

The Effect of Work Motivation and Work Discipline on Employee Performance in Home-Based Bakery Businesses in Padang City with Job Satisfaction as a Mediating Variable

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Abstract

This study aims to examine the effect of work motivation and work discipline on employee performance in home-based bakery businesses in Padang City, with job satisfaction as a mediating variable. The research employs a quantitative approach using a causal method. The population consists of all employees from five home-based bakeries in Padang City, namely SF Bakery, Adeng, Bintang Kejora, Husna, and Rafi, with a total sample of 35 respondents selected through total sampling technique. Data were collected using a Likert-scale questionnaire and analyzed through multiple regression analysis and hypothesis testing. The findings reveal that work motivation and work discipline have a positive and significant effect on job satisfaction. Job satisfaction also has a positive and significant effect on employee performance. Furthermore, work discipline significantly influences employee performance, while work motivation does not have a direct significant effect on performance. However, work motivation indirectly affects employee performance through job satisfaction as a mediating variable. Similarly, work discipline also has an indirect effect on employee performance through job satisfaction. The study concludes that job satisfaction plays a crucial role as a mediating variable in improving employee performance. Therefore, enhancing work motivation and discipline should be accompanied by efforts to improve job satisfaction in order to achieve optimal employee performance.

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

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1. Introduction

The increasingly rapid development of the business world along with changes in consumer behavior requires business actors to be able to maintain product quality, distribution accuracy, and consistency of production processes in order to remain competitive in the market. This condition not only occurs in large companies, but also in the Micro, Small, and Medium Enterprises (MSMEs) sector which has a strategic role in the national economy. MSMEs in Indonesia number more than 64 million and are a key pillar in absorbing labor and driving the local economy [1]. In this context, MSMEs are not only required to survive but also to increase their competitiveness through effective human resource management.

At the regional level, especially in Padang City, MSMEs also show a significant contribution to the local economy, especially in the food sector which is the dominant sector [2]. One of the rapidly growing sub-sectors is the home-based bakery business, which continues to experience growth along with increasing public demand for ready-to-eat food products [3]. This effort is not only carried out by large industries, but also by small businesses that rely on limited labor but must maintain product quality and consistency.

In an organizational context, employee performance is a key factor in determining business success. Employee performance is the result of individual work, measured

by quality and quantity according to established standards [4]. In home-based bakery businesses, employee performance is reflected in their ability to consistently carry out the production process, from raw material processing to final product packaging [5]. However, in practice, performance inconsistencies are still found, particularly in aspects of work quality and work independence, even though other aspects such as punctuality and production quantity are relatively stable.

Theoretically, employee performance is influenced by various factors, including work motivation, work discipline, and job satisfaction. Work motivation is an internal drive that drives individuals to achieve organizational goals [6], while [7] emphasizes that motivation is the force that directs individual behavior in achieving work goals. In addition, [5] explains that work discipline is a form of compliance with organizational rules and standards that influence employee work effectiveness. On the other hand, job satisfaction is an emotional response to the work performed and can influence an individual's performance level [4] [8].

Previous research has shown inconsistent results regarding the influence of these variables on employee performance. Some studies indicate that work motivation has a positive and significant effect on performance [9], but other studies found insignificant results [10]. A similar finding applies to work

discipline, with some studies showing a positive effect [11], while others showed insignificant results [12]. Furthermore, the role of job satisfaction as a mediating variable also shows inconsistent results across various studies [13] [14].

Based on these inconsistent research findings, there remains a research gap that requires further study, particularly in the context of MSMEs, which have different characteristics than large companies. Therefore, this study was conducted to analyze the influence of work motivation and work discipline on employee performance, with job satisfaction as a mediating variable, in home-based bakery businesses in Padang City.

2. Research Method

This research uses a quantitative approach with a causal associative method, which aims to analyze the cause-and-effect relationships between the variables studied. The quantitative approach is based on the philosophy of positivism and is used to study specific populations or samples. It utilizes random sampling techniques, data collection using research instruments, and statistical data analysis to test established hypotheses [15] [16]. With this approach, the research not only describes phenomena but also examines the influence between variables in a measurable and systematic manner.

Research variables are characteristics or attributes that vary significantly and are established for study and conclusion drawing [15]. In this study, there are three types of variables: dependent variables, independent variables, and mediating variables. The dependent variable is employee performance, which is influenced by other variables, while the independent variables are work motivation and work discipline, which are the factors causing changes in the dependent variable. Furthermore, there is a mediating variable, namely job satisfaction, which acts as an intermediary in the relationship between the independent and dependent variables [17] [15].

Operationally, employee performance is defined as the results of employee work achievements based on established standards, encompassing aspects of quality, quantity, timeliness, cost-effectiveness, and work independence [4]. Work motivation is an internal drive that influences employee enthusiasm and commitment to work through aspects of rewards, recognition, development opportunities, and responsibility [6]. Work discipline is the level of employee compliance with work rules and procedures, reflected in punctuality, adherence to regulations, and responsibility in carrying out tasks [5]. Meanwhile, job satisfaction is an employee's emotional response to their work, reflecting their level of satisfaction with their work, wages, promotions, supervision, and work relationships [8] [4].

The population in this study was all employees at home-based bakery businesses in Padang City, representing five businesses, totaling 35 employees [15]. Due to the relatively small population size, all

members of the population were sampled using a saturation or census sampling technique, ensuring that all respondents were studied comprehensively to ensure more representative and accurate data.

The research instrument used was a questionnaire designed based on research variable indicators and distributed directly to respondents to obtain more accurate data. Each statement in the questionnaire was measured using a Likert Scale with five response categories to gauge respondents' attitudes, opinions, and perceptions [15]. Furthermore, a literature review was used to strengthen the theoretical foundation through a review of books, scientific journals, and relevant previous research [18]. Data analysis was conducted using a quantitative statistical approach using SPSS. The analysis began with descriptive statistics to describe the research data in general, followed by validity and reliability tests to ensure the accuracy and consistency of the research instrument [19] [20]. Next, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure the regression model met the analysis requirements.

The next stage is regression analysis to examine the influence between variables, both directly and through mediating variables. Hypothesis testing is conducted using partial tests to determine the effect of each independent variable on the dependent variable, as well as simultaneous tests to examine their combined effects. Furthermore, the coefficient of determination is used to determine the extent to which the independent variables explain the dependent variable in the research model [19].

3. Result and Discussion

This study involved 35 respondents consisting of employees of home bakery businesses in Padang City. The presentation of respondent descriptions aims to provide a general overview of the basic characteristics of individuals participating in this study. These characteristics are summarized in Table 1, which contains information related to the respondents in the study sample, including gender, age, length of service, and income level.

Table 1. Respondent Characteristics (n = 35)

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	16	46%
	Female	19	54%
Age	≤ 25 years	12	34%
	26–30 years	8	23%
	31–35 years	6	17%
	36–40 years	4	11%
	41–45 years	3	9%
	≥ 46 years	2	6%
Length of Work	≤ 2 years	16	46%
	3–5 years	11	31%
	6–8 years	8	23%
Income	Rp1.000,000- Rp1.200,000	12	34%
	Rp1.200,001- Rp1.350,000	13	37%
	Rp1.350,001- Rp1.500,000	10	29%

Table 1 presents the characteristics of the respondents involved in this study. Based on gender, the majority of respondents are female (54%), while male respondents

account for 46%. In terms of age, most respondents are aged ≤ 25 years (34%), followed by those aged 26–30 years (23%) and 31–35 years (17%), indicating that the workforce is relatively dominated by younger employees. Regarding length of work, the majority of respondents have worked for ≤ 2 years (46%), suggesting relatively short job tenure among employees. In terms of income, most respondents earn between Rp1,200,001 – Rp1,350,000 (37%), followed by Rp1,000,000 – Rp1,200,000 (34%) and Rp1,350,001 – Rp1,500,000 (29%). Overall, these findings indicate that the respondents are predominantly young, relatively new employees with moderate income levels. Based on the characteristics of the respondents explained above, the next stage of analysis will be to conduct an instrument test. In this study, the instrument test that will be carried out is to test the validity of each measurement item to ensure that the item accurately represents the intended variable. The validity test results for all variables are presented in Table 2.

Table 2. Validity Test Results of Research Variables

Variable	Item	Pearson Correlation	rtable	Description
Work Motivation	X1.1	0.777	0.334	Valid
	X1.2	0.750	0.334	Valid
	X1.3	0.558	0.334	Valid
	X1.4	0.686	0.334	Valid
	X1.5	0.744	0.334	Valid
Work Discipline	X2.1	0.782	0.334	Valid
	X2.2	0.490	0.334	Valid
	X2.3	0.775	0.334	Valid
	X2.4	0.508	0.334	Valid
	X2.5	0.848	0.334	Valid
Job Satisfaction	Z.1	0.836	0.334	Valid
	Z.2	0.756	0.334	Valid
	Z.3	0.412	0.334	Valid
	Z.4	0.685	0.334	Valid
	Z.5	0.707	0.334	Valid
Employee Performance	Y.1	0.787	0.334	Valid
	Y.2	0.795	0.334	Valid
	Y.3	0.403	0.334	Valid
	Y.4	0.683	0.334	Valid
	Y.5	0.740	0.334	Valid

Table 2 presents the results of the validity test for all research variables, including work motivation, work discipline, job satisfaction, and employee performance. The findings show that all measurement items have Pearson correlation values that exceed the r-table value of 0.334, which confirms the validity of all indicators. This means that each item accurately measures the intended construct, making it suitable for further statistical analysis.

After the validity test, a reliability test was conducted to assess the consistency of the measurement instruments. Reliability was evaluated using the Cronbach's Alpha coefficient, where a value greater than 0.60 indicates a reliable instrument. The results of the reliability test for all variables, including work motivation, work discipline, job satisfaction, and employee performance, are presented in Table 3.

Table 3. Reliability Test Results of Research Variables

Variabel	Alpha	Keterangan
Motivasi Kerja	0,737	Reliabel
Disiplin Kerja	0,724	Reliabel
Kepuasan Kerja	0,719	Reliabel
Kinerja Karyawan	0,727	Reliabel

Based on Table 3, the Alpha value is above 0.70. According to reliability criteria commonly used in research (Cronbach's Alpha > 0.60), all variables in this study can be considered reliable. Specifically, Work Motivation has an Alpha value of 0.737, Work Discipline 0.724, Job Satisfaction 0.719, and Employee Performance 0.727. These values indicate that the measurement instruments used for each variable are consistent and stable in measuring the intended constructs. Therefore, it can be concluded that the questionnaire used in this study is reliable and suitable for further statistical analysis. After conducting the instrument test, this study will then conduct a classical assumption test, namely the normality test. This test is conducted to determine whether the residual data in the regression model is normally distributed. This study uses the One-Sample Kolmogorov-Smirnov test. The results are presented in Table 4 below.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
N	Unstandardized	Unstandardized
	35	35
Mean	.0000000	.0000000
Std.	.88491537	.70935582
Deviation		
Absolute	.130	.102
Positive	.069	.075
Negative	-.130	-.102
Test Statistic	.130	.102
Asymp. Sig. (2-tailed)	.145 ^c	.200 ^{cd}

Based on Table 4, the significance values are 0.145 and 0.200, which are greater than 0.05. This indicates that the residuals are normally distributed, and the regression model meets the normality assumption. Once the data is normal, we must examine the correlation between the independent variables by conducting a multicollinearity test. The results are shown in Table 5.

Table 5. Multicollinearity Test Results

Variabel	Tolerance	VIF	Keterangan
X1	0,242	4,130	Tidak terjadi multikolinearitas
X2	0,178	5,605	Tidak terjadi multikolinearitas
Z	0,158	6,338	Tidak terjadi multikolinearitas

Based on the results of the multicollinearity test in Table 5 above, it is known that all independent variables in the model have a Tolerance value greater than 0.10 and a VIF value less than 10. This indicates that there is no relationship or high correlation between the independent variables, so it can be concluded that the regression model in this study is free from multicollinearity symptoms and is suitable for use in further analysis.

Next, a heteroscedasticity test was conducted using the scatterplot method by observing the distribution of ZPRED and SRESID values. The results showed that the data points were randomly distributed without forming a specific pattern and were spread both above and below the zero axis. This indicates that the regression model is free from heteroscedasticity and meets the assumption of homoscedasticity. To continue testing the classical assumptions, this study further examined the regression results to ensure the models were suitable for further analysis.

The results of the multiple linear regression analysis revealed several relationships between variables in the four models. In Model 1, the regression equation is $Y = 1.991 + 0.260X_1 + 0.628X_2 + e$. The results indicate that X_1 and X_2 have a positive and significant effect on Y , as evidenced by significance values of 0.032 and 0.000 ($p < 0.05$), respectively. This means that an increase in X_1 and X_2 will significantly increase Y . In Model 2, the equation is $Z = 2.308 + 0.344X_1 + 0.527X_2 + e$. X_1 and X_2 also show a positive and significant effect on Z , with significance values of 0.009 and 0.000 ($p < 0.05$), respectively. This indicates that an increase in X_1 and X_2 contributes to a higher Z value. Furthermore, in Model 3, the regression equation is $Y = 0.882 + 0.095X_1 + 0.374X_2 + 0.480Z + e$. The results show that X_2 and Z have a positive and significant influence on Y with significance values of 0.004 and 0.002, respectively, while X_1 has no significant influence on Y ($\text{sig} = 0.405$). This indicates that Y is more strongly influenced by X_2 and Z . In Model 4, the equation is $Z = 1.213 + 0.201X_1 + 0.182X_2 + 0.550Y + e$. The results show that Y has a positive and significant influence on Z ($\text{sig} = 0.002$), while X_1 and X_2 have no significant influence on Z . This implies that Z is mainly influenced by Y rather than X_1 and X_2 . Overall, the regression analysis shows that the relationship between variables is direct and indirect, where X_1 and X_2 have different influences depending on the model, while Y and Z play an important role as mediating variables in the structure of the relationship.

After conducting multiple regression, the next step was to conduct a partial t-test. The results of the partial t-test further supported the findings of this study. In Model 1, work motivation ($t = 2.246$) and work discipline ($t = 5.960$) significantly influenced employee performance. In Model 2, both work motivation ($t = 2.776$) and work discipline ($t = 4.678$) significantly influenced job satisfaction. In Model 3, only work discipline ($t = 3.144$) and job satisfaction ($t = 3.337$) significantly influenced employee performance, while work motivation was not significant ($t = 0.844$). Similarly, in Model 4, only job satisfaction was significant ($t = 3.337$), while work motivation ($t = 1.729$) and work discipline ($t = 1.275$) did not show a significant effect.

The simultaneous F-test confirmed that all independent variables collectively had a significant effect across all models. Model 1 showed $F = 104.790$ ($p = 0.000$), and

Model 2 showed $F = 85.406$ ($p = 0.000$), indicating that motivation and discipline jointly influence performance and job satisfaction. Model 3 reported $F = 95.694$ ($p = 0.000$), confirming that motivation, discipline, and job satisfaction jointly influence performance. Meanwhile, Model 4 showed $F = 78.679$ ($p = 0.000$), indicating that motivation, discipline, and performance jointly significantly influence job satisfaction.

Finally, the coefficient of determination (R^2) results demonstrated strong explanatory power of the models. Model 1 explained 85.9% of employee performance (Adjusted $R^2 = 0.859$), while Model 2 explained 83.2% of job satisfaction (Adjusted $R^2 = 0.832$). Model 3 showed the highest explanatory power, with 89.3% of employee performance explained by predictors (Adjusted $R^2 = 0.893$). Model 4 explained 87.3% of job satisfaction (Adjusted $R^2 = 0.873$). Overall, these findings indicate that the proposed research model has strong explanatory power in describing the relationships between variables.

Next, we look at the results of the simultaneous test (F test) on the four models, which show that all independent variables collectively have a significant influence on their respective dependent variables. In Model 1, the F value is 104.790 with a significance value of 0.000 ($p < 0.05$), meaning that X_1 and X_2 simultaneously have a significant influence on Y . Similarly, in Model 2, the F value is 85.406 with a significance value of 0.000, indicating that X_1 and X_2 together significantly influence Z . In Model 3, the F value is 95.694 with a significance value of 0.000, indicating that X_1 , X_2 , and Z simultaneously influence Y . Meanwhile, in Model 4, the F value is 78.679 with a significance value of 0.000, indicating that X_1 , X_2 , and Y simultaneously influence Z . Overall, all models show that the independent variables together have a significant influence on the dependent variable.

Furthermore, the coefficient of determination (Adjusted R Square) shows the explanatory power of each model. In Model 1, the Adjusted R Square value is 0.859, which means that 85.9% of the variation in Y is explained by X_1 and X_2 , while the remaining 14.1% is explained by other variables outside the model. In Model 2, the Adjusted R Square is 0.832, indicating that 83.2% of Z is explained by X_1 and X_2 . In Model 3, the Adjusted R Square increases to 0.893, meaning that 89.3% of Y is explained by X_1 , X_2 , and Z , while 10.7% is influenced by other factors. Finally, in Model 4, the Adjusted R Square is 0.873, indicating that 87.3% of Z is explained by X_1 , X_2 , and Y , while the remaining 12.7% is explained by other variables not included in the study.

The results of several analyses and tests conducted indicate that work motivation has a positive and significant effect on job satisfaction, with a coefficient of 0.344 and a t-statistic of 2.776 ($p = 0.009 < 0.05$). This indicates that higher work motivation significantly increases employee job satisfaction. Therefore, Hypothesis 1 (H1) is accepted. The analysis results indicate that work discipline has a positive and

significant effect on job satisfaction, with a coefficient of 0.527 and a t-statistic of 4.678 ($p = 0.000 < 0.05$). This indicates that better employee discipline significantly increases job satisfaction. Therefore, Hypothesis 2 (H2) is accepted.

The analysis results indicate that job satisfaction has a positive and significant effect on employee performance, with a coefficient of 0.480 and a t-statistic of 3.337 ($p = 0.002 < 0.05$). This indicates that higher job satisfaction leads to better employee performance. Therefore, Hypothesis 3 (H3) is accepted. The analysis results show that work motivation has a positive but insignificant effect on employee performance, with a coefficient of 0.095 and a t-statistic of 0.844 ($p = 0.405 > 0.05$). This indicates that work motivation does not directly affect employee performance. Therefore, Hypothesis 4 (H4) is rejected.

The analysis results show that work discipline has a positive and significant effect on employee performance, with a coefficient of 0.374 and a t-statistic of 3.144 ($p = 0.004 < 0.05$). This indicates that higher discipline significantly improves employee performance. Therefore, Hypothesis 5 (H5) is accepted. The analysis results show that work motivation has an indirect effect on employee performance through job satisfaction, where motivation significantly influences job satisfaction and job satisfaction significantly influences performance. This indicates a mediating effect of job satisfaction. Therefore, Hypothesis 6 (H6) is accepted. The analysis results show that work discipline also has an indirect effect on employee performance through job satisfaction, as discipline significantly influences job satisfaction, and job satisfaction significantly influences performance. This confirms the mediating role of job satisfaction. Therefore, Hypothesis 7 (H7) is accepted.

4. Conclusion

Based on the results and discussion of this study examining the influence of work motivation and work discipline on employee performance in home-based bakery businesses in Padang City, with job satisfaction as a mediating variable, several conclusions can be drawn. First, both work motivation and work discipline have been found to exert a positive, statistically significant effect on job satisfaction, indicating that higher levels of motivation and discipline are associated with greater employee satisfaction. Furthermore, job satisfaction has a positive and significant impact on employee performance, suggesting that employees who experience higher satisfaction tend to demonstrate superior performance outcomes. However, work motivation does not exhibit a significant direct effect on employee performance, implying that its influence is more effectively channeled through job satisfaction as a mediating mechanism. In contrast, work discipline has a positive and significant direct effect on employee performance, indicating that strong discipline can independently enhance performance. Additionally, the findings reveal that job satisfaction plays a mediating role in the

relationship between both work motivation and work discipline and employee performance. This suggests that these variables not only influence performance directly (in the case of discipline) but also indirectly by fostering greater job satisfaction, which in turn enhances overall employee performance.

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