

The Effect of Motivation and Work Discipline on Job Satisfaction with Compensation as an Intervening Variable at the Representative Office of Bank Indonesia Pematangsiantar

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Abstract

This study aims to see the Influence of Motivation and Work Discipline on Job Satisfaction with Compensation as an Intervening Variable at the Bank Indonesia Pematangsiantar Representative Office. Human resources are the most important factor in the growth and development of an organization or business. That in the conditions of globalization, the quality of human beings in companies is always a competitive material. Companies that want to grow and develop well must organize their human resources intellectually, spiritually, creatively, morally and responsibly. The results of this study are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.267 and a p value of 0.048. Work Discipline had a positive and significant effect on Compensation with the original sample value of 0.269 and p values of 0.042. Compensation had a positive and significant effect on job satisfaction with the original sample value of 0.350 and p values of 0.011. Motivation had a positive and significant effect on Job Satisfaction with the original sample value of 0.315 and p values of 0.045. Motivation had a positive and significant effect on Compensation with the original sample value of 0.624 and p values of 0.000. Work Discipline had a positive and significant effect on Job Satisfaction through Compensation with the original sample value of 0.094 and p values of 0.105. Motivation had a positive and significant effect on Job Satisfaction through Compensation with the original sample value of 0.218 and p values of 0.014.

Keywords:

Motivation, Work Discipline, Compensation, Job Satisfaction

Background

Given the importance of human resources, companies must pay attention to the fact that employees are disciplined in carrying out their duties and responsibilities. The success of an organization or institution in achieving its goals is inseparable from human resources, because human resources regulate and manage other resources that the organization has to help realize the goals of the organization itself, because the success of the organization in achieving its goals depends on its human resources. The better the quality of the company's personnel, the better the company's competitiveness compared to other companies (Lengkong and Rumokoy, 2019). Human Resources (HR) is the most important factor in the growth and development



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of an organization or business. That in the conditions of globalization, the quality of human beings in companies is always a competitive material. Companies that want to grow and develop well must organize their human resources intellectually, spiritually, creatively, morally and responsibly. Personal quality greatly affects the performance of these human resources and the company's performance in general, so it is necessary to improve employee performance. (Pangaila et al., 2022).

Every activity carried out by a person is driven by something that is in a person, this driving force is called motivation. Employee work motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what they want. Work motivation problems can be difficult in determining rewards where what is considered important to one person because something important to one person is not necessarily important to another. When a person is motivated, he will try to do his best to realize what he wants. Motivation is an encouragement to a person in carrying out their work activities, so the existence of motivation means that there is direction about what must be done and done to achieve the expected goals. Motivation or encouragement in every employee can be generated from various factors, namely intrinsic and extrinsic factors depending on where the activity begins. Motivation is something that causes, channels and supports a person's behavior to have the will and willingness to work.

Work discipline can be interpreted as a condition that is created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, order and order. In this case, such attitudes and behaviors are created through the process of family fostering, education and experience from the example of their environment. Discipline is a mental attitude that with awareness and conversion obeys the commands or prohibitions that exist in a matter because they understand the importance of these commands and prohibitions. Discipline is very important for human life, because discipline must be instilled continuously so that discipline becomes a habit. People who succeed in their field of work generally have high discipline, on the other hand, people who fail are generally undisciplined. Discipline is the process of training and learning to improve the ability to act, think and work actively and creatively

Compensation is a reward given by the company to employees for their services in performing the duties, obligations, and responsibilities imposed on them in order to achieve the company's goals. Compensation is important for employees because the amount of compensation reflects the measure of the employee's work value, i.e. co-workers, family, and society. An adequate compensation system, especially in relation to employee work motivation, should be owned by a company or a business unit with a higher environmental uncertainty. Compensation plays an important role in improving employee performance. One of the main reasons a person works is to meet the needs of his life. A person will work optimally to get appropriate compensation. Compensation can be given in various forms, both financial and non-financial.



Financial compensation includes salaries/wages and incentives (commissions/bonuses). Giving bonuses in financial form to employees is a trick for companies that want to develop their business.

Job satisfaction is an important condition that every employee must have, where the human being is able to interact with his work environment and it is hoped that they will work with enthusiasm and earnestness so that the contribution to the achievement of the company's goals will increase. Job satisfaction is a general attitude that is a reflection of several interconnected attitudes of a person towards work. According to Luthans (2016) states that job satisfaction is the result of employees' perception of how well their work provides something of important value which basically job satisfaction is an individual thing, Each individual will have different levels of satisfaction according to the value system that applies to him. The phenomenon that occurs at the Representative Office of Bank Indonesia Pematangsiantar is as follows: motivation can sometimes increase the will of employees to work even harder, but with motivation alone, employees will not want to if compensation is not given for their hard work, this is what often happens, organizations do not provide compensation in accordance with the work done by employees, so that employee job satisfaction is not good, so employees are not disciplined in time and His work is because it is useless to work hard for the organization but no compensation is given.

Problem Formulation

Based on the background that has been described, the formulation of the problem in this study is as follows:

1. Does Motivation have a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar?
2. Does Work Discipline have a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar?
3. Does Motivation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar?
4. Does Work Discipline have a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia Pematangsiantar?
5. Does Compensation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar?
6. Does Motivation have a positive and significant effect on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar?
7. Does Work Discipline have a positive and significant effect on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar?



Research Objectives

Based on the background and formulation of the research problem, the objectives of this research are as follows:

1. To find out and analyze the influence of Motivation on Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
2. To find out and analyze the influence of Work Discipline on Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
3. To find out and analyze the influence of Motivation on Job Satisfaction at the Representative Office of Bank Indonesia Pematangsiantar.
4. To find out and analyze the influence of Work Discipline on Job Satisfaction at the Representative Office of Bank Indonesia Pematangsiantar.
5. To find out and analyze the effect of Compensation on Job Satisfaction at the Representative Office of Bank Indonesia Pematangsiantar.
6. To find out and analyze the influence of Motivation on Job Satisfaction through Compensation at the Representative Office of Bank Indonesia Pematangsiantar.
7. To find out and analyze the influence of Work Discipline on Job Satisfaction through Compensation at the Representative Office of Bank Indonesia Pematangsiantar.

Motivation

Definition of Motivation

Motivation is generally related to each goal, while organizational goals focus on behaviors related to work (Robbins and Judge, 2018). According to Afandi (2021), motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities they do get good and quality results.

Motivation Indicators

According to Afandi (2021), the dimensions and indicators of motivation are divided into two dimensions and six indicators, namely:

- a) The dimension of tranquility is happy, comfortable and excited because the needs are met, the first dimensional indicator is divided into 3 namely:
 - (1) Remuneration Remuneration is everything in the form of goods, services, and money that is compensation received by employees for their services involved in the organization.
 - (2) Working Conditions Working conditions are a series of conditions or conditions of the working environment of a company that is the workplace of employees who work in the environment.
 - (3) Work Facilities Work facilities are a means of support in the company's activities in physical form, and are used in the normal activities of the



company, have a relatively permanent period of use and provide benefits for the future.

- b) Dimension of encouragement to get the best possible, the two-dimensional indicator is divided into three, namely:
- (1) Work performance Work achievement is a work achievement achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and seriousness as well as time.
 - (2) Recognition from the boss Recognition from the boss for the achievements achieved in the work done in an organization should always be adjusted to the employee concerned. Everyone has different needs and therefore they need to be recognized in different ways.
 - (3) The job itself is a state in which the employee finds an interesting task, an opportunity to learn and an opportunity to take responsibility in his or her job.

Work Discipline

Definition of Work Discipline

According to Hasibuan (2020), discipline is the key to a company's success in achieving its goals. The company will find it difficult to achieve its goals if employees are indisciplined/comply with the company's regulations. According to Sari (2019) Work discipline is a person's awareness and willingness to obey all company regulations and applicable norms.

Work Discipline Indicators

According to Hasibuan (2020) there are several indicators of discipline, which are as follows:

1. Goals and abilities Goals and abilities that will be achieved must be clear and challenging enough for employees' abilities. This is that the work objectives charged by employees must be in accordance with the employee's ability to work really disciplined in their work. However, if the work is beyond their ability or far from their ability, the seriousness and discipline of the employee is low.
2. Leadership example Leadership examples Leaders play a very important role in determining employee discipline because leaders are used as role models and role models by their subordinates.
3. Remuneration Remuneration also affects employee discipline because remuneration will provide satisfaction and love for the company.
4. Fairness Fairness helps to encourage the realization of employee discipline because of the ego and human nature who always feel that they are important and ask to be treated the same as other humans.



5. Inherent Supervision (Waskat) Waskat is the most effective concrete action in realizing employee discipline with waskat means that the boss must be active and supervise the work behavior of his subordinates.
6. Punishment Sanctions Punishment sanctions play an important role in maintaining employee discipline with severe punishment sanctions, employees will be increasingly afraid of violating company regulations.
7. Firmness The decisiveness of the leadership in taking action will affect the discipline of the company's employees. Leaders must dare to be more decisive, act to punish every employee who is not disciplined in accordance with the punishment sanctions that have been set.
8. Humanitarian relations Harmonious human relations between fellow employees create good discipline in a company.

Compensation

Definition of Compensation

According to the opinion of Hasibuan (2017) compensation is all income in the form of money, goods, direct or indirect received in exchange for services received by employees in return for services to the company. And according to the opinion of Simamora (2015), compensation is a broad terminology related to financial rewards received by people through their employment relationship with an organization.

Compensation Indicator

There are several things that can be used as compensation indicators, according to Simamora (2017:445), namely:

1. Wages and salaries
2. Incentives
3. Allowances
4. Facilities
5. Bonuses

Job Satisfaction

Definition of Job Satisfaction

Job satisfaction is defined by looking at the extent to which individuals feel positively or negatively various factors or dimensions of tasks in their work. Job satisfaction is an emotional attitude that is pleasant and loves one's job (Atmaja, 2022). Meanwhile, according to Jufrizen & Sitorus (2021), Job Satisfaction is a pleasant psychological state felt by workers in a work environment because their needs are adequately met.

Job Satisfaction Indicators



Job Satisfaction Indicators according to Atmaja (2022) include:

1. Payment of wages/salaries.
2. Work environment, which includes physical and non-physical work environment factors.
3. Working groups.
4. Supervision.

Conceptual Framework

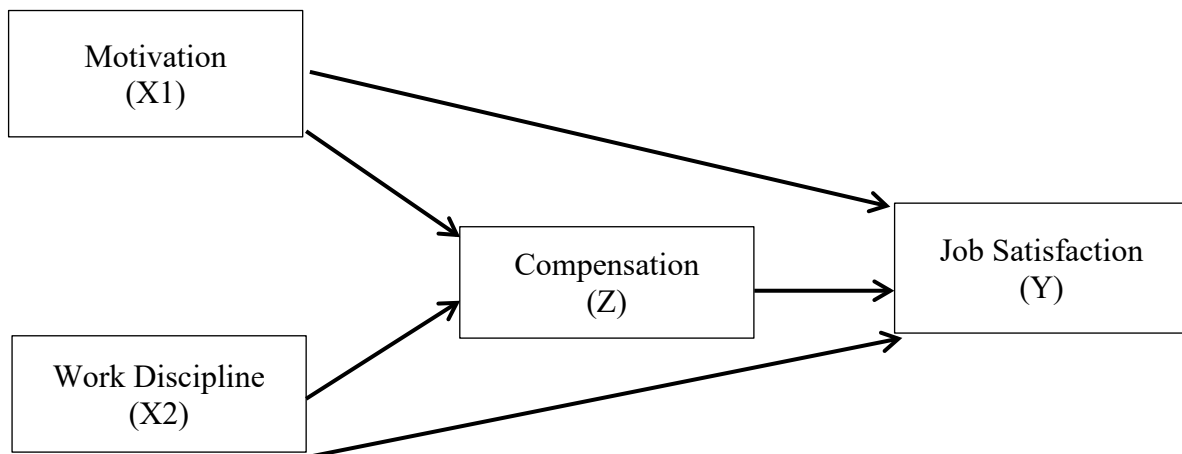


Figure 1. Conceptual Framework

Hypothesis

Based on the conceptual framework above, the research hypothesis is as follows:

- H1 Motivasi has a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
- H2 Work Discipline has a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
- H3 Motivasi has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
- H4 Work Discipline has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
- H5 Compensation has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
- H6 Motivasi has a positive and significant effect on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
- H7 Work Discipline has a positive and significant effect on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar.

Types of Research

In this study, the researcher used a type of quantitative research as the research material. According to V. Wiratna Sujarweni (2014), quantitative research is a type of research that produces discoveries that can be achieved (obtained) using statistical procedures or other methods of quantification (measurement).

Research Location and Research Time

This research was conducted at the Bank Indonesia Representative Office Pematangsiantar Jalan Adam Malik No.1 Pematangsiantar. This research was conducted from September to October 2024

Research Population

The researcher used the research population of all employees of the Bank Indonesia Representative Office Pematangsiantar and the number of employees was 40 employees, that is the population of this study. Meanwhile, according to V. Wiratna Sujarweni (2014) revealed that: "Population is the entire number of objects or subjects that have certain characteristics and qualities that are determined by the researcher to be studied and then drawn conclusions".

Research Sample

The sample used by the researcher is that all populations will be sampled by the researcher so that the sample of this study is 40 employees, the sample technique in this study uses a saturated sample technique. According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. According to Narimawati (2015), the sample is part of the population that was selected to be the observation unit in the study.

Research Data Sources

The data source of this study is to use primary data sources as reference materials in the research. According to Umar (2015), primary data has been further processed and presented by the primary data collector or by other parties, for example in the form of tables or diagrams.

Data Collection Techniques

The data collection technique in this study uses a research questionnaire and distributes it to the respondents for answers. According to Sugiyono (2017), a questionnaire is a data collection method that is carried out by giving a set of questions or written statements to respondents to answer.

Data Analysis Techniques



According to Ghozali & Latan (2015), the purpose of PLS-SEM is to develop a theory or build a theory (prediction orientation). PLS is used to explain the existence or absence of relationships between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale measurement, the number of samples is small (Ghozali, 2014). This study has a complex model and a limited number of samples, so that the data analysis uses SmartPLS software. SmartPLS uses a random bootstrapping or duplication method. Therefore, the assumption of normality will not be a problem. In addition, with bootstrapping, SmartPLS does not require a minimum number of samples, so it can be applied to research with a small number of samples.

Test Measurement Model or Outer Model

The outer measurement or model shows how each block of indicators relates to a latent variable. The method of evaluating the measurement model using confirmatory factor analysis is to use the MTMM (MultiTrait-MultiMethod) approach, which checks the validity of discrimination and convergence. Instead, reliability assessments are conducted in two ways: through Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015).

a. Convergent "Validity

The validity of the convergence of the regression model with reflexive indicators can be shown in the correlation between the item/indicator score and the construct score. Individual reflectivity is declared high if it correlates with the desired shape more than 0.70. However, in terms of improvement, loading between 0.50 and 0.60 can be achieved (Ghozali & Latan, 2015).

b. Discriminant "Validity

The validity of discrimination of an indicator can be seen from the cross-loading between the indicator and its construction. If the correlation between the construct and its indicator is higher than the correlation between the indicator and other constructs, then this indicates that the 38th construct indicator in the block is more accurate than the indicator in the other block.

Another way to determine the validity of discrimination \ \ is to compare the average extracted variance (\sqrt{AVE}) of each construct with the correlation between each construct and the other constructs using the model. The model is said to have good discriminatory validity if the AVE of each construction is greater than the correlation between the construction and other constructions (Gozali, 2014). In Ghozali & Latan (2015) an additional question is explained to determine the validity of a construction by looking at the AVE value. The model is said to be good if the average value of each construction is greater than or equal to 0.50.

c. Reliability "In addition to the validity test

In addition, model revisions are carried out to assess the reliability of construction. Reliability testing is carried out to ensure the accuracy, consistency, and responsiveness of the instrument in terms of "construction". In PLS-SEM with the



SmartPLS 3.0 application, there are two methods to assess the reliability of a construction with reflective indicators, namely Cronbach's Alpha and Composite Reliability. According to Ghozali and Latan (2015), a construct is said to be reliable if the composite reliability coefficient is at least 0.70 (cronbach alpha).

Test Structural Model or Inner Model

- a. . R-Square: "When determining a structural model, it would be more accurate to specify RSquare for each endogenous variable as a measure of the model's predictive power." The structural model analysis was carried out by looking at the R-square which is a goodness-of-fit model. The R-squared value can be used to describe the influence of the current exogenous latent variable on the endogenous latent variable, especially whether it has a significant influence. It can be inferred from the RSquare values of 0.75, 0.50, and 0.25 that the model is strong, moderate, and "weak" (Ghozali & Latan, 2015).
- b. F-Square: This f-square calculation is used to determine the goodness of the model. The f-square values of 0.02, 0.15, and 0.35 can be used to assess whether the slow predictor variable has a small, moderate, or large influence on the structural threshold (Ghozali, 2014).
- c. Estimate "For Path Coefficients The second step is to test the significance of the variance between variables by examining the parameter determination coefficient and the statistical significance of T which is carried out by the "bootstrapping" method (Ghozali & Latan, 2015).

Indirect Influence Test

The purpose of this experiment was to observe the significant influence of nonlinear random variables. This research was conducted using the bootstrapping method with smartPLS 3.0. In this study, there is one intervening variable, namely functional audit performance. Intervening variables are defined as having the ability to mitigate the influence of exogenous (independent) variables on endogenous (dependent) variables if the statistical T value is higher than the table and the P value is lower than the significance threshold. used (5%).

RESULTS AND DISCUSSION

Outer Model Analysis

The purpose of the external model evaluation is to determine the validity and dependability of the model. This test study will investigate the impact of loading variables, mean extracted variance (AVE), validity of discrimination, and reliability of composites.

Convergent Validity

This test is seen from the loading limit factor value is 0.7, and the limit value is 0.7. Average.. Variance. Extracted. (AVE) is 0.5, if above this value is said to be valid.



This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value of > 0.7 . The structural model used in this study is shown in the figure below:

Table 1. Outer Loadings/Cross Loadingning Stage 1

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (x1)
X1.1				0,858
X1.2				0,861
X1.3				0,796
X1.4				0,741
X1.5				0,822
X1.6				0,825
X2.1	0,825			
X2.2	0,841			
X2.3	0,786			
X2.4	0,643			
X2.5	0,783			
X2.6	0,834			
X2.7	0,883			
X2.8	0,828			
Y.1		0,880		
Y.2		0,871		
Y.3		0,803		
Y.4		0,823		
Z.1			0,734	
Z.2			0,895	
Z.3			0,850	
Z.4			0,859	
Z.5			0,821	

Source : Smart PLS 3.3.3.

In table 1 there is an outer loading of each variable and indicator but there is an invalid indicator, namely in the X2.4 indicator with the work discipline variable to continue the research, the invalid indicator will be deleted and then will be retested and the test is as follows:

Table 2. Outer Loadings/Cross Loadingning Stage 2

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (x1)
X1.1				0,858
X1.2				0,861
X1.3				0,796
X1.4				0,741



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X1.5				0,822
X1.6				0,825
X2.1	0,830			
X2.2	0,851			
X2.3	0,769			
X2.5	0,792			
X2.6	0,851			
X2.7	0,898			
X2.8	0,830			
Y.1		0,880		
Y.2		0,871		
Y.3		0,803		
Y.4		0,823		
Z.1			0,735	
Z.2			0,895	
Z.3			0,850	
Z.4			0,859	
Z.5			0,821	

Source : Smart PLS 3.3.3.

After the invalid indicator values are deleted, all indicators are greater than 0.07 and considered valid, the table above shows that the indicators of each variable are greater than 0.7, meaning that each indicator has a value greater than 0.7, meaning that the data is valid and can be further researched.



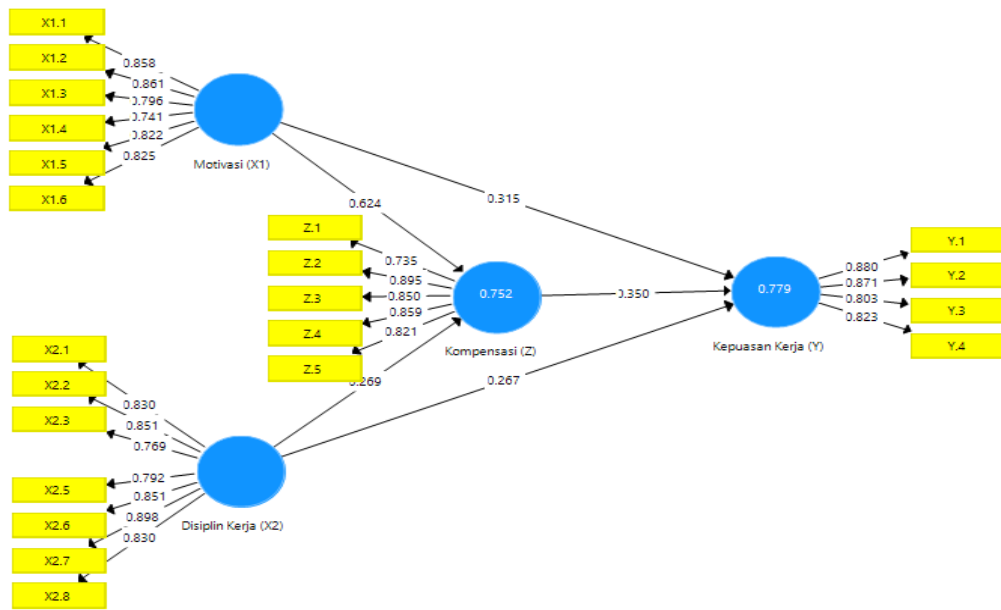


Figure 2. Outer Model

Source : Smart PLS 3.3.3.

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

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.624 X_1 + 0.269 X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$$

$$Y = 0.315 X_1 + 0.267 X_2 + 0.350Z + e_2$$

Discriminate Validity

The next step is to understand valid data reviewed from its discriminatory validity, with the aim of finding out whether the number of cross loading is greater than the number of other variables, in order to determine which indicator has a higher correlation with the variable construction. table. The results of cross loading from the validity test are as follows:

Table 3. Discriminant Validity

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (x1)
X1.1	0,778	0,704	0,709	0,858
X1.2	0,664	0,740	0,728	0,861
X1.3	0,666	0,702	0,732	0,796
X1.4	0,639	0,628	0,579	0,741



X1.5	0,770	0,710	0,755	0,822
X1.6	0,717	0,661	0,687	0,825
X2.1	0,830	0,633	0,714	0,674
X2.2	0,851	0,667	0,633	0,771
X2.3	0,769	0,641	0,627	0,749
X2.5	0,792	0,739	0,617	0,669
X2.6	0,851	0,658	0,696	0,647
X2.7	0,898	0,765	0,718	0,787
X2.8	0,830	0,678	0,698	0,731
Y.1	0,638	0,880	0,693	0,716
Y.2	0,727	0,871	0,743	0,748
Y.3	0,749	0,803	0,729	0,785
Y.4	0,650	0,823	0,648	0,587
Z.1	0,597	0,652	0,735	0,578
Z.2	0,759	0,757	0,895	0,780
Z.3	0,690	0,593	0,850	0,683
Z.4	0,640	0,668	0,859	0,748
Z.5	0,672	0,791	0,821	0,759

Source : Smart PLS 3.3.3.

In table 3 there is cross loading in each variable, for cross loading the work discipline variable the value is greater than cross loading in other latent variables, for cross loading the job satisfaction variable there is a greater value than cross loading in other latent variables, cross loading compensation variable there is a greater value than cross loading from other latent variables, The cross loading factor in the motivation variable has a greater value than the cross loading value in other latent variables, so it can be concluded that this study is valid in a discriminatory manner.

Composite reliability

In composite reliability research, each variable is compared to its reliability level, and if the reliability level is greater than 0.60 then the study is considered reliable; If the reliability level is between 0.60 and 0.7, the study is considered unreliable. There are several blocks to determine whether the research is reliable or not, valid or not.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Work Discipline (X2)	0,926	0,940	0,693
Job Satisfaction (Y)	0,866	0,909	0,714
Compensation (Z)	0,889	0,919	0,695
Motivation (x1)	0,901	0,924	0,670

Source : Smart PLS 3.3.3.



The cronbach alpha value of each variable greater than 0.7 indicates that the data is reliable. The column reliability composite has a value greater than 0.6 so that each variable can be assessed for reliability because the data is more than 0.6. From the AVE column, it can be known that each variable whose value is greater than 0.7, indicating that the data is valid according to AVE. Each variable in the cronbach alpha, reliability, and AVE columns has a value greater than 0.7 or 0.6 which indicates reliability and validity.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model made is strong and precise. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

Coefficient of Determination (R²)

Based on data analysis carried out using the SmartPLS 3.0 program, the R Square values were obtained as follows:

Table.5 R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Y)	0,779	0,760
Compensation (Z)	0,752	0,739

Source : Smart PLS 3.3.3.

In table 5, there is an R square result of the two dependent variables for the job satisfaction variable, there is an R square value of 0.779 or 77.9%, meaning that the influence of motivation, work discipline, and compensation variables on job satisfaction is 0.779 or 77.9% and the rest is in other variables. For the Compensation variable, the R square value is 0.752 or 75.2%, meaning that the influence of motivation and work discipline on Compensation is 0.752 or 75.2% and the rest is in other variables.

Hypothesis Testing

After defining the inner model, the next step is to determine the relationship between the variable and the hypothesis in this case. The speculation in this review is done by looking at T-Statistics and P-Values. The test determined whether T-Insights > 1.96 and P-Values < 0.05. The following are the results of the Direct Impact Road Coefficient.

Table 6.Path Coefficients



	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Work Discipline (X2) -> Job Satisfaction (Y)	0,267	1,667	0,048	Accepted
Work Discipline (X2) -> Compensation (Z)	0,269	1,728	0,042	Accepted
Compensation (Z) -> Job Satisfaction (Y)	0,350	2,292	0,011	Accepted
Motivation (X1) -> Job Satisfaction (Y)	0,315	1,698	0,045	Accepted
Motivation (X1) -> Compensation (Z)	0,624	4,106	0,000	Accepted

Source : Smart PLS 3.3.3.

There are direct results in table 6 and each result obtained will be explained in the following:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.267 and a p value of 0.048, if work discipline increases well, work discipline will increase well, on the other hand, if work discipline decreases, job satisfaction also increases.
2. Work Discipline has a positive and significant effect on Compensation with the original sample value of 0.269 and p values 0.042, if work discipline increases well then Good Compensation will increase if it decreases then Compensation will decrease.
3. Compensation has a positive and significant effect on job satisfaction with the original sample value of 0.350 and p values of 0.011, if the compensation increases, job satisfaction will increase, on the contrary, if it decreases, job satisfaction will decrease.
4. Motivation has a positive and significant effect Job satisfaction with the original sample value of 0.315 and p values of 0.045, if good motivation increases, job satisfaction will increase, vice versa, if motivation decreases, job satisfaction will decrease.
5. Motivation has a positive and significant effect on Compensation with the original sample value of 0.624 and p values 0.000, if motivation increases well then the compensation will increase on the other hand if it decreases then the compensation will decrease.

Table 7. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hsil
Work Discipline (X2) -> Compensation (Z) -> Job Satisfaction (Y)	0,094	1,255	0,105	Rejected



Motivation (X1) -> Compensation (Z) -> Job Satisfaction (Y)	0,218	2,191	0,014	Accepted
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Source : Smart PLS 3.3.3.

In table 7 there are indirect influences that will be explained to researchers as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.094 and p values of 0.105, meaning that compensation is not an intervening variable because it is not able to affect significantly.
2. Motivation has a positive and significant effect on Job Satisfaction through Compensation with the original sample value of 0.218 and p values of 0.014, meaning that compensation is an intervening variable because it is able to affect significantly, so that the existence of compensation will increase motivation and job satisfaction.

Conclusion

The conclusions of this study are as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.267 and a p value of 0.048.
2. Work Discipline has a psositative and significant effect on Compensation with the original sample value of 0.269 and p values of 0.042.
3. Compensation has a psositative and significant effect on job satisfaction with the original sample value of 0.350 and p values of 0.011.
4. Motivation has a positive and significant effect on Job Satisfaction with the original sample value of 0.315 and p values of 0.045.
5. Motivation had a positive and significant effect on Compensation with the original sample value of 0.624 and p values of 0.000.
6. Work Discipline has a positive and significant effect on Job Satisfaction through Compensation with the original sample value of 0.094 and p values of 0.105.
7. Motivation has a positive and significant effect on Job Satisfaction through Compensation with the original sample value of 0.218 and p values of 0.014.

Suggestion

The suggestions in this study are as follows

1. Organizations must improve employee discipline by punishing those who are wrong and rewarding good employees.
2. The organization must provide motivation to employees with motivators who have a background that goes from slump to success.
3. Organizations must provide commensurate compensation for their employees.



4. It is hoped that this research will be used as input for the organization and cover the shortcomings of the organization and strengthen the organization.
5. It is hoped that this research will be useful for future researchers and be used as a reference and develop it.

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