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THE INFLUENCE OF WORK MOTIVATION ON WORK DISCIPLINE THROUGH JOB SATISFACTION AMONG CAFE RUMPI EMPLOYEES IN TARAKAN CITY

PENGARUH MOTIVASI KERJA TERHADAP DISIPLIN KERJA MELALUI KEPUASAN KERJA PADA KARYAWAN CAFE RUMPI DI KOTA TARAKAN

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ABSTRACT
This study aims to analyze the influence of work motivation on work discipline, mediated by job satisfaction, among employees at Cafe Rumpi in Tarakan City. A quantitative approach with an associative design was employed. The study population consisted of 36 employees, all of whom were included in the sample via total sampling. Data were collected through questionnaires and analyzed using linear regression and mediation analysis with a bootstrapping approach. The results indicate that work motivation has a positive and significant effect on job satisfaction. Job satisfaction also has a positive and significant effect on work discipline. However, work motivation does not have a significant direct effect on work discipline once job satisfaction is included in the model. Indirect effect analysis reveals that job satisfaction significantly mediates the relationship between work motivation and work discipline. These findings suggest that enhancing work discipline depends not merely on increasing motivation, but primarily on the establishment of job satisfaction as the mechanism linking motivation to employee disciplinary behavior.
Keywords: Work Motivation; Job Satisfaction; Work Discipline; Mediation; Cafe Employees

ABSTRAK
Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja terhadap disiplin kerja melalui kepuasan kerja pada karyawan Cafe Rumpi di Kota Tarakan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain asosiatif. Populasi penelitian terdiri atas 36 karyawan, yang seluruhnya dijadikan sampel melalui teknik total sampling. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linear serta analisis mediasi dengan pendekatan bootstrapping. Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Kepuasan kerja juga berpengaruh positif dan signifikan terhadap disiplin kerja. Namun, motivasi kerja tidak berpengaruh langsung secara signifikan terhadap disiplin kerja setelah kepuasan kerja dimasukkan ke dalam model. Analisis pengaruh tidak langsung menunjukkan bahwa kepuasan kerja secara signifikan memediasi hubungan antara motivasi kerja dan disiplin kerja. Temuan ini menunjukkan bahwa peningkatan disiplin kerja tidak hanya bergantung pada peningkatan motivasi, tetapi terutama pada terciptanya kepuasan kerja sebagai mekanisme yang menghubungkan motivasi dengan perilaku disiplin karyawan.
Kata Kunci: Motivasi Kerja; Kepuasan Kerja; Disiplin Kerja; Mediasi; Karyawan Kafe

1. INTRODUCTION

Human resources are a strategic factor in organizational sustainability because the achievement of organizational goals is strongly influenced by employees' behavior, attitudes, and contributions. This role becomes increasingly important in service-oriented businesses, including cafés, where operational activities depend heavily on employees who interact directly with customers. Employees are expected to arrive on time, perform assigned tasks, follow work procedures, maintain service standards, and respond appropriately to customer needs. Therefore, work motivation, job satisfaction, and work discipline are important aspects that can support service quality and operational continuity.

Work discipline represents employees' willingness and awareness to comply with organizational rules, work standards, procedures, and responsibilities. In a café environment,

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discipline is particularly important because delays, absenteeism, failure to follow task assignments, or inconsistent compliance with procedures can directly affect service quality. Discipline, however, is not determined solely by formal rules or supervision. Employee attitudes and psychological conditions may also contribute to disciplined behavior. Motivation is one factor that may influence such behavior because it provides the energy and direction that encourage employees to perform their work consistently.

The theoretical relationship between motivation and employee behavior can be explained through Self-Determination Theory (SDT) developed by Ryan and Deci. The theory proposes that human motivation is influenced by the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. When these needs are adequately supported, individuals are more likely to develop autonomous motivation and demonstrate greater engagement and self-regulation (Ryan & Deci, 2000). Gagné and Deci (2005) further explain that SDT is highly relevant to organizational settings because the quality of employee motivation can influence work attitudes and behavioral outcomes. More recent research continues to emphasize the relevance of psychological need satisfaction and motivation quality in explaining workplace outcomes.

Work motivation is also theoretically related to job satisfaction. Locke (1976) explains that job satisfaction represents a positive emotional state resulting from an individual's appraisal of his or her job or work experiences. From this perspective, employees tend to experience greater satisfaction when their work provides outcomes that correspond with their needs, expectations, and personal values. Thus, employees who are motivated and experience meaningful accomplishment in their work may develop more positive evaluations of their jobs. Empirical evidence supports this relationship. Nanda and Mayasari (2025) found that work motivation had a positive and significant effect on job satisfaction among employees of PT Cocoa Land Bali, while Hartati et al. (2025) similarly reported a positive effect of work motivation on job satisfaction in an organizational setting.

The relationship between job satisfaction and work discipline is more complex. Positive job satisfaction may encourage employees to demonstrate constructive attitudes and fulfill their responsibilities, but satisfaction does not automatically guarantee disciplined behavior. Discipline can also be influenced by organizational rules, leadership, supervision, work systems, and organizational culture. This may explain why empirical findings remain inconsistent. Fadillah and Santoso (2025) found that job satisfaction did not significantly affect work discipline, whereas Cahya and Kholik (2024) reported that work motivation and job satisfaction had positive and significant effects on work discipline. In a public-sector context, Roringkon and Nurkholivvah (2025) also found that work motivation and job satisfaction significantly influenced work discipline. These different findings indicate that the relationship between motivation, satisfaction, and discipline remains worthy of further examination.

Previous studies have also examined more complex relationships by positioning job satisfaction or work discipline as intervening variables. Riwayati et al. (2025) showed that job satisfaction mediated the effects of work motivation and work discipline on employee performance at the Directorate of Operations of PT Bussan Auto Finance. Pane et al. (2023) likewise found that job satisfaction mediated the relationships of remuneration, work motivation, and work discipline with employee performance at the Regional Personnel Agency of South Sulawesi Province. In a manufacturing context, Krisna et al. (2025) positioned work discipline as a mediator between work motivation, job satisfaction, and employee performance. These studies demonstrate the importance of examining psychological and behavioral mechanisms rather than focusing exclusively on direct relationships.

Nevertheless, a research gap remains. First, previous empirical findings concerning the effect of job satisfaction on work discipline are not fully consistent (Fadillah & Santoso, 2025; Cahya & Kholik, 2024). Second, many previous studies examine work motivation, job satisfaction, and work discipline in relation to employee performance (Riwayati et al., 2025;

Krisna et al., 2025), while fewer studies specifically investigate work discipline as the final behavioral outcome. Third, studies involving mediation frequently position work discipline as a mediator between employee attitudes and performance, as in Roringkon and Nurkholivvah (2025) and Krisna et al. (2025), rather than examining job satisfaction as the mechanism through which work motivation influences work discipline. Therefore, the direction of the mediation model proposed in this study differs from much of the prior empirical literature.

This research gap is particularly relevant in the café industry. Unlike many large organizations or government institutions, café businesses depend on employees' direct and continuous interaction with customers. Punctuality, adherence to procedures, responsibility, alertness, and consistency are therefore essential elements of daily operations. The empirical context of Cafe Rumpi in Tarakan City provides an appropriate setting for examining whether employees' motivation is translated into disciplined behavior directly or whether the relationship occurs through their evaluation and satisfaction with their work.

The novelty of this study lies primarily in the mechanism and direction of the proposed model: job satisfaction is positioned as the mediator that transmits the effect of work motivation, while work discipline is positioned as the final behavioral outcome. Thus, the study does not merely test whether work motivation is associated with discipline, but explains how motivation may be translated into disciplined behavior through employees' positive evaluation of their work. This direction differs from studies that place employee performance as the final outcome or work discipline as the intervening variable (Riwayati et al., 2025; Roringkon & Nurkholivvah, 2025; Krisna et al., 2025). The café setting in Tarakan City provides an additional contextual contribution rather than constituting the sole source of novelty.

The study uses the entire population of 36 Cafe Rumpi employees as the sample through a saturated sampling technique. This approach allows the research to obtain empirical evidence from all employees who constitute the research population.

Accordingly, this study aims to analyze (1) the effect of work motivation on job satisfaction, (2) the effect of job satisfaction on work discipline, (3) the effect of work motivation on work discipline, and (4) the mediating role of job satisfaction in the relationship between work motivation and work discipline among Cafe Rumpi employees in Tarakan City.

2. LITERATURE AND HYPOTHESIS

2.1 Work Motivation

Work motivation refers to the internal and external forces that encourage employees to initiate, direct, and sustain effort in performing their work to achieve individual and organizational goals. Motivation determines not only the intensity of employee effort but also the direction and persistence of behavior. In organizational settings, motivation is therefore an important mechanism for explaining why employees demonstrate different levels of enthusiasm, initiative, responsibility, and persistence in performing similar tasks.

One of the relevant theories for explaining work motivation is Self-Determination Theory (SDT) developed by Deci and Ryan. SDT distinguishes between different qualities of motivation and emphasizes that employee behavior is influenced by the extent to which three basic psychological needs are satisfied: autonomy, competence, and relatedness (Ryan & Deci, 2000). Autonomy refers to the feeling that one's actions are self-endorsed, competence reflects the feeling of being capable and effective, while relatedness refers to the experience of having meaningful connections with others. When these needs are adequately supported, employees are more likely to develop autonomous motivation and engage in their work with greater internal willingness.

Gagné and Deci (2005) extended the application of SDT to organizational contexts and explained that the quality of motivation is more important than motivation viewed merely in terms of quantity. Autonomous motivation occurs when employees perform work because they find the activity meaningful, interesting, or personally valuable. Conversely, controlled

motivation is driven more strongly by external pressure, rewards, punishment, or internal pressure. Research in organizational settings suggests that autonomous forms of motivation are associated with more positive work attitudes and outcomes.

Recent developments in SDT research further strengthen this argument. Gagné et al. (2026), through a review of 1,192 articles on SDT in workplace contexts, identified psychological need satisfaction and motivation quality as important mechanisms explaining relationships between organizational factors and work outcomes. Similarly, a recent meta-analysis found that SDT-based motivation is meaningfully associated with adaptive workplace outcomes, including job satisfaction and work engagement.

In the present study, work motivation is measured using the indicators identified by Syahyuti (2010), namely the drive to achieve goals, work enthusiasm, initiative and creativity, and responsibility. These indicators are relevant to café employees because service-oriented work requires employees to maintain enthusiasm, take initiative in responding to customer needs, and accept responsibility for completing assigned tasks. Thus, work motivation can theoretically be viewed as an important antecedent of employees' attitudes and behaviors. Employees with stronger motivation are expected to evaluate their work more positively and demonstrate greater consistency in fulfilling their work responsibilities.

2.2 Job Satisfaction

Job satisfaction refers to an employee's overall evaluation and emotional response toward his or her job and work experiences. Locke (1976) conceptualized job satisfaction as a positive emotional state resulting from an individual's appraisal of his or her job or job experiences. This perspective emphasizes that satisfaction is not simply determined by objective job conditions but also by how employees perceive whether those conditions meet their values, expectations, and needs.

Job satisfaction can therefore emerge when employees perceive that their work provides outcomes that are considered important to them. Employees who experience supportive relationships, meaningful tasks, fair treatment, opportunities for development, and appropriate recognition may develop more favorable evaluations of their jobs. Conversely, discrepancies between expectations and actual work experiences may produce dissatisfaction.

The relationship between employee motivation and job satisfaction can also be explained through SDT. When employees experience autonomy, competence, and relatedness in their workplace, they are more likely to experience their work as meaningful and psychologically satisfying (Ryan & Deci, 2000). Gagné and Deci (2005) similarly explain that autonomous motivation is associated with more positive work attitudes, including job satisfaction.

Empirical evidence also supports the importance of motivation for job satisfaction. Lam and Gurland (2008), for example, found that self-determined work motivation contributes to positive job outcomes, including job satisfaction. Their findings indicate that the quality of employee motivation can become an important psychological mechanism linking individual motivation to positive workplace experiences.

Job satisfaction is particularly relevant to service businesses such as cafés because employees interact directly with customers and their attitudes may be reflected in service behavior. A positive evaluation of the workplace can encourage employees to maintain constructive relationships, perform their duties consistently, and contribute to organizational standards. In this study, job satisfaction serves as a mediating variable, explaining how work motivation may be translated into work-related behavior. Job satisfaction is measured using the indicators proposed by Davis (as cited in Supriyadi et al., 2017).

2.3 Work Discipline

Work discipline refers to employees' willingness and awareness to comply with organizational rules, standards, procedures, and responsibilities. Discipline is important because organizational effectiveness depends not only on employees' ability to perform tasks but also on their willingness to consistently follow established standards. Discipline should not be interpreted solely as the result of sanctions or managerial control. Rather, disciplined behavior can reflect employees' awareness and willingness to fulfill organizational obligations. In this sense, discipline involves behavioral consistency, punctuality, compliance, responsibility, and adherence to established work procedures.

Siswanto (2011) identifies several indicators of work discipline, including attendance frequency, level of alertness, adherence to work standards, compliance with work regulations, and work ethics. These indicators are highly relevant to café operations. Employees are required to arrive on time, remain attentive during service, follow operational procedures, maintain service standards, and demonstrate appropriate work ethics when interacting with customers.

Empirical research also indicates that work discipline can be influenced by organizational and individual factors. For example, Armawan and Suana (2019) found that organizational culture, leadership style, and physical work environment significantly influenced work discipline. This finding suggests that discipline is not an isolated employee characteristic but can be shaped by the broader work environment. Recent research likewise continues to identify motivation as one of the factors associated with employee discipline. Fadillah and Santoso (2025) examined work motivation, job satisfaction, and compensation as determinants of work discipline, demonstrating the relevance of these variables in explaining disciplinary behavior.

2.4 The Relationship Between Work Motivation and Job Satisfaction

Work motivation and job satisfaction are theoretically connected because motivation influences how employees engage with and interpret their work experiences. Employees who are motivated to achieve work goals, demonstrate initiative, and take responsibility are more likely to experience a sense of accomplishment and meaning in their work. These positive experiences can contribute to higher job satisfaction. From the perspective of SDT, the relationship is particularly strong when motivation is autonomous. Employees who experience autonomy, competence, and relatedness are more likely to perceive their work as meaningful and satisfying (Ryan & Deci, 2000). Gagné and Deci (2005) emphasize that work environments supporting these psychological needs can facilitate autonomous motivation and positive employee outcomes.

Lam and Gurland (2008) empirically demonstrated that self-determined work motivation is associated with job satisfaction. More recent SDT research also confirms that motivation quality and psychological need satisfaction are important mechanisms associated with job-related attitudes and well-being.

In the context of Cafe Rumpi, motivated employees are expected to demonstrate greater enthusiasm, initiative, creativity, and responsibility. These experiences may strengthen their positive evaluation of the job, resulting in higher job satisfaction.

H1: Work motivation has a positive and significant effect on job satisfaction among Cafe Rumpi employees in Tarakan City.

2.5 The Relationship between Job Satisfaction and Work Discipline

Job satisfaction may influence work discipline because employees who have positive evaluations of their jobs may be more willing to maintain behaviors that support the organization. Satisfaction can create a favorable psychological condition in which employees

feel more committed to performing their responsibilities and complying with organizational expectations. Although job satisfaction and discipline are conceptually related, satisfaction does not automatically guarantee disciplined behavior. Discipline may also be influenced by organizational rules, supervision, leadership, culture, work systems, and individual characteristics. Therefore, the relationship needs to be empirically examined rather than assumed.

The broader organizational behavior literature demonstrates that employee attitudes can be associated with important behavioral outcomes. Judge et al. (2001), for example, found through a meta-analysis of 312 samples involving more than 54,000 respondents that job satisfaction had a meaningful relationship with job performance. Although job performance is distinct from work discipline, the finding provides theoretical support for the broader proposition that positive job attitudes can be associated with constructive work outcomes.

Empirical research specifically examining discipline also produces mixed findings. Fadillah and Santoso (2025) found that job satisfaction did not significantly influence work discipline, while work motivation showed a positive relationship with discipline. In contrast, Cahya and Kholik (2024) found that both work motivation and job satisfaction had positive and significant effects on employee work discipline. These contrasting findings indicate that employee attitudes remain relevant to explaining disciplinary behavior, but the strength and significance of the relationships may depend on organizational context.

These differences provide an important basis for testing the relationship in the café context. The service characteristics of café work require punctuality, compliance with procedures, alertness, and consistent work ethics. Employees who are more satisfied may be more willing to maintain these behaviors.

H2: Job satisfaction has a positive and significant effect on work discipline among Cafe Rumpi employees in Tarakan City.

2.6 The Relationship between Work Motivation and Work Discipline

Work motivation can directly influence work discipline because motivated employees have stronger psychological reasons to direct and maintain their behavior toward work goals. Employees who possess a strong achievement drive, enthusiasm, initiative, creativity, and sense of responsibility are theoretically more likely to perform their duties consistently and comply with organizational standards. From the perspective of SDT, motivation influences the direction, intensity, and persistence of voluntary behavior. Autonomous motivation is particularly relevant because employees who internalize the value of their work are more likely to regulate their own behavior rather than depend entirely on external supervision. Deci et al. (2017) explain that satisfaction of basic psychological needs supports autonomous motivation, high-quality performance, and employee well-being in organizational settings.

Empirical research supports the relevance of motivation to discipline. Fadillah and Santoso (2025) found a positive influence of work motivation on work discipline, although their findings regarding job satisfaction differed from the expected relationship. Research on employee discipline also identifies motivation as one of the factors that may contribute to disciplined behavior. However, the effect of motivation on discipline may not always remain significant when other psychological mechanisms are considered. Employees may possess high motivation but still experience dissatisfaction arising from workload, relationships, compensation, or work conditions. Therefore, motivation may influence discipline both directly and indirectly through job satisfaction.

H3: Work motivation has a positive and significant effect on work discipline among Cafe Rumpi employees in Tarakan City.

2.7 The Role of Job Satisfaction as a Mediator between Work Motivation and Work Discipline

The mediation relationship provides a more comprehensive explanation of how motivation may influence discipline. Work motivation represents the psychological force that encourages employees to invest effort in their work, while job satisfaction represents their evaluation of the work experience. When motivation produces positive experiences and employees perceive their work as meaningful and fulfilling, job satisfaction may increase. This positive evaluation can subsequently encourage employees to maintain constructive behaviors, including compliance with rules and fulfillment of responsibilities.

The logic of this relationship is consistent with SDT. Satisfaction of psychological needs can facilitate autonomous motivation, while autonomous motivation is associated with positive employee outcomes such as satisfaction, well-being, and effective work behavior (Gagné & Deci, 2005; Deci et al., 2017). Recent evidence also indicates that SDT mechanisms are relevant for explaining workplace outcomes, including job satisfaction and work engagement.

Empirical studies have increasingly incorporated job satisfaction as an intervening variable in human resource models. Riwayati et al. (2025) found that job satisfaction mediated the effects of work motivation and work discipline on employee performance at PT Bussan Auto Finance. Pane et al. (2023) similarly reported that job satisfaction mediated the relationships of remuneration, work motivation, and work discipline with employee performance at the Regional Personnel Agency of South Sulawesi Province. These studies demonstrate the usefulness of mediation models for explaining the psychological mechanisms connecting employee motivation, attitudes, behavior, and performance.

Nevertheless, an important distinction exists between those studies and the present research. Previous studies frequently position employee performance as the final outcome, while the present study positions work discipline as the dependent variable and specifically examines whether job satisfaction explains the relationship between work motivation and work discipline. This positioning provides an opportunity to examine not merely whether motivation is associated with discipline, but how that relationship occurs.

The mediation model is particularly relevant to Cafe Rumpi because employees' disciplinary behavior may depend not only on their initial motivation but also on how positively they evaluate their work experience. Employees who are motivated but dissatisfied may not necessarily demonstrate consistent discipline. Conversely, motivation that develops into positive job satisfaction may strengthen employees' willingness to comply with work standards, maintain punctuality, fulfill responsibilities, and preserve appropriate work ethics. Therefore, job satisfaction is theoretically expected to function as a mechanism through which work motivation contributes to work discipline. The proposed relationship consists of a direct path from work motivation to work discipline and an indirect path through job satisfaction.

H4: Work motivation has a positive and significant effect on work discipline through job satisfaction among Cafe Rumpi employees in Tarakan City.

2.8 Conceptual Framework

Based on the theoretical foundation and the results of previous studies, this research develops a mediation model that positions work motivation as the independent variable, job satisfaction as the intervening variable, and work discipline as the dependent variable. The research's conceptual model can be formulated as follows:

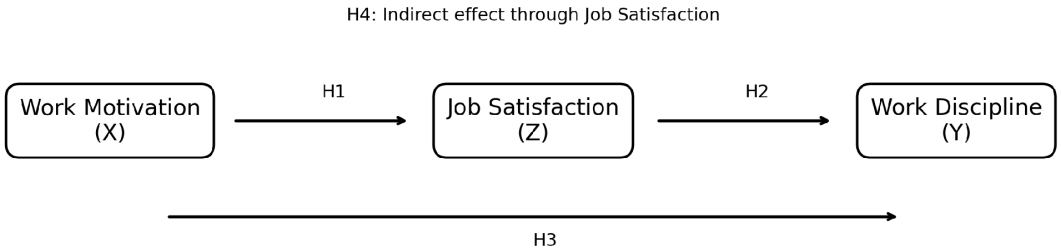


Figure 1. Conceptual Framework

3. RESEARCH METHODS

This study was conducted at Cafe Rumpi in Tarakan City, involving 36 employees as respondents. Since the entire population served as the sample, a saturated sampling technique was employed. Primary data were collected using Likert-scale questionnaires. The data were analyzed using IBM SPSS Statistics, encompassing validity and reliability tests, classical assumption tests, linear regression, the coefficient of determination (R^2), t-tests, and mediation analysis via the bootstrapping method to examine the role of job satisfaction in the relationship between work motivation and work discipline.

4. RESULTS AND DISCUSSION

4.1 Characteristics and Description of Research Data

This research was conducted on Cafe Rumpi employees in Tarakan City. The population and research sample amounted to 36 employees, so that all members of the population were used as respondents using a total sampling technique. Research data was obtained through a questionnaire that measured three variables, namely Work Motivation (X), Job Satisfaction (Z), and Work Discipline (Y). The Work Motivation variable consists of four indicators/items, Job Satisfaction consists of five items, while Work Discipline consists of five items. All respondent data can be analyzed because no empty data was found in the items used.

4.2 Research Model Testing Results

This research uses a mediation model with the structure:

Work Motivation (X) → Job Satisfaction (Z) → Work Discipline (Y)

Testing is carried out through two regression equations.

4.2.1 The Effect of Work Motivation on Job Satisfaction

Table 1. Regression of Work Motivation on Job Satisfaction

Variable	B	t	Sig.
Constant	2,300	1,753	0,089
Work Motivation (X)	1,114	12,601	<0,001

The analysis results indicate that Work Motivation has a regression coefficient of 1.114, with a t-value of 12.601 and a significance level of less than 0.001. Thus, Work Motivation has a positive and significant effect on Job Satisfaction. The R^2 value of 0.824 indicates that 82.4% of the variation in Job Satisfaction can be explained by Work Motivation, while the remaining 17.6% is explained by factors outside the research model. Therefore:

H1 is accepted: Work Motivation has a positive and significant effect on Job Satisfaction among Cafe Rumpi employees in Tarakan City.

Discussion of H1:

These findings indicate that the stronger the employees' work motivation, the higher the likelihood of experiencing job satisfaction. In the context of Cafe Rumpi,

motivation—reflected through the drive to achieve goals, work enthusiasm, initiative, creativity, and a sense of responsibility—can lead employees to evaluate their work more positively. These findings align with Self-Determination Theory, which explains that the quality of motivation and the fulfillment of psychological needs can foster engagement and positive experiences for individuals in their activities. Ryan and Deci (2000) highlighted the importance of the needs for autonomy, competence, and relatedness in the processes of motivation and psychological well-being. In a work context, Gagné and Deci (2005) subsequently demonstrated the theory's relevance in explaining work motivation and various organizational outcomes. The study's findings are also consistent with research by Nanda and Mayasari (2025), which found that work motivation has a positive and significant effect on job satisfaction. Thus, the results of the Cafe Rumpi study reinforce the argument that motivation serves not only as a driver of work effort but also shapes employees' positive evaluations of the work they perform.

4.2.2 The Effect of Work Motivation and Job Satisfaction on Work Discipline

Table 2. Regression of Work Motivation and Job Satisfaction on Work Discipline

Variable	B	t	Sig.
Constant	1,200	0,997	0,326
Work Motivation (X)	0,305	1,650	0,108
Job Satisfaction (Z)	0,702	4,658	0,001

The results indicate that Job Satisfaction has a coefficient of 0.702, with a t-value of 4.658 and a significance level of less than 0.001. This means that Job Satisfaction has a positive and significant effect on Work Discipline. On the other hand, Work Motivation has a regression coefficient of 0.305, a t-value of 1.650, and a significance level of 0.108. Since the significance value exceeds 0.05, Work Motivation does not have a significant direct effect on Work Discipline when Job Satisfaction is included in the model. Thus:

H2 is accepted: Job Satisfaction has a positive and significant effect on Work Discipline among Cafe Rumpi employees in Tarakan City.

H3 is rejected: Work Motivation does not have a significant direct effect on Work Discipline after controlling for Job Satisfaction.

This finding must be distinguished from the simple relationship between Work Motivation and Work Discipline. When tested without a mediator, Work Motivation shows a positive and significant relationship with Work Discipline ($B = 1.086$; $t = 11.035$; $p < 0.001$; $R^2 = 0.782$). However, once Job Satisfaction is included in the model, the direct effect of Work Motivation drops to $B = 0.305$ and becomes non-significant. This shift represents a significant research finding, as it demonstrates that the relationship between Work Motivation and Work Discipline is not merely a simple direct one.

Discussion of H2

These findings indicate that employees who hold a more positive evaluation of their work tend to exhibit better disciplinary behavior. Job satisfaction can foster psychological conditions that make employees more willing to maintain positive organizational behaviors, including adherence to work standards, regulations, and job responsibilities. This finding is interesting when compared to the study by Fadillah and Santoso (2025). That study found that job satisfaction had no effect on work discipline, whereas work motivation had a positive effect on discipline. This difference indicates that the relationship between job satisfaction and discipline is not necessarily universal. At Cafe Rumpi, job satisfaction emerges as a significant predictor of discipline. One possible explanation lies in the nature of café work, which demands consistency in service behavior. Employees who are more satisfied with their jobs may be more motivated to maintain the quality of work relationships and meet organizational standards.

These findings also demonstrate that discipline should not be viewed solely as a consequence of rules and supervision; it can also be linked to an employee's positive evaluation of their work.

Discussion of H3

Theoretically, work motivation can encourage employees to direct, maintain, and regulate their behavior toward specific work goals. Self-Determination Theory explains that when employees internalize the value of their work, they are more likely to regulate their behavior through personal commitment rather than relying solely on external control (Ryan & Deci, 2000; Gagné & Deci, 2005). Deci et al. (2017) further emphasize that satisfaction of the needs for autonomy, competence, and relatedness supports autonomous motivation and effective self-regulation. However, the results of this study indicate that at Cafe Rumpi, Work Motivation no longer has a significant direct effect on Work Discipline once Job Satisfaction is included in the model (B = 0.305; p = 0.108). This suggests that motivation alone may not be sufficient to generate consistent disciplined behavior.

This finding can be explained through a mediation mechanism. Work Motivation appears to be primarily associated with how employees evaluate their work experiences, and this evaluation subsequently relates to disciplined behavior. Locke (1976) argues that job satisfaction develops from employees' appraisal of whether their work fulfills important values and expectations. Accordingly, motivation may provide the initial drive to perform, but disciplined behavior becomes stronger when that motivation is accompanied by a positive evaluation of the job. This result differs from Fadillah and Santoso (2025), who found a significant direct positive effect of work motivation on work discipline. Conversely, the present finding indicates that the relationship may become weaker when a relevant psychological mechanism is incorporated. From a mediation perspective, an independent variable can influence an outcome through an intervening mechanism even when its direct effect becomes non-significant (Zhao et al., 2010). Therefore, the contribution of this study lies in explaining how Work Motivation relates to Work Discipline through Job Satisfaction, rather than merely establishing whether a direct relationship exists.

4.2.3 Mediation Analysis of Job Satisfaction

Mediation analysis constitutes a central component of this study. The analysis results show:

Table 3. Direct, Indirect, and Total Effects

Type of Influence	Coefficient
X → Z (a path)	1,114
Z → Y (b path)	0,702
X → Y direct (c' path)	0,305
X → Y total (c path)	1,086
X → Z → Y (indirect effect)	0,781

The indirect effect was calculated as follows:

Indirect Effect = 1.114 × 0.702 = 0.781

Bootstrap results based on 20,000 resamples indicate an estimated indirect effect of approximately 0.781, with a 95% confidence interval ranging from 0.440 to 1.433. Since the interval does not include zero, the indirect effect of Work Motivation on Work Discipline via Job Satisfaction is deemed significant. Thus:

H4 is accepted: Work Motivation influences Work Discipline through Job Satisfaction among Cafe Rumpi employees in Tarakan City.

Discussion of H4: The Mediating Role of Job Satisfaction

The mediation result represents the central finding of this study. Work Motivation has a strong positive effect on Job Satisfaction (B = 1.114; p < 0.001), while Job Satisfaction

positively affects Work Discipline (B = 0.702; p < 0.001). The combination of these paths produces a significant indirect effect of 0.781. In contrast, the direct effect of Work Motivation on Work Discipline becomes non-significant once Job Satisfaction is included (B = 0.305; p = 0.108). This pattern indicates that Job Satisfaction functions as the main psychological mechanism through which Work Motivation is translated into disciplined behavior. Employees with high motivation do not necessarily become more disciplined merely because they possess a strong drive to work; motivation becomes more behaviorally meaningful when it is accompanied by a positive evaluation of the work experience.

This mechanism is consistent with Self-Determination Theory. Ryan and Deci (2000) explain that the fulfillment of autonomy, competence, and relatedness supports higher-quality motivation and self-regulation, while Gagné and Deci (2005) apply this logic specifically to work settings. Deci et al. (2017) further show that need-supportive work conditions foster autonomous motivation and positive employee outcomes. The result is also consistent with Locke's (1976) view that job satisfaction reflects a positive appraisal of one's work experience; when motivated employees perceive that their work fulfills important needs and values, satisfaction can strengthen their willingness to comply with organizational expectations. Empirically, Riwayati et al. (2025) demonstrated the mediating role of job satisfaction between work motivation, work discipline, and employee performance, while Pane et al. (2023) also identified job satisfaction as a mediator of motivation-related effects on performance. The present study extends these findings by positioning Work Discipline as the final behavioral outcome rather than employee performance. From a modern mediation perspective, the pattern is appropriately described as indirect-only mediation because the indirect effect is significant while the direct effect is not (Zhao et al., 2010). This finding therefore clarifies not only whether motivation is related to discipline, but the mechanism through which that relationship occurs.

4.3 Coefficient of Determination

The results for Model 1 show an R^2 value of 0.824, indicating that work motivation explains 82.4% of the variation in job satisfaction. Meanwhile, Model 2 yields an R^2 value of 0.868, meaning that work motivation and job satisfaction jointly explain 86.8% of the variation in work discipline.

Table 4. Coefficient of Determination

Model	Variabel Dependen	R^2	Adjusted R^2
1	Job Satisfaction	0,824	0,818
2	Work Discipline	0,868	0,860

The relatively high R^2 values indicate that the models possess strong explanatory power regarding the variation in the dependent variable within the study sample. However, these values do not imply that 82.4% or 86.8% of the variation applies universally, as the study was conducted on only 36 employees within a single business unit.

4.4 Assumption Testing and Diagnostic Notes

As part of the regression model evaluation, the residuals and inter-variable relationships were examined. The results indicate that the regression residuals did not fully satisfy the normality assumption based on the Shapiro-Wilk test; Model 1 yielded p = 0.023, while Model 2 showed p < 0.001. Furthermore, a high correlation ($r \approx 0.908$) was observed between Work Motivation and Job Satisfaction, with a VIF value of approximately 5.67. These findings suggest potential strong multicollinearity between Work Motivation and Job Satisfaction when both are used simultaneously to predict Work Discipline. This condition is

significant as it may explain why the direct coefficient for Work Motivation became non-significant after Job Satisfaction was included in the model.

However, the heteroscedasticity test using the Glejser approach revealed no significant issues; regressing the absolute residuals against Work Motivation and Job Satisfaction yielded significance values of 0.466 and 0.919, respectively.

Given the indications of non-normal residuals and multicollinearity, the direct regression results require cautious interpretation. As a supplementary check, estimation using heteroscedasticity-consistent standard errors (HC3) confirmed that Job Satisfaction significantly influences Work Discipline ($p = 0.017$), whereas the direct effect of Work Motivation remained non-significant ($p = 0.423$). These findings reinforce the conclusion that the direct path ($X \rightarrow Y$) is relatively weak once the mediator is introduced. Regarding the mediation effect, the bootstrapping approach is more informative as it does not require a normal distribution for the indirect effect. Consequently, the bootstrapped indirect effect results serve as the primary basis for concluding the presence of mediation.

4.5 Theoretical Contributions and Research Novelty

The research findings offer three primary contributions.

First, the study demonstrates that work motivation does not always translate directly into disciplined behavior. In the context of Cafe Rumpi, the direct influence of work motivation on work discipline became insignificant once job satisfaction was taken into account.

Second, the study highlights the pivotal role of job satisfaction as a psychological mechanism bridging work motivation and work discipline. This provides a deeper understanding than studies that examine only direct effects.

Third, the study extends the scope of previous research. Research by Fadillah and Santoso (2025) indicated that motivation influences discipline, whereas satisfaction does not have a significant effect on discipline.

In contrast, the results from Cafe Rumpi reveal a different pattern: job satisfaction significantly influences work discipline, while the direct influence of work motivation becomes insignificant when the mediator is considered. These differences suggest that the relationship between motivation, satisfaction, and discipline can be influenced by organizational context. Job characteristics in the café sector—which demand direct customer interaction, team coordination, punctuality, and adherence to procedures—may link job satisfaction more closely to daily disciplined behavior. Thus, the novelty of this research lies not merely in the use of these three variables, but in the discovery of a mechanism wherein work motivation contributes to work discipline primarily through job satisfaction within the context of café employees in Tarakan City.

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Research involving 36 employees at Cafe Rumpi in Tarakan City indicates that work motivation has a positive and significant effect on job satisfaction, aligning with Self-Determination Theory, which emphasizes the importance of motivation and the fulfillment of psychological needs in shaping positive work experiences (Ryan & Deci, 2000). Furthermore, job satisfaction has a positive and significant effect on work discipline, whereas work motivation does not exert a significant direct effect on work discipline once job satisfaction is included in the model. Mediation results demonstrate that job satisfaction significantly mediates the relationship between work motivation and work discipline. This pattern indicates "indirect-only mediation"—where the indirect effect is significant while the direct effect is not—consistent with the mediation approach proposed by Zhao et al. (2010). Overall, job satisfaction serves as a crucial mechanism linking work motivation to work discipline. This

implies that enhancing employee discipline cannot be achieved solely by increasing motivation; it also requires creating work experiences that foster satisfaction.

5.2 Recommendation

It is recommended that Cafe Rumpi management enhance employee motivation and job satisfaction by recognizing achievements, setting clear work targets, delegating responsibility, allowing room for initiative, fostering open communication and positive working relationships, ensuring fair task distribution, and maintaining a comfortable work environment. Such an approach supports the needs for competence, autonomy, and relatedness outlined in Self-Determination Theory. Discipline improvement programs should not rely solely on supervision and sanctions but should also consider the employee experience, given that satisfaction has been shown to be a key pathway to discipline. This study is limited by its small sample of 36 employees, its focus on a single organization, and its cross-sectional design, which limits the generalizability of the findings and does not capture changes in employee attitudes and behavior over time. Future research could incorporate variables such as leadership, work environment, compensation, organizational culture, workload, or organizational commitment, utilizing larger samples and multiple café or F&B establishments. Longitudinal designs or mixed-methods approaches are also recommended to gain a deeper understanding of changes in motivation, satisfaction, and work discipline.

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