professional maturity and goal congruence, since individuals who demonstrate consistent self-control and accountability are more likely to experience psychological coherence in their occupational roles. In this sense, discipline does not operate as coercive compliance; rather, it functions as a stabilizing behavioral architecture that nurtures clarity, predictability, and ultimately a more favorable evaluative stance toward one's work.

Convergent empirical evidence from studies conducted by Prasetyo and Marlina (2019), Esthi and Savhira (2019), Suwanto (2019), and Supatmi (2020) further substantiates this pattern, collectively affirming that heightened disciplinary orientation is systematically associated with elevated job satisfaction among employees.

The Effect of Work Motivation on Employee Performance

Employee performance may be interpreted as an outcome that is fundamentally reinforced by motivational architecture within the workforce, a relationship that is empirically supported by the significant coefficient reported in the model ($\beta = 0.246$; $p < 0.05$). In organizational terms, motivation functions less as a mere willingness to work and more as an underlying psychological propulsion that sustains effort, intensifies engagement, and directs individuals toward the accomplishment of occupational imperatives (Mangkunegara, 2019). When employees possess a well-established motivational orientation, they tend to exhibit heightened perseverance, deeper task immersion, and a stronger inclination to exceed normative performance standards. Conversely, the absence of such internalized drive often results in diminished commitment and weaker execution of responsibilities, since behavioral energy is not anchored by clear personal or professional purpose (Rivai, 2019). Thus, motivation operates as a catalytic mechanism that transforms potential capability into tangible productivity, enabling employees to contribute more effectively to organizational objectives.

The consistency of this association has been widely corroborated across empirical investigations, including those by Hasibuan and Silvia (2019), Aminuddin (2020), Farisi et al. (2020), and Arianto (2020), which collectively converge on the conclusion that motivational strength is a decisive predictor of enhanced performance outcome.

The Influence of Work Discipline on Employee Performance

Within the tested model, employee performance appears to be substantially shaped by the degree of disciplinary integration demonstrated by personnel, with statistical indicators ($\beta = 0.247$; $p < 0.05$) confirming the robustness of this relationship. Rather than being interpreted merely as obedience to rules, work discipline can be reconceptualized as a form of behavioral internalization in which organizational standards are absorbed into personal conduct and professional identity (Hasibuan, 2018). Through this internalization process, employees regulate their actions autonomously, ensuring consistency, punctuality, and accountability in task execution. Such regulatory maturity tends to cultivate efficiency and precision, ultimately strengthening performance outputs and expediting institutional goal attainment (Dharmawan, 2019).

The consistency of this linkage is not isolated to a single investigation; prior empirical inquiries—including those undertaken by Prasetyo and Marlina (2019), Esthi and Savhira (2019), Suwanto (2019), and Supatmi (2020)—have similarly demonstrated that the consolidation of disciplinary norms within employees' work behavior is positively correlated with elevated performance achievements.

The Effect of Job Satisfaction on Employee Performance

The empirical output of the model highlights job satisfaction as a central force driving employee performance, with the magnitude of its effect supported by a coefficient of 0.437 and an exceptionally strong level of statistical significance. This indicates that the quality of employee performance is deeply contingent upon the extent to which individuals experience psychological fulfillment in their professional roles. Job satisfaction may be conceptualized not simply as an emotional reaction, but as a multidimensional evaluative state through which employees interpret the overall meaning and conditions of their work environment (Andika et al., 2022). Such an evaluative state emerges from employees' affective judgments, which can range from enthusiasm and contentment to frustration and disengagement, depending on workplace realities (Daniati, 2019). In the broader organizational context, firms that succeed in fostering high satisfaction among their workforce are more likely to achieve sustainable competitiveness, since satisfied employees tend to exhibit higher levels of originality, innovative behavior, and constructive involvement in organizational advancement (Bushra, 2019).

This relationship has been consistently reinforced across prior empirical studies, including those conducted by Suryawan and Salsabila (2022), Changgriawan (2018), Prasetyo and Marlina (2019), and Fajri et al. (2022), which collectively demonstrate that stronger job satisfaction reliably corresponds with elevated employee performance**The Effect of Work Motivation on Employee Performance Through Job Satisfaction**

The empirical results suggest that work motivation exerts a statistically significant yet indirect contribution to employee performance through the mediating influence of job satisfaction, as evidenced by a coefficient of 0.097 and a p-value below the established significance criterion. This indicates that motivational forces are more likely to translate into higher performance outcomes when employees simultaneously experience a positive psychological evaluation of their occupational circumstances. Work motivation may be

interpreted as an internalized drive originating from personal aspirations that activates enthusiasm, sustains persistence, and directs behavioral effort toward the accomplishment of work-related objectives (Maruli, 2020). However, such motivational energy must be anchored in constructive character and sound principles, since misguided foundations may generate detrimental consequences for both individuals and organizations (Ferdinatus, 2020).

Supporting this perspective, several previous studies, including those by Hasibuan and Silvia (2019), Aminuddin (2020), Farisi et al. (2020), and Arianto (2020), similarly emphasize that motivation enhances employee performance most effectively when channeled through the intervening mechanism of job satisfaction.

The Influence of Work Discipline on Employee Performance through Job Satisfaction

The findings confirm that employee performance at FIFGROUP Denpasar is not shaped by work discipline in isolation, but rather through the crucial psychological channel of job satisfaction. The statistical output, reflected in a coefficient of 0.280 with a highly significant p-value, suggests that discipline contributes more effectively to performance when it simultaneously fosters a positive evaluative attitude toward one's job. Job satisfaction can be understood as an internalized affective response arising from how employees perceive the congruence between what they are capable of offering and what the workplace provides in return (Martoyo, 2019). This condition is inherently interpretative, as individuals continuously measure the rewards, recognition, and work conditions they receive against their own expectations and perceived entitlements. Consequently, satisfaction is not universally defined but varies according to personal standards and subjective assessments.

Supporting this mechanism, multiple empirical investigations, including those by Prasetyo and Marlina (2019), Esthi and Savhira (2019), Suwanto (2019), and Supatmi (2020), similarly report that work discipline elevates employee performance primarily by strengthening job satisfaction as an intervening variable.

CONCLUSION

The findings of the study reveal that employee outcomes at FIFGROUP Denpasar are strongly shaped by both motivational intensity and disciplinary commitment, as these two factors significantly enhance job satisfaction and contribute directly to improved performance. Employees who possess higher levels of work motivation tend to experience greater satisfaction in their roles, while consistent discipline in carrying out organizational responsibilities also reinforces a more positive work attitude. In addition, job satisfaction itself plays a critical role in strengthening employee performance, indicating that satisfied workers are more likely to achieve higher productivity and effectiveness. The results further suggest that motivation and discipline influence performance not only through direct pathways but also indirectly, as both variables foster job satisfaction, which subsequently acts as a mediating mechanism that amplifies overall employee performance within FIFGROUP Denpasar.

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