



THE EFFECT OF DISCIPLINE AND RESPONSIBILITY ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION A STUDY AT PT. BROMO LOGISTIK INDONESIA EKSPRES

Moh. Arif Rahman^{1*}, Ahmad Dzulfikri Budi Kusworo²

^{1,2}Management, Faculty Of Ekonomi and Bisnis NSC Surabaya, Polytechnic University, Surabaya, Indonesia

ARTICLE INFO

Article history:

Received 15 April 2026

Revised 18 April 2026

Accepted 29 May 2026

Available online 16 June 2026

Keywords:

Work Discipline;
Responsibility; Job
Satisfaction; Employee
Performance; Path Analysis



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ABSTRACT

This study aims to analyze the influence of work discipline and responsibility on employee performance with job satisfaction as a mediating variable at PT Bromo Logistik Indonesia Express. The study used a quantitative approach with an explanatory research design. Data were obtained through questionnaires, observation, and documentation, then analyzed using validity and reliability tests, classical assumptions, multiple linear regression, and path analysis. The results showed that all research instruments were valid and reliable and met the classical assumptions. Work discipline had a positive and significant effect on employee performance ($\beta = 0.592$; $p = 0.000$), as did responsibility ($\beta = 0.501$; $p = 0.000$) and job satisfaction ($\beta = 0.279$; $p = 0.032$). Simultaneously, work discipline, responsibility, and job satisfaction had a significant effect on employee performance with a coefficient of determination (R^2) of 0.595, indicating that 59.5% of the variation in employee performance can be explained by the research model. However, work discipline has a negative and insignificant effect on job satisfaction ($\beta = -0.181$; $p = 0.310$) with an R^2 value of 0.035. Therefore, job satisfaction is unable to mediate the relationship between work discipline and employee performance because the effect of work discipline on job satisfaction is insignificant.

1. INTRODUCTION

The logistics industry is highly sought after in Indonesia, as almost every product requires delivery services to expand its reach. Recently, several logistics industry stocks have risen significantly due to the addition of new products. One logistics industry we will discuss is PT. Bromo Logistik Indonesia Ekspres. This industry boasts a reliable delivery system, consistently maintaining security, speed, and reliability. The logistics industry is a sector with very promising prospects and relatively little difficulty in increasing purchasing power for its services. This is because logistics is fundamental to modern economic activity. Every activity, from production, distribution, and consumption, is highly dependent on the smooth delivery of goods. Furthermore, most companies and businesses today tend to focus more on improving the quality of their products, but often face limitations in distribution, both on a small and large scale. This situation makes the logistics industry a much-needed strategic partner to bridge this gap. Based on this perspective, establishing a shipping or expedition company is a quite relevant step and has a high chance of success. In terms of financing, initial capital can be raised through various sources, including equity and leverage schemes. These funds can then be used to procure operational assets such as transport vehicles, which are the primary means of supporting goods distribution activities. With proper management, investment in this sector has the potential to generate sustainable profits. Furthermore, the logistics industry also boasts strong long-term resilience. Therefore, it is not an exaggeration to assume that we will continue to witness the presence of logistics vehicles on the roads throughout our lives, as a symbol of the importance of this sector in supporting the wheels of the economy (adapted from Essentials of Financial Management).

The freight forwarding industry is a highly relevant business sector to operate in the modern economic context. In addition to meeting high demand from various business players, this industry also exhibits relatively stable business cycles and is capable of long-term sustainability. This is supported by the

*Corresponding author.

E-mail: bramrifki9@gmail.com (First Author)

dependence of almost all economic sectors on the smooth distribution of goods, making freight forwarding services a crucial element in the supply chain. Therefore, the opportunity for business sustainability in this sector is quite significant if managed professionally and adaptively to current developments. However, like other business sectors, the freight forwarding industry is not free from various challenges that must be faced sustainably. One of the main challenges in this industry is how companies can build and maintain client trust in the quality of their delivery services. This trust does not emerge instantly but is formed through a company's track record of performance in carrying out previous delivery activities. During the internship, the author observed something interesting at PT. Bromo Logistik Indonesia Ekspres, making this an interesting topic worth further study. The author formulated a problem that needed to be solved and obtained an accurate answer during research at the internship location. This research aims to share knowledge about corporate issues so that it can be studied by a wider audience who might be interested in working in the logistics industry. This research is not based solely on observation, but rather digs deeper to produce accurate and rational answers, so that readers do not simply learn knowledge that is not based on fundamental observations.

2. Literature Review

Work Discipline

Work discipline is an employee's willingness and ability to comply with company regulations and applicable work norms. Discipline indicates a person's level of compliance with rules, work hours, and job responsibilities. According to Malayu S.P. Hasibuan, work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Meanwhile, according to Veithzal Rivai, work discipline is a tool used by managers to change employee behavior so that they are willing to comply with company rules and procedures. The Effect of Work Discipline on Performance Employees who have high discipline tend to work more effectively, productively, and are able to achieve company targets, thus having a positive impact on improving performance.

Job Responsibilities

Work responsibility is an employee's awareness of completing their tasks and obligations effectively and being prepared to accept the consequences of their work. According to Stephen P. Robbins, responsibility is an individual's obligation to carry out assigned tasks and be accountable for the results.

Job satisfaction

Job satisfaction is an employee's feeling of pleasure or displeasure with their job, influenced by working conditions, compensation, relationships with superiors, and the work environment. According to Edwin A. Locke, job satisfaction is a pleasant emotional state resulting from the evaluation of one's work. According to Stephen P. Robbins, job satisfaction is an individual's general attitude toward their job. Job satisfaction can be a mediating variable because good discipline and responsibility can increase employee satisfaction, which then has an impact on improving performance.

Relationship Between Variables

- a. The Influence of Work Discipline on Job Satisfaction
Disciplined employees tend to have regular work and a conducive work environment, thus increasing job satisfaction.
- b. The Influence of Responsibility on Job Satisfaction
High responsibility makes employees feel they have an important role in the company, thus creating job satisfaction.
- c. The Influence of Work Discipline on Employee Performance
Good discipline increases employee productivity, effectiveness and work quality
- d. The Influence of Responsibility on Employee Performance
Responsible employees will complete work optimally and on time so that performance increases.
- e. The Influence of Job Satisfaction on Employee Performance
Employees who are satisfied with their work will work more enthusiastically, loyally and productively.
- f. The Role of Job Satisfaction as a Mediating Variable

- g. Job satisfaction mediates the relationship between work discipline and responsibility on performance because employees who are disciplined and responsible tend to feel satisfied, then produce better performance.

3. RESEARCH METHOD

This study uses a quantitative approach with an explanatory research design, an approach that aims to explain the causal relationship between variables through testing previously formulated hypotheses. The choice of this design is based on the research objective, namely to analyze the influence of work discipline and responsibility on employee performance, with job satisfaction placed as a mediating variable. Thus, the study not only assesses the direct relationship between variables, but also examines the possibility of an indirect mechanism that strengthens or bridges the influence of the independent variables on the dependent variable. The study was conducted at PT Bromo Logistik Indonesia Express, a company engaged in expedition and logistics services, during the internship period and data collection period determined by the author. The population in this study is all employees of PT Bromo Logistik Indonesia Express involved in the company's operational activities. Sampling is generally conducted using saturated sampling (census) when the population is relatively small, so all members of the population are included as research respondents. However, if the population is considered large enough, the sample size can be determined using the Slovin formula with a 5 percent error rate. This approach demonstrates that the research design still considers the principles of sample efficiency and representativeness, so that the data obtained are expected to adequately represent the population's condition.

The variables used in this study consist of three main groups. First, the independent variables, namely work discipline (X1) and responsibility (X2). Second, the mediating variable, namely job satisfaction (Z). Third, the dependent variable, namely employee performance (Y). This variable structure indicates that the study was designed to test a relatively comprehensive relationship model, as it not only examined the direct influence of work discipline and responsibility on performance but also assessed whether job satisfaction acts as an intervening variable that explains the process by which these influences occur. Data collection techniques in this study included observation, questionnaires, and documentation. Observations were conducted through direct observation of employee work activities during internships at the company, allowing researchers to gain an empirical understanding of the respondents' work context. A questionnaire was used as the primary instrument to collect data on respondents' perceptions, using a five-point Likert scale, ranging from 1 for "strongly disagree" to 5 for "strongly agree." Furthermore, documentation was used to supplement the research data through the use of company documents, archives, and various other relevant supporting data. The combination of these three techniques strengthened data quality by enabling triangulation between information sources. Data analysis was conducted in stages. The initial stage included testing the research instrument, which consisted of a validity test to ensure that the questionnaire items accurately measured the intended constructs, and a reliability test to assess the consistency of respondents' responses. This was followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met the required statistical requirements. The next stage was a multiple linear regression analysis to determine the effect of the independent variables on the dependent variable, using the general equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + e.$$

This model places employee performance (Y) as the dependent variable, while work discipline (X1), responsibility (X2), job satisfaction (Z) as independent variables. To test the hypothesis, this study uses a t-test to determine the partial effect of each independent variable on the dependent variable, an F-test to assess the simultaneous effect of all independent variables, and a coefficient of determination (R^2) to determine how much variation in employee performance can be explained by the research model. Conceptually, this study establishes five main relationship directions, namely: work discipline on job satisfaction, responsibility on job satisfaction, work discipline on employee performance, responsibility on employee performance, and job satisfaction on employee performance. Within this framework, job satisfaction is positioned as a mediating variable that has the potential to strengthen or explain the influence of work behavior variables on performance output.

4. RESULTS AND DISCUSSION

Instrument Test

a. Uji Validitas

If a significance value of <0.05 is obtained, the research questionnaire is declared to meet the validity

Table 1. Validity Test

Items	Variable	Sig value.	Information
X1.1	Work Discipline(X1)	0,00	Valid
X1.2		0,00	Valid
X1.3		0,00	Valid
X1.4		0,00	Valid
X1.5		0,00	Valid
X2.1	Responsibility(X2)	0,00	Valid
X2.2		0,00	Valid
X2.3		0,00	Valid
X2.4		0,00	Valid
X2.5		0,00	Valid
Z.1	Job satisfaction(Z)	0,00	Valid
Z.2		0,00	Valid
Z.3		0,00	Valid
Z.4		0,00	Valid
Z.5		0,00	Valid
Y.1	Employee performance(Y)	0,00	Valid
Y.2		0,00	Valid
Y.3		0,00	Valid
Y.4		0,00	Valid
Y.5		0,00	Valid

Tabel 1. Cronbach's Alpha

Variable	Mark Cronbach's Alpha	Information
Work Discipline(X1)	0,960	Reliabel
Responsibility(X2)	0,958	Reliabel
Job satisfaction(Z)	0,934	Reliabel
Employee performance(Y)	0,918	Reliabel

The Cronbach's Alpha value obtained > 0.6 indicates that the research questionnaire meets the reliability criteria. The entire research questionnaire meets the validity and reliability criteria, therefore, the questionnaire can be used to obtain research data for further testing based on the classical assumptions.

Tabel 2. Classical Assumption Test

No	Testing	Indikator	Results	Criteria	Conclusion
1	Normality	Assymp Sig.	0,200	$> 0,05$	Data is normally distributed
2	Multicollinearity	Tolerance	Work Discipline	Tol \rightarrow $> 0,1$	Does not contain symptoms of multicollinearity
		And VIF	Tol \rightarrow 0,951 VIF \rightarrow 1,051	VIF \rightarrow $<10,0$	
		Tolerance	Responsibility	Tol \rightarrow $> 0,1$	
			Tol \rightarrow 0,963 VIF \rightarrow 1,039	VIF \rightarrow $<10,0$	
		Tolerance	Job satisfaction	Tol \rightarrow $> 0,1$	
			Tol \rightarrow 0,935 VIF \rightarrow 1,070	VIF \rightarrow $<10,0$	

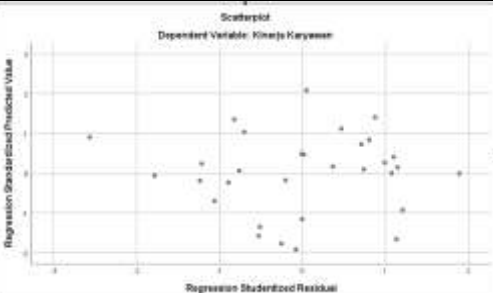
3 Heteroscedasticity		The residual points are spread randomly above and below the number 0 on the Y axis and do not form a particular pattern. They do not contain symptoms of heteroscedasticity.
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Table 3. Path Analysis

Track	Regression Equations	Variable	β	Sig.	Information
1	$Y = -5.457 + 0.592X1 + 0.501X2 + 0.279Z + e$	Work Discipline(X1) → Employee performance (Y)	0,592	0,000	Significant
		Responsibility(X2) → Employee performance(Y)	0,501	0,000	Significant
		Job satisfaction(Z) → Employee Performance (Y)	0,279	0,032	Significant
		Test F (Simultaneous)	X1, X2, dan Z → Y		0,000
	Coefficient of Determination(R ²)	X1, X2, dan Z → Y	0,595		Contribution of 59,5%
	$Z = 17,328 - 0,181X2 + e$	Responsibility (X2) → Job satisfaction(Z)	-0,181	0,310	Not Significant
2	Test F (Simultaneous)	X2 → Z		0,035	Contribution of 3,5%

Discussion

The Influence of Work Discipline (X2) on Employee Performance (Y)

Based on the results of the regression test, the Work Discipline variable (X2) has a regression coefficient of 0.592 with a positive correlation with Employee Performance (Y). This coefficient value indicates that every one-unit increase in Work Discipline will increase Employee Performance by 0.592 points, assuming other variables are held constant. Furthermore, the partial test (t-test) shows a significance value of $0.000 < 0.05$, thus concluding that the Work Discipline variable has a positive and significant effect on Employee Performance.

The results of this study indicate that work discipline is a crucial factor in improving the quality of employee performance within a company. The higher the level of employee discipline, the better the work results. Theoretically, this study aligns with human resource management theory, which states that work discipline is a management tool to increase an individual's awareness and willingness to comply with all company regulations and applicable social norms. Employees with high work discipline tend to be more organized, focused, and responsible in their work, resulting in optimal productivity and performance.

The positive impacts demonstrated that the implementation of work discipline within the company environment has been effective and has created a conducive work culture. Employees who arrive on time, comply with work regulations, and complete tasks according to targets will help the company achieve organizational goals more effectively and efficiently. Work discipline can also minimize errors, delays, and unproductive work behavior, thus directly impacting employee performance. A significance value of 0.000 indicates that the effect of work discipline on employee performance is not a coincidence, but rather has a statistically strong relationship. Therefore, the research hypothesis stating that work discipline has a significant effect on employee performance can be accepted.

The Influence of Responsibility (X2) on Employee Performance (Y)

Based on the results of the regression test that has been conducted, it was obtained that the Responsibility variable (X2) has a regression coefficient of 0.501 with a positive direction towards

Employee Performance (Y). The coefficient value indicates that every increase in Responsibility by one unit will increase Employee Performance by 0.501 points assuming other variables are considered constant. In addition, the results of the partial test (t-test) show a significance value of $0.000 < 0.05$ so it can be concluded that the Responsibility variable has a positive and significant effect on Employee Performance. The results of this study indicate that work responsibility is a crucial factor in improving employee performance within an organization. Responsibility reflects an individual's awareness of carrying out tasks, completing work on time, maintaining work quality, and a willingness to accept the consequences of their work. The stronger an employee's sense of responsibility, the higher their level of commitment and commitment to achieving the company's established work targets.

The positive effect of this study indicates that increased job responsibility can drive improvements in the quality and quantity of employee work output. A significance value of 0.000 indicates that the effect of responsibility on employee performance is real and not due to chance factors. Therefore, the research hypothesis stating that responsibility has a significant effect on employee performance is accepted. This finding reinforces the view that job responsibility is a crucial aspect in improving the effectiveness of human resources in a company.

The results of this study are also supported by previous research by Gani, N., Rahman, M. A., & Hatta, U. (2022), which stated that work responsibility has a positive and significant influence on employee performance. Employees with high levels of responsibility tend to be better able to maintain work productivity, complete work according to company standards, and have greater motivation to achieve optimal work results. Conversely, low levels of work responsibility can lead to decreased work quality, delays in task completion, and low work productivity. Practically, the results of this study provide implications that companies need to increase employees' sense of responsibility by providing work trust, clear division of tasks, proportionally increasing supervision, and providing evaluation and recognition of employee work results.

The Influence of Work Discipline (X2) on Employee Job Satisfaction (Z)

Based on the results of the regression test that has been carried out, it was obtained that the Work Discipline variable (X2) has a regression coefficient of -0.181 on Job Satisfaction (Z). The coefficient value indicates a negative relationship, which means that every increase in Work Discipline by one unit is actually followed by a decrease in Job Satisfaction by 0.181 points assuming other variables are considered constant. In addition, the results of the partial test (t test) show a significance value of $0.310 > 0.05$ so it can be concluded that the Work Discipline variable has a negative and insignificant effect on Job Satisfaction. The results of this study indicate that the level of work discipline implemented within the company has not significantly influenced employee job satisfaction. In fact, the negative relationship indicates that increased work discipline tends to be followed by a decrease in job satisfaction, although this effect is not statistically significant. Therefore, the hypothesis that work discipline has a significant effect on job satisfaction cannot be accepted.

A negative coefficient of -0.181 indicates that the higher the level of work discipline perceived by employees, the lower their job satisfaction tends to be. This condition can occur if work discipline is perceived more as a form of supervision and company demands than as an effort to create a positive work culture. Employees may feel that overly strict work rules limit flexibility and comfort in their work, leading to boredom and emotional distress. However, the significance value of 0.310 indicates that this effect is not statistically significant. This means that work discipline is not a primary factor determining employee job satisfaction levels in this study. The results of this study align with the view that job satisfaction is multidimensional and not solely influenced by discipline. Disciplined employees may not necessarily be satisfied with their jobs if their psychological and social needs are not optimally met. Therefore, companies need to understand that increasing job satisfaction is not enough by simply strengthening rules and discipline; it must also be balanced with attention to employee well-being and comfort at work. These findings reinforce that work discipline is not always the dominant factor in increasing job satisfaction. (Putri, F. I., & Kustini, K., 2021).

The Influence of Job Satisfaction (Z) on Employee Performance (Y)

Based on the results of the regression test that has been conducted, it was obtained that the Job Satisfaction variable (Z) has a regression coefficient of 0.279 with a positive direction towards Employee

Performance (Y). The coefficient value indicates that every increase in Job Satisfaction by one unit will increase Employee Performance by 0.279 points assuming other variables are considered constant. In addition, the results of the partial test (t test) showed a significance value of $0.032 < 0.05$ so it can be concluded that the Job Satisfaction variable has a positive and significant effect on Employee Performance.

The results of this study indicate that job satisfaction is a crucial factor in improving employee performance within an organization. Job satisfaction reflects the feelings of happiness, comfort, and satisfaction felt by employees regarding their work, including the work environment, relationships with coworkers, compensation, rewards, and career development opportunities. Employees with high levels of job satisfaction generally demonstrate greater loyalty to the company, are highly motivated, and are able to complete work with higher quality. Conversely, low levels of job satisfaction can lead to decreased work enthusiasm, increased absenteeism, and even a decline in employee performance. A positive coefficient of 0.279 indicates that increased job satisfaction will be followed by increased employee performance. This indicates that the better the company is able to meet employee needs and expectations, the higher the employee's work contribution to the company. A significance value of 0.032 indicates that the effect of Job Satisfaction on Employee Performance is real and not caused by mere chance factors. Thus, the research hypothesis stating that Job Satisfaction has a significant effect on Employee Performance can be accepted. This finding strengthens the view that the psychological and emotional aspects of employees play a significant role in determining the level of individual work success within the organization.

The results of this study are also supported by previous research which states that job satisfaction has a positive and significant effect on employee performance. Research by Reyval Rofalno Mandagie, Tetra Hidayati, and Ariesta Heksarini (2021) found that job satisfaction has a positive and significant effect on employee performance at PT. Intan Bara Utama Simpang Pasir. Furthermore, research by Nuryanti and Desak Ketut Sintaasih (2020) also shows that job satisfaction has a positive and significant effect on employee performance at PT. Pos Indonesia Denpasar Branch. With increased job satisfaction, employees will be more motivated to work optimally and make the best contribution to the company. Thus, it can be concluded that job satisfaction plays a vital role in improving employee performance.

The Influence of Work Discipline (X2) on Employee Performance (Y) with the mediation of Job Satisfaction (Z)

Based on the results of the tests that have been carried out, it was found that the Work Discipline variable (X2) has an influence on Employee Performance (Y) through the mediation of Job Satisfaction (Z). The results of the analysis show that the Job Satisfaction variable has a positive regression coefficient of 0.279 with a significance level of $0.032 < 0.05$. These findings indicate that Job Satisfaction has a positive and significant effect on Employee Performance. This means that the higher the level of job satisfaction felt by employees, the higher the performance produced by the employees. Thus, job satisfaction can be an important factor in creating effective and productive employee performance within a company. However, the results of the study also show that the Work Discipline variable (X2) obtained a significance value of $0.310 > 0.05$ on Job Satisfaction (Z). This value indicates that Work Discipline does not have a significant effect on Job Satisfaction. In addition, the regression coefficient value of Work Discipline is negative at -0.181, which means that every increase in Work Discipline is actually followed by a decrease in Job Satisfaction by 0.181 points. These results indicate that Job Satisfaction (Z) has not been able to optimally mediate the relationship between Work Discipline (X2) and Employee Performance (Y). This is because one of the main requirements for mediation is a significant influence between the independent variable and the mediating variable. Because the relationship between Work Discipline and Job Satisfaction is not significant, the mediation effect formed is weak or even does not occur fully.

Research by Suhartiningtyas, Survival, and Adya Hermawati (2022) in the Journal of Management Science and Organizations shows that work discipline influences job satisfaction, job satisfaction influences employee performance, and job satisfaction mediates the influence of work discipline on employee performance. This research confirms that job satisfaction plays a crucial role as an intervening variable in improving employee performance. Furthermore, research by Ana Asafatul Udmah and Qori Al Banin (2025) in the Scientific Journal of Management and Business (JIMBis) also states that work discipline positively influences job satisfaction and employee performance, and job satisfaction mediates the influence of work

discipline on employee performance. The results of this study indicate that increasing work discipline combined with job satisfaction can optimally improve employee performance.

5. CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the Work Discipline variable (X2) has a positive and significant direct influence on Employee Performance (Y). This is evidenced by the regression coefficient value of 0.592 and a significance value of $0.000 < 0.05$. These findings indicate that the higher the level of work discipline an employee has, the higher the resulting performance. Good work discipline can encourage employees to work more orderly, responsibly, and be able to complete work according to company targets and standards, thus impacting on increasing work productivity. In addition, the Responsibility variable (X2) is also proven to have a positive and significant influence on Employee Performance (Y) with a regression coefficient value of 0.501 and a significance value of $0.000 < 0.05$. These results indicate that a high sense of responsibility in carrying out work can improve the quality and effectiveness of employee work. Employees who have high responsibility tend to be more serious, professional, and have a good commitment to their work and organization. On the Job Satisfaction variable (Z), the results of the study show that Job Satisfaction has a positive and significant influence on Employee Performance (Y). This is indicated by a regression coefficient value of 0.279 with a significance value of $0.032 < 0.05$. This means that the higher the level of job satisfaction felt by employees, the higher the resulting performance. Job satisfaction can create motivation, work enthusiasm, loyalty, and work comfort which have a positive impact on employee performance.

However, the research results also show that Work Discipline (X2) has a negative and insignificant effect on Job Satisfaction (Z). This is indicated by the regression coefficient value of -0.181 with a significance value of $0.310 > 0.05$. These findings indicate that increasing work discipline does not necessarily increase employee job satisfaction. In fact, implementing discipline that is too strict, rigid, and oriented towards work pressure can cause discomfort and reduce employee job satisfaction levels, although this effect is not statistically significant. Based on these results, it can be concluded that Job Satisfaction (Z) has not been able to optimally mediate the relationship between Work Discipline (X2) and Employee Performance (Y). This is because one of the main requirements for a mediating variable, namely a significant influence between the independent variable and the mediating variable, is not met. Thus, the mediating relationship formed is weak or does not occur fully.

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