Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari | ISSN: **3063-2757**
Volume 1, Issue 2 (2024) | page **510-523**

Optimizing Job Satisfaction

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Abstract
This research aims to examine the influence of integrity, competency and motivation on job satisfaction mediated by work discipline at the Bank Indonesia Representative Office, North Sumatra Province. Production factors are needed to produce human output, but without human labor, commodities and services will not provide the same benefits. The results of this research are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.422 and ap value of 0.000. Integrity has a positive and significant effect on Work Discipline with an original sample value of 0.358 and ap value of 0.000. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and ap value of 0.008. Competence has a positive and significant effect on Work Discipline with an original sample value of 0.234 and ap value of 0.007. Competency has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.044 and ap value of 0.321. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.394 and ap value of 0.000. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.272 and ap value of 0.002. Integrity has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.155 and ap value of 0.003. Competence has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.103 and ap value of 0.013. Motivation has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.170 and ap value of 0.004.

Keywords: Integrity, Competence, Motivation, Job Satisfaction, Work Discipline

INTRODUCTION

Work productivity can only be increased by humans. On the other hand, human resources can also be a source of this waste in several ways. Therefore, one of the guidelines in all efforts to increase work productivity is to pay attention to the human factor. Integrity is a quality or condition that shows total unity, providing the ability to radiate honesty and authority. When a person has integrity, he will always act in accordance with the moral ideals and values he upholds. Integrity refers to positive characteristics that are not limited to moral qualities alone. Integrity is more closely related to a person's actions, more closely related to other people's perceptions of oneself, more closely related to work experience, and when a person has integrity, he will always be more diligent in trying. Integrity is a pure and unshakable quality. called attributie van rechtsmachts. Absolute competence or absolute authority, Motivated employees will carry out their duties and responsibilities with enthusiasm if the organization wants each employee to be able to make a positive contribution to achieving the company's goals. The importance of motivation comes from the fact that motivation drives, channels, and maintains human behavior, allowing people to strive hard and be enthusiastic in achieving their goals. Meanwhile, an employee's motivation towards his work functions as a motivator or driver in an organization. Achieving goals in the workplace can be influenced by motivating employees to work hard to increase productivity. Employee work discipline is an important factor that can determine the success of a company's goals, this happens because employees are the main drivers of the company's activities. Without good employee work discipline, it is difficult for the company

organization to achieve optimal results. According to Sutrisno (2019) the main goal of discipline is to increase efficiency as much as possible by preventing wasting time and energy, discipline also tries to overcome mistakes and delays to prevent slow work starts and ending work too early due to delays and laziness. Workplace satisfaction is the sense of satisfaction that workers get from their work. Happiness shows the impact of work experience, and high levels of dissatisfaction are useful in indicating organizational problems that need to be addressed. Dissatisfaction in the workplace is closely related to physical and mental health problems, employee turnover, and absenteeism. In addition, low organizational commitment, a very hostile environment, reduced work involvement, and a number of other bad outcomes are signs of dissatisfied workers.

Formulation of the problem

1. Does Integrity have a positive and significant influence on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Competence have a positive and significant influence on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Motivation have a positive and significant effect on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Integrity have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Competence have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Motivation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Discipline Have a Positive and Significant Influence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province?
8. Does Integrity have a positive and significant effect on Job Satisfaction through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
9. Does Competence have a positive and significant effect on Job Satisfaction through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
10. Does Motivation have a positive and significant effect on Job Satisfaction through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Integrity on Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Competence on Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of Motivation on Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Integrity on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Competence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
6. To determine and analyze the influence of Motivation on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

7. To determine and analyze the influence of Work Discipline on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.
8. To determine and analyze the influence of Integrity on Job Satisfaction and Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
9. To determine and analyze the influence of Competence on Job Satisfaction and Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
10. To determine and analyze the influence of Motivation on Job Satisfaction and Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Job satisfaction

Understanding Job Satisfaction

Job satisfaction according to Hasibuan (2017) is an emotional attitude that is pleasant and loves one's job. According to Sudaryo, Agus & Nunung (2018) job satisfaction is a feeling of pleasure or discomfort regarding work based on expectations with the rewards given by the agency.

Job Satisfaction Indicators

According to Sudaryo, Agus & Nunung (2018) the indicators of job satisfaction are as follows:

1. Turnover
2. Work absence rate
3. Age
4. Employment level

Integrity

Understanding Integrity

According to Mulyadi (2014), integrity is an element of character that underlies the emergence of professional recognition. Integrity is a quality that underlies public trust and is a benchmark for members in testing all decisions they make.

According to Agoes (2017), integrity is an attitude free from conflicts of interest (Conflict of Interest).

Integrity Indicators

According to Agoes (2017) the indicators for integrity are:

1. Honesty A person who expresses an opinion on the fairness in all material respects, the financial position of the results of operations and cash flows in accordance with generally accepted accounting principles in Indonesia. Honesty in the profession of an auditor is absolutely necessary. Because from an auditor we can obtain information whether a company is committing fraud or not.
2. Do not prioritize personal gain. Public service and trust must not be defeated by personal gain.
3. Wise Attitude Can demonstrate loyalty in all matters relating to the profession and organization in carrying out duties, Can remind each other, guide and correct the behavior of fellow auditors.
4. Responsible Attitude Auditors are required to carefully use and maintain all information obtained during the audit. They will not use the information obtained for personal or

group interests outside the interests of the organization or in a manner that is contrary to laws and regulations.

Competence

Understanding Competence

According to Agustian et al., (2018) explained that competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. According to Wibowo (2022) competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job.

Competency Indicators

Competency indicators according to Wibowo (2022) are:

1. Knowledge
2. Skills (Skills)
3. Self-Concept
4. Traits (Character)
5. Motives (Motivation)

Motivation

Understanding Motivation

According to Uhing (2019) is a condition or energy that drives employees who are directed or aimed at achieving the goals of the company's organization. According to Hafidzi et al. (2019), motivation is the process of developing a person's work ethic so that they can work together effectively, work in a team, and be honest with all employees in order to achieve goals.

Motivation Indicators

According to Hafidzi et al. (2019), work motivation indicators are:

1. Physical needs, the need for supporting facilities that can be obtained in the workplace, for example supporting facilities to facilitate the completion of tasks in the office.
2. The need for a sense of security, these needs for a sense of security include physical security, stability, dependency, protection and freedom from threatening forces such as: fear, anxiety, danger.
3. Social needs, needs that must be met based on shared interests in society, these needs are met together, for example good interaction between each other.
4. The need for appreciation is the need for appreciation for what a person has achieved, for example the need for status, glory, attention, reputation.
5. The need for encouragement to achieve goals, the need for encouragement to achieve something desired, for example motivation from leaders.

Work Discipline

Understanding Work Discipline

According to Hasibuan (2017) Work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. According to Hamali (2016) work discipline is a force that develops within the employee's body and can cause employees to voluntarily adjust to regulatory decisions, and high values of work and behavior.

Work Discipline Indicators

According to Hasibuan (2017), the indicators of work discipline are:

1. Goals and Abilities
2. Leadership role model
3. Reward
4. Justice
5. Waskat
6. Penalty Sanctions
7. Assertiveness
8. Human relations

Conceptual Framework

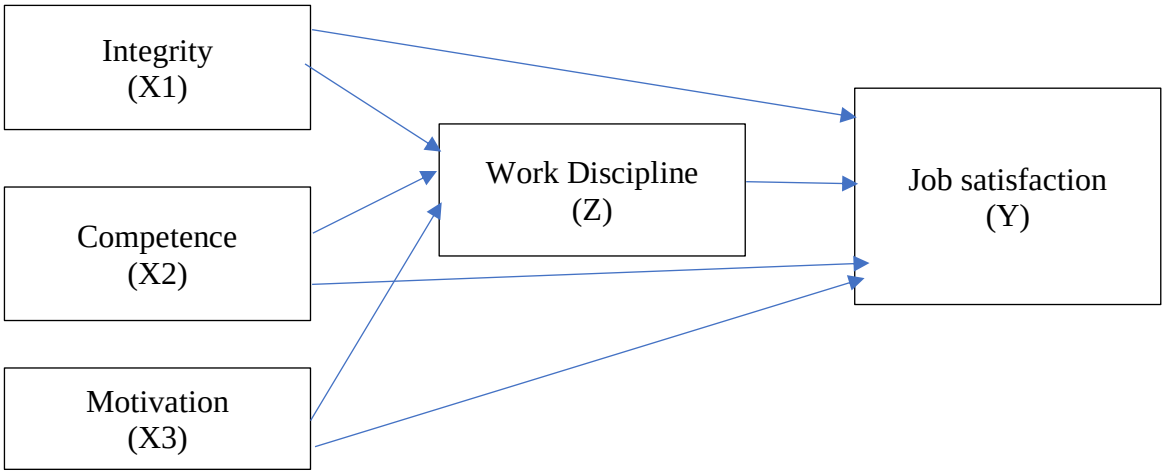

Figure 1: Conceptual Framework

Hypothesis

H1 Integrity has a positive and significant influence on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.

H2 Competence has a positive and significant effect on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.

H3 Motivation has a positive and significant influence on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.

H4 Integrity has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

H5 Competence has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

H6 Motivation has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

H7 Work Discipline has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

H8 Integrity has a positive and significant effect on Job Satisfaction through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.

H9 Competence has a positive and significant effect on Job Satisfaction through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.

H10 Motivation has a positive and significant effect on Job Satisfaction through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.

METHOD

Research methods

Types of research

This research uses a quantitative research type. According to Sujarweni (2014), quantitative research is a type of research that produces findings that can be achieved (obtained) by using statistical procedures or other methods of quantification (measurement).

Time and Place of Research

This research was conducted from September to October 2024. The location of this research was at the Representative Office of Bank Indonesia, North Sumatra Province, precisely on Jalan Balai Kota No. 4, Medan City.

Population

The population of this study was all employees of the Bank Indonesia Representative Office of North Sumatra Province, totaling 70 employees. According to Sujarweni (2014), population is the total number of objects or subjects that have certain characteristics and qualities that are determined by researchers to be studied and then conclusions are drawn from them.

Sample

This study uses a sample of all populations to be used as a sample of 70 employees and the sampling technique used is the saturated sampling technique. According to Narimawati (2014), a sample is a portion of the population selected to be the unit of observation in research.

Data collection technique

The data collection technique used is a questionnaire, the researcher distributes the questionnaire to the sample to be distributed and the data source used is a primary data source. According to Sujarweni (2014), primary data collection techniques are methods used by researchers to reveal or obtain quantitative information. According to Sugiyono (2017), a questionnaire is a data collection method carried out by giving a set of written questions or statements to respondents to answer.

Data Analysis Techniques

The data analysis technique used in this study uses Partial Least Square (PLS) with Smart PLS (Partial Least Square) software. There are several methods developed related to PLS, namely the PLS Regression (PLS-R) model and PLS Path Modeling (PLS-PM). PLS Path Modeling was developed as an alternative to structural equation modeling (SEM) whose theoretical basis is weak. PLS-PM is based on variance, different from the SEM method with AMOS, Lisrel, EQS software using a covariance basis. Partial Least Square is a powerful analysis method, which in this method is not based on many assumptions.

Measurement or Outer Model

Some of the tests performed on the outer model are as follows:

a. Indicator Reliability Indicator reliability aims to assess whether the latent variable measurement indicator is reliable or not. This is done by evaluating the outer loading

results of each indicator. A loading value above 0.7 indicates that the construct can explain more than 50% of the indicator's variance.

b. Internal Consistency Reliability Is an indicator to measure a construct that can be seen in the view of latent variable coefficients. To evaluate internal consistency reliability there are two measuring instruments, namely composite reliability and Cronbach's alpha. In this measurement, if the composite reliability and Cronbach's alpha values achieved are > 0.70, it can be said that the construct has high reliability.
c. Convergent Validity Is an indicator that is assessed based on the correlation between item score/component score and construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. The convergent validity of a construct with a reflective indicator is evaluated by Average Variance Extracted (AVE). The AVE value should be equal to 0.5 or more. An AVE value of 0.5 or more means that the construct can explain 50% or more of its item variance.
d. Discriminant Validity Discriminant validity aims to determine whether a reflective indicator is truly a good measure for its construct based on the principle that each indicator must be highly correlated to its construct only. In the SmartPLS 3.3.3 application, the discriminant validity test uses cross loadings, Fornell-Larkcer, and Heterortrait-Monotrait values.

Structural or Inner Model

Inner model analysis is usually also called (inner relation, structural model and substantive theory) which describes the relationship between latent variables based on substantive theory. Inner model analysis can be evaluated using R-square for dependent constructs, Cross-validated Redundancy (Q2) for predictive relevance and Path Coefficients or Path Coefficients. In evaluating the inner model with PLS (Partial Least Square) it begins by looking at the R-square for each dependent latent variable. In addition to looking at the R-square value, the PLS (Partial Least Square) model also uses Cross-validated Redundancy (Q2) or Q-square to assess predictive relevance for constructive models. Q-square measures how well the observation values are generated by the model and its parameter estimates. If the Q2 value> 0 indicates that the model has accurate predictive relevance to a particular construct. However, if the Q2 value <0 indicates that the model lacks predictive relevance. To obtain the Cross-validated Redundancy (Q2) value using the SmartPLS 3.2.8 application. with the Blindfolding procedure (Calculate◊Blindfolding).

Hypothesis Testing

During the hypothesis analysis, the use of SmartPLS together with bootstrapping will produce a t-statistic value for each hypothesized relationship. The t-statistic value will be compared with the t-table value. The analysis uses a 95% confidence level so that the level of significance or inaccuracy limit (a) = 5% = 0.05 and the t-table value is 1.96. If the t-statistic value is smaller than the t-table value (t-statistic <1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater than or equal to the t-table (tstatistic > 1.96), then Ho is rejected and Ha is accepted.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted(AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:

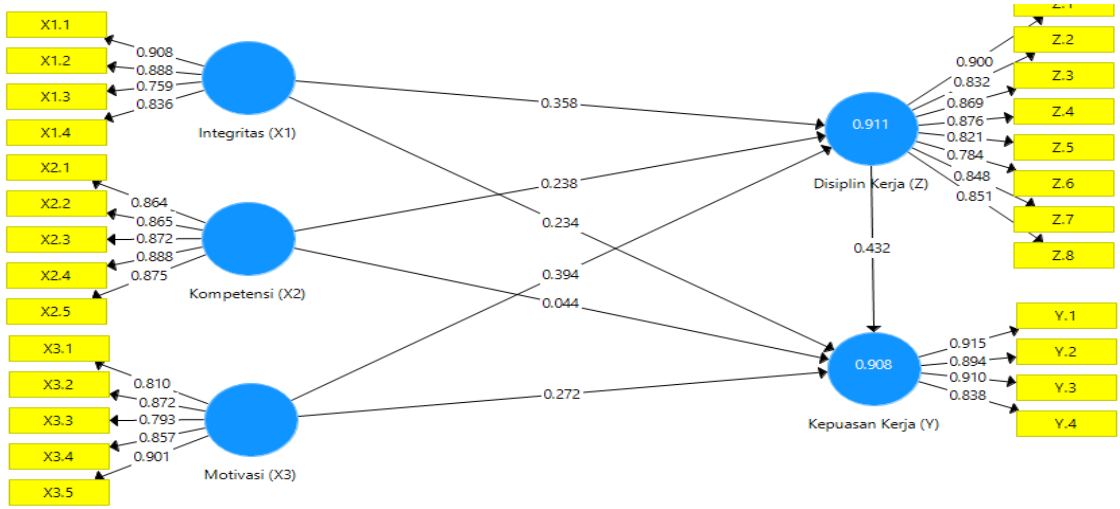

Figure 2. Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + b3X3 + e1
Z = 0.358X1 + 0.238 X2+ 0.394 X3+ e1
For substructure 2
Y = b3X1 + b4X2 + b5X3 + b6X1Z + e2
Y = 0.234X1 + 0.044 X2+ 0.272 X3+ 0.432 Z + e2

Table 1. Outer Loadings

	Work Discipline (Z)	Integrity (X1)	Job Satisfaction (Y)	Competence (X2)	Motivation (X3)
X1.1		0.908			
X1.2		0.888			
X1.3		0.759			
X1.4		0.836			
X2.1				0.864	

X2.2				0.865	
X2.3				0.872	
X2.4				0.888	
X2.5				0.875	
X3.1					0.810
X3.2					0.872
X3.3					0.793
X3.4					0.857
X3.5					0.901
Y.1			0.915		
Y.2			0.894		
Y.3			0.910		
Y.4			0.838		
Z.1	0.900				
Z.2	0.832				
Z.3	0.869				
Z.4	0.876				
Z.5	0.821				
Z.6	0.784				
Z.7	0.848				
Z.8	0.851				

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

Discriminant Validity

Further research will determine the validity of the data using Discriminate Validity, with the aim of finding out whether the cross loading value is greater than other latent variables in order to find out the findings of indicators that have a strong relationship with the concept. The following table shows the findings of cross loading from the validity test, as follows:

Table 2. Discriminant Validity

	Work Discipline (Z)	Integrity (X1)	Job Satisfaction (Y)	Competence (X2)	Motivation (X3)
X1.1	0.839	**0.908**	0.863	0.805	0.842
X1.2	0.825	**0.888**	0.784	0.760	0.765
X1.3	0.669	**0.759**	0.657	0.578	0.647
X1.4	0.783	**0.836**	0.784	0.826	0.775
X2.1	0.727	**0.733**	0.701	**0.864**	0.764
X2.2	0.799	0.730	0.775	**0.865**	0.754
X2.3	0.824	0.750	0.777	**0.872**	0.762

X2.4	0.845	0.870	0.850	**0.888**	0.833
X2.5	0.737	0.747	0.730	**0.875**	0.763
X3.1	0.763	0.725	0.757	0.779	**0.810**
X3.2	0.802	0.741	0.800	0.825	**0.872**
X3.3	0.686	0.666	0.682	0.684	**0.793**
X3.4	0.785	0.784	0.763	0.697	**0.857**
X3.5	0.876	0.862	0.882	0.778	**0.901**
Y.1	0.853	0.804	**0.915**	0.793	0.845
Y.2	0.856	0.775	**0.894**	0.809	0.833
Y.3	0.837	0.823	**0.910**	0.770	0.855
Y.4	0.793	0.850	**0.838**	0.765	0.737
Z.1	**0.900**	0.876	0.897	0.861	0.912
Z.2	**0.832**	0.725	0.670	0.680	0.694
Z.3	**0.869**	0.768	0.765	0.750	0.756
Z.4	**0.876**	0.813	0.786	0.782	0.765
Z.5	**0.821**	0.780	0.731	0.703	0.714
Z.6	**0.784**	0.707	0.815	0.710	0.719
Z.7	**0.848**	0.761	0.843	0.799	0.873
Z.8	**0.851**	0.803	0.831	0.821	0.819

Source: Smart PLS 3.3.3

It can be seen in table 2 that the cross loading results show that the indicator has a greater value than the indicators of other latent variables or the correlation value of the construct with the measurement item is greater than the size of other constructs, so this shows that the latent construct has predicted the size of the construct variable block better than the size of other blocks.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value; if the variable value is greater than 0.60 then the research is considered reliable; if between 0.60 and 0.7, then it is not reliable. The table below shows the Coranbach alpha, composite reliability, and AVE values, which are used to determine whether the research is reliable and valid.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Z)	**0.944**	**0.953**	**0.719**
Integrity (X1)	**0.870**	**0.912**	**0.722**
Job Satisfaction (Y)	**0.912**	**0.938**	**0.791**
Competence (X2)	**0.922**	**0.941**	**0.762**
Motivation (X3)	**0.901**	**0.927**	**0.718**

Source: Smart PLS 3.3.3

In table 3 above, the Cronbach alpha column shows the value of each variable is greater than 0.7, indicating that the reliability data can be relied on for that variable. The composite reliability column has a value greater than 0.6, indicating that each variable is considered reliable because the data exceeds 0.6. The AVE column shows that each variable has a value greater than 0.7, indicating that the data is original in terms of AVE. All variables in the Cronbach alpha, reliability, and AVE columns have values above 0.7 and 0.6, indicating reliability and validity.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Discipline (Z)	0.911	0.907
Job Satisfaction (Y)	0.908	0.902

Source: Smart PLS 3.3.3

There are R square results in table 4 which will be explained as follows: in the work discipline variable there is an R square value of 0.911 if it is expressed as a percentage of 91.1%, meaning that the influence of integrity, competence and motivation on work discipline is 0.911 or 91.1%, the rest is on other variables, the job satisfaction variable has an R square value of 0.908 if expressed as a percentage of 90.8%, meaning that the influence of integrity, competence, motivation and work discipline on job satisfaction is 0.908 or 90.8%, the rest is on other variables.

Hypothesis Testing

After examining the inner model, the next step is to investigate the relationship between idle build, as suggested in this review. In this review, speculative testing is performed using T-Statistics and P-values. Speculation is made whether the T-Insights value is greater than 1.96 and P-Values <0.05. The following are the consequences of the direct impact path coefficients:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (Z) -> Job Satisfaction (Y)	0.432	4,627	0,000	Accepted
Integrity (X1) -> Work Discipline (Z)	0.358	3,323	0,000	Accepted
Integrity (X1) -> Job Satisfaction (Y)	0.234	2,433	0.008	Accepted

Competence (X2) -> Work Discipline (Z)	0.238	2,485	**0.007**	**Accepted**
Competence (X2) -> Job Satisfaction (Y)	0.044	0.466	**0.321**	**Rejected**
Motivation (X3) -> Work Discipline (Z)	0.394	3,671	**0,000**	**Accepted**
Motivation (X3) -> Job Satisfaction (Y)	0.272	2,884	**0.002**	**Accepted**

In table 5 there are the results of the hypothesis which will be explained one by one as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.422 and p values of 0.000, meaning that if discipline increases, job satisfaction increases, if work discipline decreases, job satisfaction decreases.
2. Integrity has a positive and significant effect on Work Discipline with an original sample value of 0.358 and p values of 0.000, meaning that if integrity increases, work discipline increases, if integrity decreases, work discipline decreases.
3. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and p values of 0.008. If integrity increases, job satisfaction increases, if it decreases, job satisfaction decreases.
4. Competence has a positive and significant effect on work discipline with an original sample value of 0.234 and p values of 0.007, meaning that if competence increases, work discipline will increase, if competence decreases, work discipline will decrease.
5. Competence has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.044 and p values of 0.321, meaning that competence does not have a large effect on job satisfaction.
6. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.394 and p values of 0.000, meaning that if motivation increases, work discipline increases, conversely, if motivation decreases, work discipline decreases.
7. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.272 and p values of 0.002, meaning that if motivation increases, job satisfaction increases, if it decreases, job satisfaction decreases.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Integrity (X1) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.155	2,765	**0.003**	**Accepted**
Competence (X2) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.103	2,223	**0.013**	**Accepted**
Motivation (X3) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.170	2,705	**0.004**	**Accepted**

Source: Smart PLS 3.3.3

In table 6 there are indirect influences which will be explained as follows:

1. Integrity has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.155 and p values of 0.003, meaning that work

discipline is an intervening variable because it is able to have a significant effect, which means that with work discipline, integrity and job satisfaction will increase.
2. Competence has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.103 and p values of 0.013, meaning that work discipline is indeed an intervening variable because it is able to influence significantly, so that with work discipline it can increase competence and job satisfaction indirectly.
3. Motivation has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.170 and p values of 0.004, meaning that work discipline is an intervening variable because it is able to have a significant effect, so with work discipline, motivation and job satisfaction increase well.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.422 and p values of 0.000.
2. Integrity has a positive and significant effect on Work Discipline with an original sample value of 0.358 and p values of 0.000.
3. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and p values of 0.008.
4. Competence has a positive and significant effect on Work Discipline with an original sample value of 0.234 and p values of 0.007.
5. Competence has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.044 and p values of 0.321.
6. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.394 and p values of 0.000.
7. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.272 and p values of 0.002.
8. Integrity has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.155 and p values of 0.003.
9. Competence has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.103 and p values of 0.013.
10. Motivation has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.170 and p values of 0.004.

Suggestion

1. Organizations must improve employee integrity for organizational development, or seek employees who have good integrity.
2. Organizations must also improve employee competency so that employees can work well.
3. The organization must provide motivation to employees regularly with motivators who have interesting backgrounds.
4. Organizations must provide discipline to employees so that they can improve their performance.
5. Organizations must make employees feel satisfied with their work and the place where they work.
6. This research is expected to be input for organizational progress.

7. This research is expected to be a helpful reference material for new research with a new research model.

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