

Job Satisfaction as a Mediator of Work Discipline's Effect on Employee Performance at the National Narcotics Agency (BNPB), Langkat Regency

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Abstract

This study aims to analyze job satisfaction in mediating the influence of work discipline on employee performance at the National Narcotics Agency (BNN) of Langkat Regency. The type of research used is quantitative with a census method, where the entire population of 39 ASN employees was sampled. Primary data was collected through questionnaires and analyzed using Partial Least Square (PLS) with SmartPLS 4.0. The results of the study indicate that work discipline has a positive and significant effect on employee performance, as well as a positive and significant effect on job satisfaction. Job satisfaction is also proven to have a positive and significant effect on employee performance. In addition, work discipline has a positive and significant effect on employee performance through job satisfaction as a mediating variable. The R-square value shows that the work discipline variable is able to explain the variation in job satisfaction by 76.7%, while employee performance is influenced by work discipline and job satisfaction by 85%. Thus, job satisfaction has an important role as a mediator in strengthening the influence of work discipline on employee performance. The results of this study provide theoretical implications in the development of human resource management science as well as practical implications for the BNN of Langkat Regency in improving employee performance by strengthening work discipline and job satisfaction.

Keywords: Work Discipline, Job Satisfaction, Employee Performance

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Introduction

Human resources are a crucial asset in organizations, including government institutions that bear major responsibilities in public service. Employee performance is a key benchmark of organizational success in achieving its vision and mission, especially in challenging and high-risk work environments such as the National Narcotics Board (BNN). One of the key factors influencing performance is work discipline, which is characterized by compliance with regulations, punctuality, and responsibility toward tasks. Work discipline is highly important, as regulated in the BNN Regulation Number 3 of 2025, which emphasizes the obligations and prohibitions for Government Employees with Work Agreements (PPPK) as well as the consequences of disciplinary violations within the BNN (BNN Regulation, 2025).

However, work discipline alone is not sufficient to guarantee optimal performance. Another important factor is job satisfaction. Employees who are satisfied with their jobs tend to be more motivated, loyal, and productive. Job satisfaction can even mediate the relationship between work discipline and performance. Recent studies have confirmed this. Sulistyono et al. (2025) found that work discipline improves job satisfaction, which in turn enhances employee performance. Similarly, Febrianty et al. (2024) in their research at RS PKU Muhammadiyah Petanahan showed that job satisfaction mediates the influence of work discipline on employee performance. Another finding by Purwadi et al. (2025) at the Bukittinggi Mayor's Office revealed that job satisfaction strengthens the relationship between work discipline and performance. Likewise, Rafidin and Sinambela (2025) stated that work discipline, along with career development and workload, significantly affects performance through job satisfaction as an intervening variable.

In the context of BNN Langkat Regency, the institution plays a strategic role in preventing and eradicating narcotics abuse. Such duties require employees who are not only disciplined but also sufficiently satisfied with their jobs to achieve optimal performance. However, field observations show ongoing challenges, such as employee tardiness and low compliance with regulations, which may impact organizational performance. The Langkat Regency Government has sought to strengthen a professional work culture by issuing a Regent Regulation on PPPK Discipline (Klikmetro, 2025). This indicates that employee discipline is an important concern at the local level. Therefore, research on job satisfaction as a mediating variable in the influence of work discipline on employee performance at BNN Langkat Regency is crucial. The findings of this study are expected to contribute theoretically to the literature on human resource management, as well as practically in formulating policies to improve discipline and job satisfaction for achieving optimal employee performance.

Literature Review

2.1 Employee Performance

According to Mangkunegara, employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

Employee Performance Indicators

Mangkunegara consistently outlines five main dimensions in measuring employee performance, namely:

1. Work Quality
Characterized by results that meet standards, are thorough, neat, and accurate.
2. Work Quantity
Measures the volume of tasks completed within a certain period of time, or how many outputs are produced.

3. Responsibility
The employee's awareness and ability to complete the assigned tasks and to be accountable for the results of their work.
4. Teamwork
The ability of employees to cooperate with colleagues or teams in achieving organizational goals.
5. Initiative
The ability to act proactively, provide ideas, or complete tasks without waiting for direct instructions from superiors.

2.2 Job Satisfaction

According to Luthans (2021) in his book *Organizational Behavior*, job satisfaction is the result of employees' perceptions of the extent to which their jobs can fulfill their important needs. Job satisfaction arises when there is a match between an individual's expectations, needs, and values with what the job provides.

Job Satisfaction Indicators

Luthans (2017) identifies five indicators of job satisfaction, namely:

1. The Job Itself
The extent to which the job is interesting, challenging, provides opportunities for learning, and gives a sense of achievement.
2. Salary/Wages
Satisfaction with the amount of financial compensation as well as fairness in its distribution.
3. Promotion Opportunities
The chance to obtain higher positions, greater responsibilities, or career development.
4. Supervision
The quality of relationships with superiors, including support, direction, and fairness in supervision.
5. Co-workers
Social relationships with colleagues, team support, and a harmonious work environment.

2.3 Work Discipline

According to Rivai (2019) in his book *Human Resource Management for Companies: From Theory to Practice*, work discipline is a tool used by managers to communicate with employees so that they are willing to change certain behaviors, as well as an effort to increase awareness and willingness to comply with all company regulations and prevailing social norms.

Work Discipline Indicators

Rivai states that work discipline can be measured through several indicators, namely:

1. Attendance
The regularity and punctuality of employees in coming to work.
2. Compliance with Work Regulations
Employees' willingness to obey the rules and code of conduct in force.
3. Compliance with Work Standards
Carrying out work in accordance with procedures, instructions, and established operational standards.
4. High Level of Alertness
Being careful at work, not careless, and maintaining workplace safety.
5. Work Ethics

Attitudes, behaviors, and responsibilities at work in accordance with organizational values and norms.

2.4 Conceptual Framework

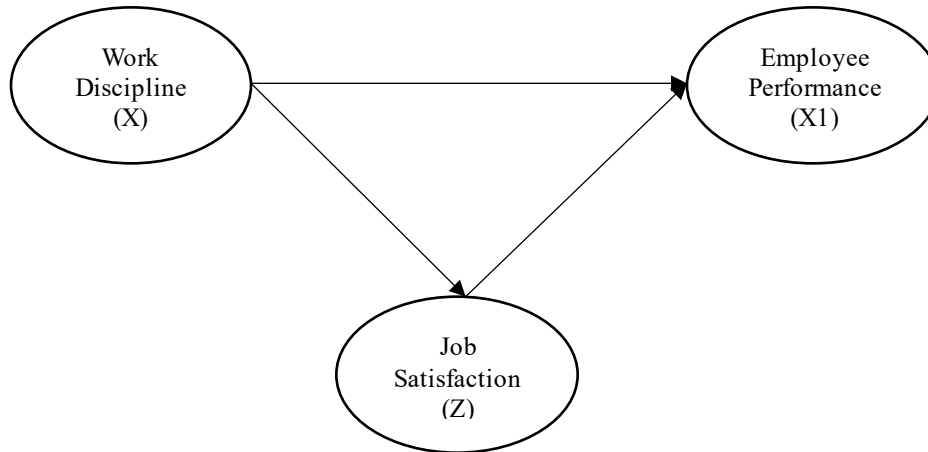


Figure 1. Conceptual Framework of the Research

Research Hypotheses

- H.1 : Work discipline has a positive and significant effect on employee performance at the National Narcotics Board (BNN) of Langkat Regency.
- H.2 : Work discipline has a positive and significant effect on job satisfaction at the National Narcotics Board (BNN) of Langkat Regency.
- H.3 : Job satisfaction has a positive and significant effect on employee performance at the National Narcotics Board (BNN) of Langkat Regency.
- H.4 : Work discipline has a positive and significant effect on employee performance through job satisfaction at the National Narcotics Board (BNN) of Langkat Regency.

Research Methods

3.1 Type of Research

The type of research used in this study is quantitative research. This quantitative approach is employed to conduct a study that aims to examine and analyze job satisfaction in mediating the effect of work discipline on employee performance at the National Narcotics Board (BNN) of Langkat Regency.

3.2 Research Location and Participants

The research was conducted at the National Narcotics Board (BNN) of Langkat Regency, located at Jl. Proklamasi No. 52, Stabat, Langkat Regency. The research was carried out over a period of three months, from June to August 2025.

3.3 Population and Sample

According to Arikunto (2025), if the subject is fewer than 100, it is better to take the entire population, so the research becomes a population study. If the number of subjects is large, then a sample between 10–15% or 20–25% or more can be taken, depending on the researcher's ability in terms of time, energy, and resources. In this study, the population consisted of all employees of the National Narcotics Board (BNN) of Langkat Regency, totaling 39 civil servants (ASN). Since the population is fewer than 100, following Arikunto's (2025)

suggestion, the entire population was taken as the sample, which is also referred to as a saturated sample.

3.4 Data Source

The data source used in this study is primary data.

Results and Discussion

4.1 Outer Model Analysis

The outer model analysis using the PLS Algorithm produced the following results:

Table 1. Outer Loadings Values

	Work Discipline	Job Satisfaction	Employee Performance
X.1	0.941		
X.2	0.940		
X.3	0.943		
X.4	0.927		
Y.1			0.896
Y.2			0.934
Y.3			0.919
Y.4			0.915
Y.5			0.865
Z.1		0.855	
Z.2		0.821	
Z.3		0.875	
Z.4		0.899	
Z.5		0.890	

Source: SmartPLS Output, 2025

Based on the values in Table 1, the results of the outer model test through the loading factor (outer loadings) show that all indicators for each variable have loading values ≥ 0.70 . This indicates that each indicator is able to validly and strongly represent the construct being measured. Therefore, it can be concluded that all questionnaire items meet the convergent validity criteria and can be used for further analysis. The outer loadings are also illustrated in Figure 1.

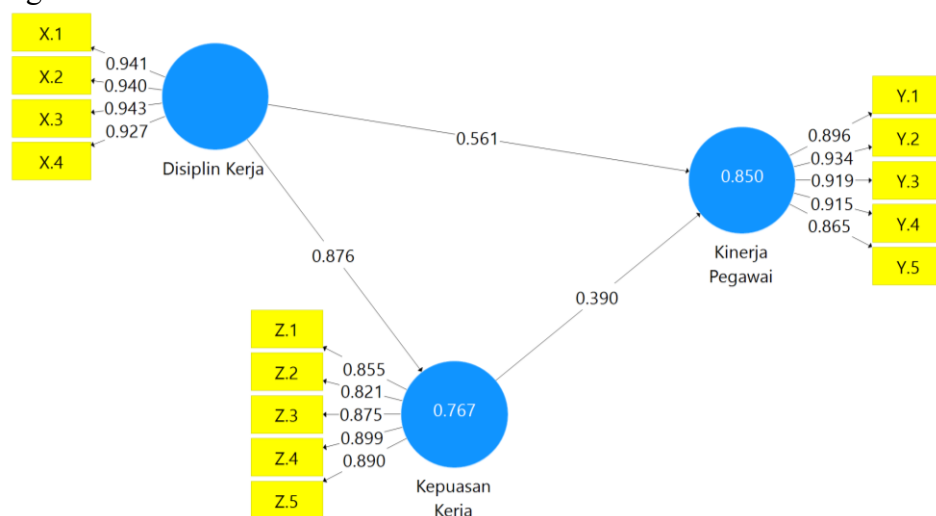


Figure 2. Outer Loadings

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.954	0.955	0.967	0.879
Job Satisfaction	0.918	0.921	0.939	0.754
Employee Performance	0.945	0.946	0.958	0.821

Source: SmartPLS Output, 2025

From Table 2, the reliability test results show that Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This demonstrates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is considered reliable and suitable for use in testing the structural model.

4.2 Structural Model (Inner Model) Testing

The inner model test was conducted to examine the relationships between constructs, significance values, and the R-square of the research model. The structural model is evaluated using the R-square value for the dependent constructs.

Coefficient of Determination (R^2)

In assessing the PLS model, the analysis begins by examining the R-square value for each dependent latent variable. The following table presents the R-square estimation results using SmartPLS.

Table 3. R-Square Results

	R Square	R Square Adjusted
Job Satisfaction	0.767	0.766
Employee Performance	0.850	0.849

Source: SmartPLS, 2025

Table 3 shows the R-square values for both dependent variables. For job satisfaction, the R-square value is 0.767, meaning that work discipline accounts for 76.7% of its variance, while the remaining 23.3% is explained by other variables outside the model. The R-square for employee performance is 0.850, meaning that work discipline and job satisfaction account for 85% of its variance, while the remaining 15% is explained by other factors outside the model.

4.3 Hypothesis Testing

Direct Effects Between Variables

Direct effects between variables can be seen from the path coefficients. The results of data analysis are shown in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Discipline -> Employee Performance	0.561	7.741	0.000	Accepted
Work Discipline -> Job Satisfaction	0.876	35.070	0.000	Accepted
Job Satisfaction -> Employee Performance	0.390	5.479	0.000	Accepted

Source: SmartPLS Output, 2025

Based on Table 4, the direct effects are explained as follows:

1. Work discipline has a positive and significant effect on employee performance, with a t-statistic value of 7.741 (>1.96) and a significance level of 0.000 (<0.05). This means work discipline positively and significantly influences employee performance. This finding is consistent with Albaqy & Hasibuan (2025), who found that work discipline positively and significantly affects employee performance at Panca Budi University, Medan.
2. Work discipline has a positive and significant effect on job satisfaction, with a t-statistic value of 35.070 (>1.96) and a significance level of 0.000 (<0.05). This indicates that work discipline positively and significantly influences job satisfaction. This finding aligns with Fortuna et al. (2025), who reported that work discipline positively and significantly affects employee job satisfaction.
3. Job satisfaction has a positive and significant effect on employee performance, with a t-statistic value of 5.479 (>1.96) and a significance level of 0.008 (<0.05). This means job satisfaction positively and significantly affects employee performance. This is in line with Firmansyah et al. (2023), who found a positive and significant effect of job satisfaction on employee performance at Panca Budi University, as well as Anwar (2024), who reported similar findings.

Indirect Effects Between Variables

Indirect effects between variables can be seen from the specific indirect effects values. The results of data analysis are shown in the following table.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Discipline -> Job Satisfaction -> Employee Performance	0.341	5.439	0.000	Accepted

Source: SmartPLS, 2025

Table 5 shows the indirect effect, namely that work discipline has a positive and significant effect on employee performance mediated by job satisfaction, with a t-statistic value of 5.439 and a significance level of 0.000. This confirms that job satisfaction serves as an intervening variable between work discipline and employee performance. This finding is also consistent with previous research showing that work discipline affects employee performance through job satisfaction at the Governor's Office of West Sulawesi Province.

Conclusion

1. Work discipline has a positive and significant effect on employee performance at the National Narcotics Board (BNN) of Langkat Regency.
2. Work discipline has a positive and significant effect on job satisfaction at the National Narcotics Board (BNN) of Langkat Regency.
3. Job satisfaction has a positive and significant effect on employee performance at the National Narcotics Board (BNN) of Langkat Regency.
4. Work discipline has a positive and significant effect on employee performance through job satisfaction as a mediating variable at the National Narcotics Board (BNN) of Langkat Regency.

Suggestions

1. For the performance variable, the lowest score was found in the aspect of teamwork ability. Therefore, it is suggested that BNNK Langkat implement regular training programs and team-building activities to strengthen communication, collaboration, and cohesiveness among employees in carrying out their duties.
2. For the job satisfaction variable, the lowest score was related to salary and allowances. Thus, BNNK Langkat is advised to propose adjustments to salaries and allowances to the relevant authorities, and also provide non-financial compensation such as performance recognition, training opportunities, and career development to enhance employee motivation.
3. For the work discipline variable, the lowest score was in compliance with regulations. Therefore, BNNK Langkat needs to strengthen the discipline culture by continuously socializing regulations and consistently imposing strict sanctions for violations, along with giving rewards to employees who comply.

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