



The Effect Of Work Discipline And Work Skills On The Performance Of Operational Employees With Job Satisfaction As An Intervening Variable In Sub Holding Pelindo Multi Terminal Branch Belawan

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Work Discipline, Work Skills, Job Satisfaction and Job Performance.

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ABSTRACT

This study aims to find out and analyze the influence of work discipline and work skills on the performance of operational employees with job satisfaction as an intervening variable in the sub holding of Pelindo Multi Terminal Branch Belawan. The population in this study is 186 people. The number of samples taken was 127 respondents (using the Slovin formula). This study uses quantitative primary data collected through questionnaires and processed with PLS smart software applications. This research will be carried out in 2025. The analysis technique used using the analysis path model. The results showed that Work Discipline (X1) had a positive effect on job satisfaction (Z), with a path coefficient value (*Original Sample column*) of 0.454, and a P-Values value = 0.00, Work Discipline (X1) had a positive effect on performance (Y), with a path coefficient value (*Original Sample column*) of 0.392, and a P-Values value = 0.003, Work Skills (X2) have a positive effect on job satisfaction (Z), with a path coefficient value (*Original Sample column*) of 0.438, and a P-Values value = 0.00, Work Skills (X2) have a positive effect on Performance (Y), with a path coefficient value (*Original Sample column*) of 0.456, and significant with a P-Values value = 0.00, Job satisfaction (Z) has a positive effect on Performance (Y), with a path coefficient value (*Original Sample column*) of 0.507, and a P-Values value = 0.003, Work performance (Y) significantly mediates the relationship between work disciplines (X1) through job satisfaction with a path coefficient value (*original Sample column*) of 0.23, and significant with a p-Values value = 0.036, Work performance (Y) significantly mediates the relationship between work skills (X2)

through satisfaction work with a path coefficient value (original column of the sample) of 0.222, and significant with a value of p-Values = 0.038.

INTRODUCTION

According to Dessler (2007), human resources (HR) are all individuals who are part of the organization and contribute through their ability, skills, knowledge, and work attitude to achieve organizational objectives. Research by Kholik and Yusri (2025) highlights various obstacles in Human Resources (HR) management that affect the quality of employee performance. These obstacles include low competence, lack of training, rigid managerial systems, and inadequate technological infrastructure. The impact of this obstacle is low employee performance which is reflected in the quality and quantity of work results that are not optimal. To support the achievement of the Sustainable Development Goals (SDGs), this study recommends several strategic steps. Among them are improving employee competencies through more effective training, bureaucratic reform to improve the managerial system, investment in relevant technology, and more synergistic policies between agencies. The implementation of this strategy is expected to improve employee performance to be more responsive, fair, and support sustainable development. The performance of the employee in question includes good work results both in terms of quality and quantity, in accordance with the responsibilities given. Thus, performance serves as an indicator of work achievement that shows the concrete output of the efforts made by individuals or organizations.

One of the important factors that affect the quality of human resources is work discipline. According to research by Shadida and Rahayu (2024), work discipline has a positive and significant direct influence on human resource development. Work discipline is reflected in the awareness of employees in carrying out their duties properly in order to achieve optimal work results, as well as making a positive contribution to improving organizational performance. Forms of work discipline can be seen from compliance with working hours, attendance levels, adherence to dress rules and work ethics, and compliance with standard operating procedures (SOPs). In addition to work discipline, another important factor is work ability, which is the result of the execution of tasks that are influenced by skill, experience, seriousness, and time utilization. An employee who is able to manage his or her working time effectively and is disciplined tends to be able to complete his or her tasks and responsibilities well, which reflects his or her individual work ability (Rahayu, 2019).

As for job satisfaction, according to Dessler (2007:120), it is a person's positive or negative feelings towards their work, which reflects the level of pleasure or dissatisfaction with their work and work environment. Job satisfaction is often associated with an individual's attitude towards various aspects of work. Every employee brings expectations, needs, desires, and past experiences that shape expectations for the work environment. Job satisfaction will be achieved if there is a compatibility between these expectations and the reality faced in the work. If job satisfaction can be realized, then organizational goals will be easier to achieve, and all parties will benefit. In this context, work discipline and work ability are two factors that play an important role in shaping employee job satisfaction levels.

Sub Holding Pelindo Multi Terminal Branch Belawan has 186 operational employees, where Sub Holding Pelindo Multi Terminal Branch Belawan is one part of the Pelindo Group under State-Owned Enterprises (SOEs) engaged in the port management and port services sector in Indonesia. Sub Holding Pelindo Multi Terminal Branch Belawan is one of the operational branches responsible for port services and services in the Belawan area, North Sumatra and its surroundings. In his description, employee performance problems can be observed from the fact that there are still employees who leave the office during working hours

with their personal interests which gives an indication that there is still employee discipline in the category that needs attention seen with the implementation of routine reports that there are still some overtime. In addition, there are some employees who do not have mastered the job description given.

Improving work discipline and employee skills is expected to be able to support the achievement of the organization's vision, mission, and goals more effectively. Because these two factors have a significant effect on employee performance. Improvements in terms of employee discipline and work competence contribute positively to the overall performance of the organization, as well as make it easier for the organization to realize the goals that have been set and designed in advance (Sipahutar, 2018).

LITERATURE REVIEW

Work Performance

Performance can be interpreted as a person's overall achievement in carrying out his or her tasks over a certain period, which is measured based on standards, targets, or criteria that have been determined and agreed upon in advance. Then performance evaluation is a process of assessing personal characteristics, behavior at work, and the work results of an employee, both ordinary and managerial workers, which are considered to have an effect on their performance and become the basis for decision-making related to employment (Cen, 2022). Employee performance is the extent to which a person is able to achieve or exceed the goals set by the organization with high effectiveness and efficiency (Cherryryan (2023).

Factors that affect Work Performance

Employee performance is the work done by a person in carrying out the responsibilities given in accordance with the established procedures. The following factors affect employee performance are as follows:

1. Organizational Factors: According to Cherryryan (2023), these factors affect employee performance through the company's organizational structure and internal dynamics. Organizational factors include: Individual commitment, Manager support, Work system, Pressure level and Changing environment.
2. Individual Factors: Cherryryan (2023): these factors relate to the personal characteristics of employees that contribute to their performance including: Skills, Competence, Motivation, Quality of encouragement and Peer support.
3. Training Factor: Effective training, including mentorship, is an important factor in improving employee performance. Training helps employees develop the skills and knowledge necessary to perform their duties well.
4. Work Facility Factor: Adequate work facilities, such as equipment and a comfortable work environment, support employees in carrying out their duties efficiently.
5. Work Stress and Workload: Septiana and Widjaja (2023) found that: Work stress has a significant negative effect on employee performance. And workload has a positive effect on performance, but if it is excessive it can cause stress.
6. Work Environment: A positive work environment, including relationships between co-workers and the physical conditions of the workplace, contributes to improved employee performance.
7. Compensation: Fair and competitive compensation can improve employee motivation and performance. However, inappropriate compensation can lower morale.
8. Individual Character and Motivation: Individual character, such as work ethic and integrity, as well as intrinsic motivation, play a crucial role in determining employee performance.
9. Leadership: An effective leadership style can impact employee performance by providing clear direction and necessary support.

10. **Organizational Culture:** A strong and positive organizational culture creates a supportive work environment, which in turn improves employee performance.
11. **Employee Well-Being:** Employee well-being programs, including work-life balance, contribute to improved performance by reducing stress and increasing job satisfaction.
12. **Information Technology:** The effective use of information technology can improve employee efficiency and performance by facilitating access to information and communication.
13. **Work Ethic:** A high work ethic, such as dedication and responsibility, contributes to improved employee performance.
14. **Work Discipline:** Good work discipline ensures employees adhere to work rules and schedules, which are essential for consistent performance.
15. **Work-Life Balance:** Work-life balance helps employees maintain mental and physical health, which positively impacts their performance.
16. **ESG (Environmental, Social, Governance) practices:** The integration of ESG practices within companies can improve employee performance by creating a sustainable and ethical work environment.

Work Performance Indicators

Employee Performance Indicators according to Cherryryan (2023):

1. **Quality of Work:** Precision, neatness, and work results that are in accordance with standards.
2. **Quantity of Work:** The volume of work completed in a given time.
3. **Punctuality:** Speed and efficiency in completing a task or work.
4. **Effectiveness:** The ability to use resources optimally to achieve maximum results.
5. **Attendance (Absence):** Consistency and physical presence in work according to work schedule.
6. **Teamwork:** Teamwork, communication, and collaboration between colleagues or teams.
7. **Responsibility:** A sense of belonging to duty and seriousness in completing work

Work Discipline

According to Handoko (2000:187), discipline is a managerial function that plays a role in ensuring the consistent implementation of organizational standards. Meanwhile, Simamora (2005:85) views discipline as a managerial process that aims to encourage organizational members to comply with various applicable regulations, as well as as a training tool that focuses on developing employees' knowledge, attitudes, and behaviors so that they can voluntarily work cooperatively with other colleagues and strive to improve performance. Work discipline is a fundamental aspect that cannot be ignored, as it plays a role as the main binder in the organizational structure. Discipline that is applied effectively also supports the creation of good two-way communication, strengthens teamwork, and builds group solidarity, which overall has a positive impact on the effectiveness and operational efficiency of the organization. Work discipline reflects employees' commitment to rules and self-awareness in carrying out obligations. This discipline is not solely out of fear of punishment, but rather an awareness of professionalism and integrity of work.

Factors that affect Work Discipline

According to Wellem. (2023), the factors that affect employee discipline are:

1. **Leadership:** A firm and fair leadership style affects the level of discipline.
2. **Organizational fairness:** Employees will be more disciplined if they feel they are treated fairly.
3. **Supervision:** Consistent and clear supervision will reinforce disciplined behavior.
4. **Sanctions and rewards:** Strict sanctions and appropriate rewards increase motivation for discipline.

5. Work motivation: The higher the work motivation, the higher the work discipline.

Indicators of Work Discipline

According to Pranitasari and Khotimah (2021), the indicators of employee work discipline are as follows:

1. Compliance with Company Regulations: Follow all applicable regulations in the company, including regulations on dress, use of facilities, rules, codes of conduct, and standard operating procedures (SOPs).
2. Responsibility for Tasks: Complete assigned tasks responsibly and do not procrastinate work.
3. Attendance and Punctuality: Disciplined employees will always show up on time, adhere to established work hours, and not be absent frequently for obvious reasons.
4. Consistency in Behavior and Performance: Maintains consistency in daily behavior and performance, showing no significant fluctuations in the quality of work.

Work Expertise

According to Basir and Saputri (2023), Expertise can be interpreted as an ability or talent that an individual has, which helps in completing tasks well and optimal results. This expertise can be obtained through formal and non-formal education channels, and needs to be continuously improved. One way to improve skills is through the accumulation of experience in a specific field of work. According to Sharma (2023), work skills include a wide range of soft skills—non-technical skills related to an individual's interpersonal and intrapersonal abilities. These soft skills are considered important in the world of work because they support work effectiveness and adaptability in various professional situations.

Factors that affect Work Skills

Darmawan (2013) explained that there are factors that determine a person's ability to work, namely:

1. Factors of formal education
2. Training factors
3. Work experience factor

Indicators in Work Skills

According to Sharma (2023), in a study cited by Deswarta, identifying indicators of soft skills as part of work skills:

- Communication skills
- Thinking and problem-solving skills
- Ethics
- Leadership skills
- Emotional intelligence

Job Satisfaction

According to Putri and Agustin (2024), job satisfaction reflects an employee's psychological condition towards his job, job satisfaction as a person's general attitude towards his job that arises from the difference between the rewards received and those expected. In this context, employees tend to evaluate various aspects related to the organization, such as compensation systems, promotion opportunities, career paths, placement, relationships between employees, and company policies. On the other hand, they also consider personal factors, such as age, health, skills, and educational background.

Factors that affect Job Satisfaction

Employee job satisfaction can be influenced by factors, namely: (Hasibuan, 2020)

1. Fair and decent return
2. Proper placement according to the skill set
3. The weight of the work
4. Work atmosphere and environment
5. Equipment that supports the execution of work
6. Leadership attitude in his leadership
7. The nature of the work is monotonous or not. (Hasibuan, 2020).

Job Satisfaction Indicators

Job Satisfaction Indicators according to Putri and Agustin (2024) that can be used to measure a person's Job Satisfaction in the context of work:

1. Job Suitability with Interests and Abilities: Employees will feel satisfied if the tasks carried out are in accordance with their personal interests and professional abilities
2. Satisfaction with Compensation: Satisfaction arises when the wages or salaries received are judged to be fair and commensurate with the workload, as well as on par with other colleagues in the organization.
3. Relationship with Superiors: Employees will be more satisfied if the leader is able to provide clear technical direction and constructive motivation in the work.
4. Social Relationships with Co-Workers: Satisfaction is also influenced by a supportive work environment, where fellow employees help each other technically and provide social support.
5. Opportunities for Promotions: The opportunity to move up or get a higher position in the organizational structure provides a boost of satisfaction for employees.

METHODS

Data Analysis

In this study, the *Partial Least Squares Structural Equation Modeling* (PLS-SEM) approach is used as a data analysis method that is suitable for research in the field of management, especially when the data is not normally distributed. PLS-SEM has the advantage that it does not require normal distribution assumptions, can be used on small sample sizes, and is capable of handling complex models. The application used in data processing will be the SmartPLS 4.0 Program.

RESULTS

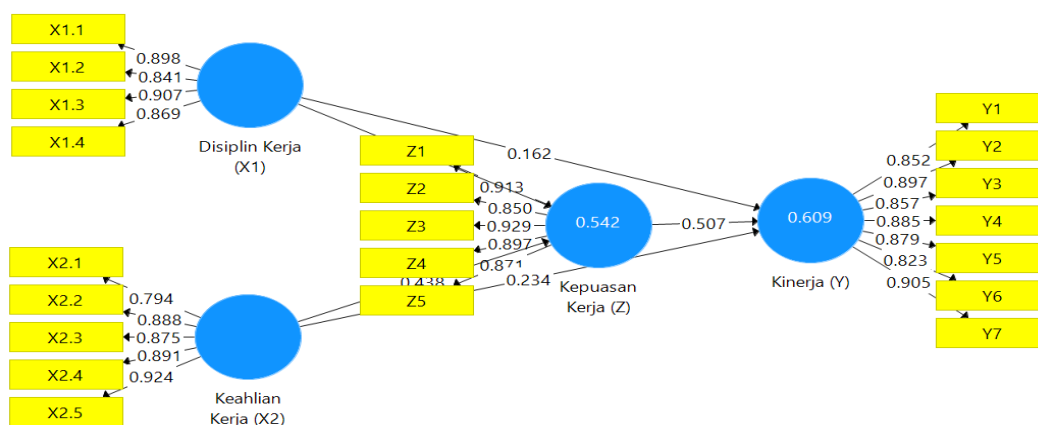
Table 1 Validity Testing by Loading Factor

	Work Discipline (X1)	Work Skills (X2)	Job Satisfaction (Z)	Performance (Y)
X1.1	0.898			
X1.2	0.841			
X1.3	0.907			
X1.4	0.869			
X2.1		0.794		
X2.2		0.888		
X2.3		0.875		
X2.4		0.891		
X2.5		0.924		

	Work Discipline (X1)	Work Skills (X2)	Job Satisfaction (Z)	Performance (Y)
Y1				0.852
Y2				0.897
Y3				0.857
Y4				0.885
Y5				0.879
Y6				0.823
Y7				0.905
Z1			0.913	
Z2			0.85	
Z3			0.929	
Z4			0.897	
Z5			0.871	

Source: Processed Smart PLS (2025)

Figure 1 Validity Testing By Loading Factor



Source: Processed Smart PLS (2025)

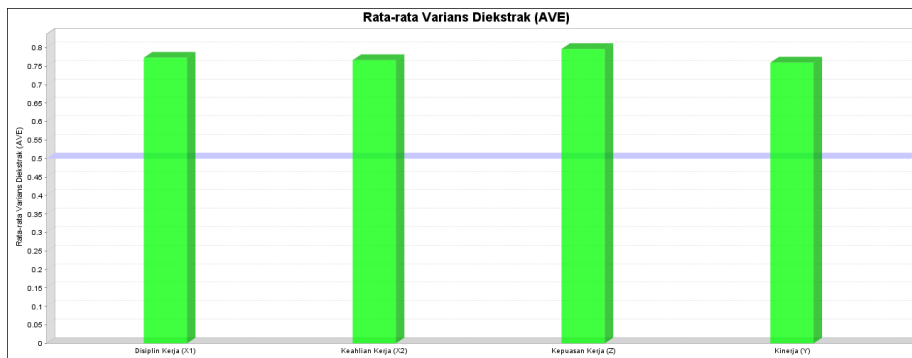
Based on the loading factor validity test in Table 4.2 and Figure 4.1, it is known that all *loading* values > 0.7, which means that they have met the validity requirements based on *the loading* value. Furthermore, validity testing was carried out based on *the average variance extracted (AVE)* value.

Table 2 Validity Testing based on Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Work Discipline (X1)	0.773
Work Skills (X2)	0.766
Job Satisfaction (Z)	0.797
Performance (Y)	0.76

Source: Processed Smart PLS (2025)

Figure 2 Validity Testing based on Average Variance Extracted (AVE)



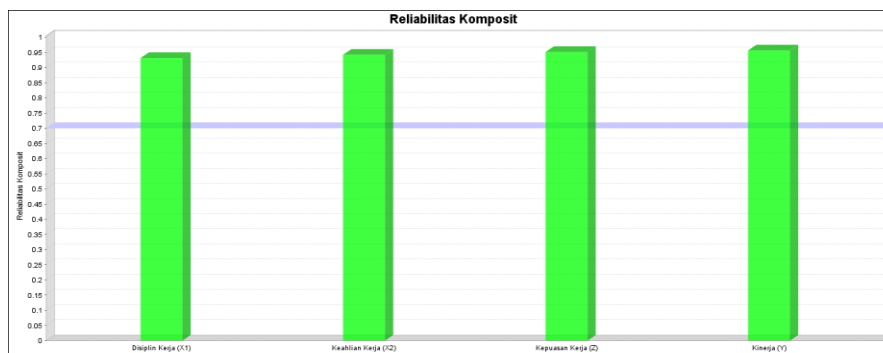
The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013). It is known that all AVE values > 0.5, which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on *the composite reliability* (CR) value.

Table 3 Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Work Discipline (X1)	0.932
Work Skills (X2)	0.942
Job Satisfaction (Z)	0.951
Performance (Y)	0.957

Source: Processed Smart PLS (2025)

Figure 3 Reliability Testing by Composite Reliability (CR)



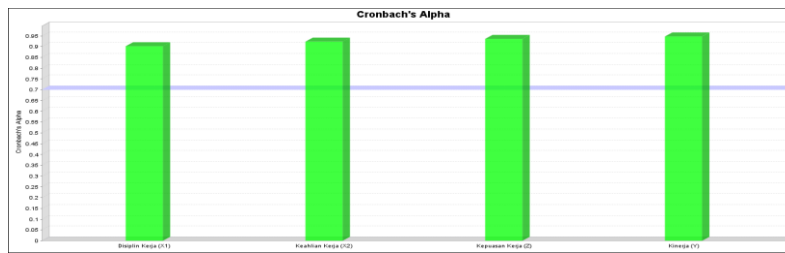
The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013). It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table 4 Reliability Testing by Cronbach's Alpha (CA)

	Cronbach's Alpha
Work Discipline (X1)	0.902
Work Skills (X2)	0.923
Job Satisfaction (Z)	0.936
Performance (Y)	0.947

Source: Processed Smart PLS (2025)

Figure 4 Reliability Testing Based on Cronbach's Alpha (CA)



The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013). It is known that all CA values > 0.7, which means that it has met the reliability requirements based on *Cronbach's alpha*. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 4.6 presents the results of the discriminant validity test.

Table 5 Discriminatory Validity Testing

	Work Discipline (X1)	Work Skills (X2)	Job Satisfaction (Z)	Performance (Y)
Work Discipline (X1)	$\sqrt{AVE_{X1}} = 0.879$			
Work Skills (X2)	0.362	$\sqrt{AVE_{X2}} = 0.875$		
Job Satisfaction (Z)	0.613	0.603	$\sqrt{AVE_Z} = 0.893$	
Performance (Y)	0.557	0.598	0.747	$\sqrt{AVE_Y} = 0.872$

Source: Processed Using Smart PLS

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table 6 Outer Loading (Boostrapping)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z)	0.454	0.453	0.121	3.76	0.000
Work Discipline (X1) -> Performance (Y)	0.392	0.388	0.133	2.957	0.003
Job Expertise (X2) -> Job Satisfaction (Z)	0.438	0.441	0.116	3.767	0.000
Work Skills (X2) -> Performance (Y)	0.456	0.456	0.123	3.717	0.000
Job Satisfaction (Z) -> Performance (Y)	0.507	0.515	0.17	2.982	0.003

Source: Processed Using Smart PLS

Based on the results in Table 7, the results were obtained:

1. Work Discipline (X1) has a positive effect on job satisfaction (Z), with a path coefficient value (*Original Sample column*) of 0.454, and a P-Values value = 0.00
2. Work Discipline (X1) has a positive effect on performance (Y), with a path coefficient value (*Original Sample column*) of 0.392, and a P-Values value = 0.003
3. Work Skills (X2) had a positive effect on job satisfaction (Z), with a path coefficient value (*Original Sample column*) of 0.438, and a P-Values value = 0.00
4. Work skills (X2) have a positive effect on Performance (Y), with a path coefficient value (*Original Sample column*) of 0.456, and significant with a P-Values value = 0.00
5. Job satisfaction (Z) has a positive effect on Performance (Y), with a path coefficient value (*Original Sample column*) of 0.507, and a P-Values value = 0.003

Table7 Effects of Mediation Testing

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z) -> Performance (Y)	0.23	0.238	0.109	2.105	0.036
Work Skills (X2) -> Job Satisfaction (Z) -> Performance > (Y)	0.222	0.232	0.107	2.076	0.038

Source: Processed Using SmartPLS

Based on the results of the mediation test in Table 8:

1. Work performance (Y) significantly mediated the relationship between work disciplines (X1) through job satisfaction with a path coefficient value (*original Sample column*) of 0.23, and significant with a value of p-Values = 0.036
2. Work performance (Y) significantly mediated the relationship between work skills (X2) through job satisfaction with a path coefficient value (*original Sample column*) of 0.222, and significant with a p-Values value = 0.038

Table 8 R-Square & Adjusted R Square

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.542	0.535
Performance (Y)	0.609	0.6

Source: Processed Using Smart PLS

Figure 5 Reliability Testing Based on Cronbach's Alpha (CA)

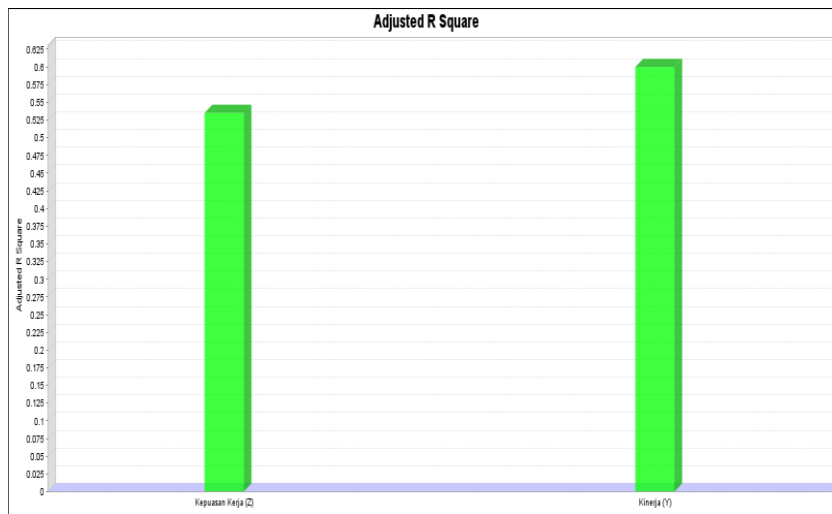
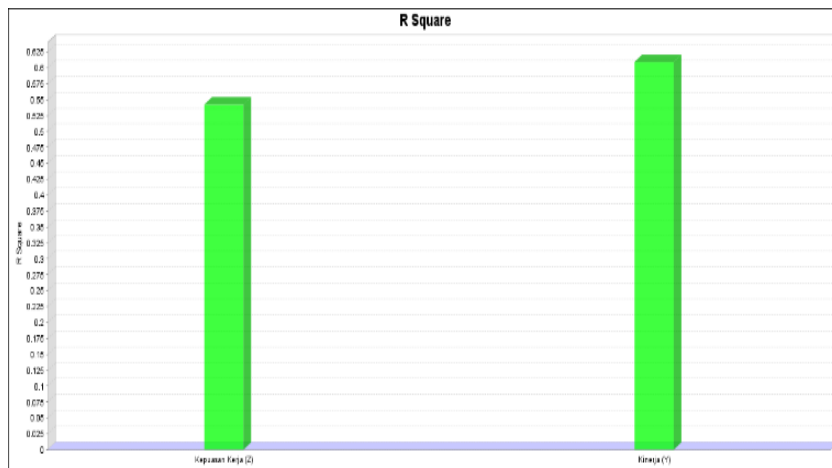


Figure 6 R Square



It is known that the R-Square value of performance (Y) is 0.609, which means that work discipline (X1), work skills (X2) are able to affect performance (Y) by 60.9%. The R-Square value of job satisfaction (Z) is 0.542, which means that work discipline (X1), work skills (X2) are able to affect job satisfaction (Z) by 54.2%.

The *Adjusted R Square* value for performance (Y) is 0.6. Since *Adjusted R Square* = 0.6 > 0, it is concluded that work discipline (X1), work skill (X2), and job satisfaction (Z) have predictive relevance for performance (Y). The *Adjusted R Square* value for job satisfaction (Z) is 0.535. Since *Adjusted R Square* = 0.535 > 0, it is concluded that work discipline (X1), work skills (X2), and performance (Y) have predictive relevance for job satisfaction (Z).

Table 9 Goodness of Fit Model Testing

Estimation Model	
SRMR	0.083

Source: Processed Using Smart PLS

It is known that based on the results of *the SRMR goodness of fit test* , the SRMR value = 0.083 < 0.1, it is concluded that the model has FIT.

DISCUSSION

The Effect of Work Discipline (H1) on Performance

The H1 hypothesis proposed in this study reads: work discipline has a positive and significant effect on the work performance of Sub Holding Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the Work Discipline variable (X1) has a value of 0.003 which indicates that work discipline has a positive effect on work performance, so that an increase in work discipline will increase work performance, on the other hand, a decrease in work discipline will decrease the work performance. It was strengthened by the results of a previous research entitled "Mediation of Work Discipline of Competency Relations in Improving Employee Performance" by Ani Setyowati, Moh. Mukhsin, Indra Suhendra, Didit Haryadi (2023).

The Effect of Work Discipline (H2) on Job Satisfaction

The H2 hypothesis proposed in this study reads: Work Discipline has a positive and significant effect on job satisfaction of Sub Holding Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the Work Discipline variable (X1) has a value of 0.00 which indicates that work discipline has a positive effect on job satisfaction, so that increasing work discipline will increase job satisfaction, on the other hand, decreasing work discipline will reduce job satisfaction. It was strengthened by the results of a previous research entitled "Motivation and Work Discipline Affect Performance through Job Satisfaction as an Intervening Variable at PT. Indalakto" by Afrianty, Rahma Wulan Sari (2019).

The Influence of Work Skills (H3) on Performance

The H3 hypothesis proposed in this study reads: work skills have a positive and significant effect on the work performance of Sub Holding Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the variable of work skills (X2) has a value of 0.00 which indicates that work skills have a positive effect on work performance, so that increasing work skills will increase work performance, on the other hand, decreasing work skills will reduce work performance. It was strengthened by the results of previous research entitled "The Role of Workload and Work Skills on the Performance of PT Agrofarm Nusa Raya Ponorogo Workers" by Umi Farida, Beti Melinda (2019).

The Influence of Job Skills (H4) on Job Satisfaction

The H4 hypothesis proposed in this study reads: work skills have a positive and significant effect on job satisfaction of Sub Holding Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the work skill variable (X2) has a value of 0.00 which indicates that work skills have a positive effect on job satisfaction, so that an increase in work skills affects job satisfaction, on the other hand, a decrease in work skills will decrease job satisfaction. Strengthened by the results of a previous study entitled "The Influence of Motivation, *Job Insecurity* and Work Skills on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Telkom Access Gorontalo" by Wiwin Husin (2021).

The effect of job satisfaction (H5) on work performance

The H5 hypothesis proposed in this study reads: job satisfaction has a positive and significant effect on the work performance of Sub Holding Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the variable of job satisfaction (Z) has a *value* of 0.003 which indicates that job satisfaction has a

positive effect on work performance. Strengthened by the results of a previous research entitled "The Influence of Competence, Job Satisfaction and Work Discipline on the Performance of Employees of the Regional Financial, Revenue and Asset Management Agency of West Nias Regency" by Kirimani Manao (2020)

The influence of work discipline (H6) on work performance through job satisfaction

The H7 hypothesis proposed in this study reads: work discipline has a positive and significant effect on work performance through job satisfaction as an intervening variable in the Sub Holding of Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the variable of work discipline (X1) has a value of 0.036 which indicates that work discipline has a positive effect on work performance through job satisfaction, so that the better the work discipline, the more work performance through job satisfaction will increase, the more work discipline decreases, the more job performance through job satisfaction decreases. It was strengthened by the results of a previous study entitled "The Effect of Competency on Employee Performance with Job Satisfaction as a Moderation Variable" by Indah Apriyanti, (2019).

The Effect of Work Skills on Job Performance (H7) through Job Satisfaction

The H7 hypothesis proposed in this study reads: Work skills have a positive and significant effect on work performance through job satisfaction as an intervening variable in the Sub Holding of Pelindo Multi Terminal Branch Medan. Based on the results of the analysis of the test results that have been carried out, it is known that the work skill variable (X2) has a value of 0.038 which indicates that work skills have a positive effect on work performance through job satisfaction, then work performance through job satisfaction will affect work skills. It was strengthened by the results of a previous study entitled "The Influence of Work Discipline and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable for Bank BRI Manukan Surabaya Branch Office" by Rafika Rachmaniah (2022).

CONCLUSION

From the results and discussions in the study, it was concluded that:

1. Work Discipline (X1) has a positive effect on job satisfaction (Z), with a path coefficient value (*Original Sample column*) of 0.454, and a P-Values value = 0.00.
2. Work Discipline (X1) has a positive effect on performance (Y), with a path coefficient value (*Original Sample column*) of 0.392, and a P-Values value = 0.003.
3. Work Skills (X2) had a positive effect on job satisfaction (Z), with a path coefficient value (*Original Sample column*) of 0.438, and a P-Values value = 0.00.
4. Work skills (X2) have a positive effect on Performance (Y), with a path coefficient value (*Original Sample column*) of 0.456, and significant with a P-Values value = 0.00.
5. Job satisfaction (Z) has a positive effect on Performance (Y), with a path coefficient value (*Original Sample column*) of 0.507, and a P-Values value = 0.003.
6. Work performance (Y) significantly mediated the relationship between work disciplines (X1) through job satisfaction with a path coefficient value (*original Sample column*) of 0.23, and significant with a value of p-Values = 0.036.
7. Work performance (Y) significantly mediated the relationship between work skills (X2) through job satisfaction with a path coefficient value (*original Sample column*) of 0.222, and significant with a p-Values value = 0.038.

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