

Review Article

# The Effect of Work Discipline on Job Satisfaction Mediated by Rewards in MSME Convection in Pasuruan Regency

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**Abstract:** This study examines the effect of work discipline on employee job satisfaction in convection UMKM in Pasuruan Regency, with reward as a mediating variable. Quantitative methods were used to collect data through questionnaires distributed to 160 employees. The results of the analysis show that work discipline has a significant positive effect on job satisfaction, and that reward can mediate the relationship. These findings highlight the importance of implementing a balanced reward system to improve employee performance and job satisfaction.

**Keywords:** Work discipline, job satisfaction, reward, MSMEs Governance; Legal Obligation.

## 1. Introduction

Job satisfaction is a major factor in determining the progress of a business in the long term. Job satisfaction owned by employees can be a measure of performance productivity because it reflects employee satisfaction with their work (Lestari et al., 2024). Arnita (2024) revealed that when employees do not feel satisfied with their work, the level of productivity decreases, there is a lack of innovation, and it has an impact on the company's poor image. As an illustration, Istikomah, I. et al., (2022) revealed that studies on MSMEs have decreased due to the absence of employee job satisfaction which automatically causes their work discipline to decrease.

Many studies show the relationship between work discipline and employee job satisfaction. Cahya's research (2022) states that work discipline followed by giving rewards from superiors can increase job satisfaction and performance effectiveness. Sari & Ariyanti (2024) also revealed that appreciation from leaders can foster employee enthusiasm and discipline. Research by Ramdhona et al. (2022) added that work discipline can develop if leaders are effective in providing direction and appreciation. Therefore, giving rewards plays an important role in increasing job satisfaction. However, unfair rewards can lead to social jealousy and have a negative impact on business performance (Putranto, 2023).

Convection MSMEs in Pasuruan Regency experience problems in employee work discipline. This can be seen from tardiness to work, absence without clear reasons, and low compliance with company rules, such as the use of work tools that are not in accordance with procedures or completion of tasks that exceed the specified time limit. Providing fair and transparent rewards can motivate employees to be more disciplined. However, if the reward is not given in a structured manner or not in accordance with employee expectations, it will have an impact on job satisfaction.

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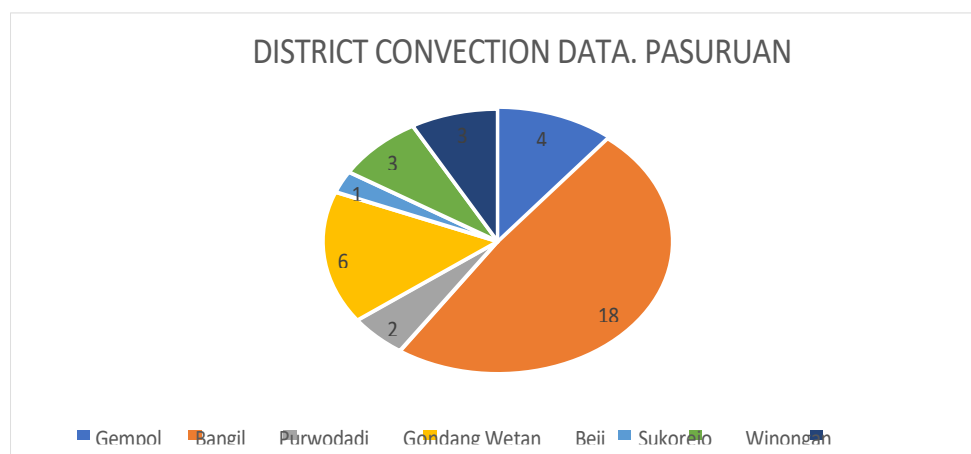
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**Picture 1**

Data Source: Pasuruan Regency UMKM Service

Some employees consider that work discipline is not the main thing in completing tasks. This attitude can reduce employee work discipline and will have an impact on production delays, increasing the number of defective goods, and decreasing customer satisfaction. MSME convection has difficulty fulfilling orders on time because employees are less disciplined in working according to the specified schedule. Most MSME convection does not yet have a strict work discipline monitoring and evaluation system. Sanctions for violations of the rules are often not applied consistently, so employees do not feel motivated to improve their discipline

Previous studies have not achieved results in improving business performance due to lack of job satisfaction (Aryagunawan, P., & Heryanda, KK 2021). Providing fair rewards can foster employee discipline (Shalsya, N., & Batu, RL 2024). Leaders must be able to appreciate fairly for the sake of the sustainability of employee work discipline which has a direct impact on job satisfaction (Yadnya, IDGSA & MM, C. 2022). Rewards or punishments given by the leadership in the form of material or non-material can reflect a positive attitude of a leader and create job satisfaction in employees (Prasetya, SA, & Istanto, I. 2025). Therefore, this study is useful to complement previous studies by adding rewards as mediation.

To answer this research question, this study analyzes the effect of work discipline on job satisfaction and rewards as mediation. This study uses a quantitative method with a survey. Researchers compiled a questionnaire and distributed the questionnaire to employees to measure their perceptions of job satisfaction and the rewards they received. A number of procedures were followed by researchers to analyze employee data with Smart PLS 4.0 (Hair et al., 2018). This study is relevant to previous studies because it shows that the rewards given by leaders are in accordance with employee expectations and create increased job satisfaction (Aschari, ND, & Dharmawan, D. 2022).

Based on the above phenomena, this study contributes to the Self-Discipline Theory by considering future business goals, especially in achieving improved performance. This study also contributes to analyzing the relationship between the influence of work discipline, rewards, and job satisfaction. This is in accordance with Simamora's (2020) research which emphasizes that a combination of fair rewards can create a more productive work environment and increase job satisfaction. Mustikaningsih, DA, & Irbayuni, S. (2022) explain that job satisfaction, which is often overlooked, is a key factor in significantly improving performance, especially in the business sector. Understanding job satisfaction is also an important contribution of this study to existing phenomena.

## **2. literature review**

### **Self-Determination Theory**

Self-Determination Theory (SDT) is a motivational theory developed by Edward L. Deci and Richard M. Ryan, which emphasizes the importance of the role of basic psychological needs in supporting individual motivation and well-being. In 1987, Deci specifically emphasized that there are three basic needs that must be met in order for individuals to be optimally motivated, namely autonomy, competence, and relatedness. When these three needs are met, intrinsic motivation increases, which ultimately has an impact on job satisfaction, engagement, and better performance in the work environment (Deci & Ryan, 1987).

In the context of organizations, Self-Determination Theory provides an understanding that employee motivation is not only influenced by external factors such as rewards, but also by the extent to which they feel they have control (autonomy), feel capable (competence), and have positive relationships with coworkers or superiors (relatedness). Rewards or awards can be a driver of extrinsic motivation, but if given in a context that supports the need for autonomy and competence, then rewards can strengthen intrinsic motivation and job satisfaction (Ryan & Deci, 2000).

The Effect of Work Discipline on Job Satisfaction Mediated by Rewards discusses how work discipline can improve employee job satisfaction through reward provision as a mediating factor. This finding is in line with the Self-Determination Theory framework, where appropriate rewards can strengthen the perception of individual competence and recognition, thereby increasing job satisfaction. High work discipline can also create a structured and supportive work environment, which in turn fulfills the basic needs for competence and autonomy.

Thus, SDT can be a strong theoretical basis for explaining the relationship between work discipline, rewards, and job satisfaction. When rewards function not only as external incentives, but also strengthen intrinsic motivation through the fulfillment of basic psychological needs, then their impact on job satisfaction will be more significant and sustainable.

### **Work discipline**

Work discipline is a behavior that reflects the extent to which an employee complies with the rules and procedures set by the company (Gibson et al., 2021). From the perspective of Organizational Behavior Theory (Robbins & Judge, 2021), high work discipline encourages employees to work efficiently, responsibly, and adhere to predetermined schedules. Good discipline can improve work order and efficiency, which are important for achieving organizational goals (Rohman & Arifin, 2023). Employees who have high work discipline tend to show better performance because they are more organized and responsible in carrying out their duties (Wahyudi & Hidayati, 2020).

### **Job satisfaction**

Job satisfaction is an individual's feelings or attitudes toward their work, which are influenced by various factors such as rewards, working conditions, relationships between coworkers, and recognition for their contributions (Liu et al., 2021). Job satisfaction is also influenced by how fairly rewards and punishments are applied in the workplace. According to research by Tepper et al. (2020), the implementation of fair rewards can strengthen the relationship between employees and the organization, thereby increasing job satisfaction and in turn supporting better work discipline. The study emphasized the importance of procedural justice in reward delivery, which serves to improve employee perceptions of fairness and the organization as a whole (Tepper et al., 2020).

## Rewards

Rewards are awards given to employees as an appreciation for their performance and contributions, both financial and non-financial (Robbins & Judge, 2021). Research shows that fair and proportional rewards can improve work discipline because employees feel appreciated and motivated to follow the rules (Putra & Sari, 2022). In addition, effective rewards also increase job satisfaction because employees feel their efforts are recognized (Handayani et al., 2023). Thus, a good reward system is important for building discipline and job satisfaction sustainably (Wijaya & Prasetyo, 2024).

## Research Hypothesis

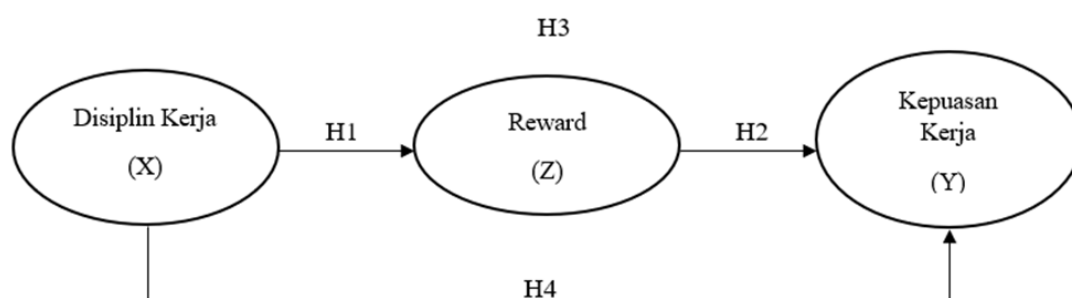


Figure 2. Conceptual framework

### The influence of work discipline on rewards

Employees with good performance often receive rewards in the form of bonuses, incentives, or promotions, which are given based on performance assessments. Disciplined employees are more likely to meet or exceed targets, increasing their chances of receiving awards. Purnomo's (2021) research shows that work discipline has a positive effect on reward giving. Yulianti & Hidayat (2022) also found that employees with good work discipline receive rewards more often because of their consistent contributions. Arifin & Nugroho's (2021) research proves that work discipline has a significant effect on the reward system as a form of appreciation for employee discipline.

H1: Work discipline has an effect on rewards.

### The influence of rewards on job satisfaction

Giving rewards, such as bonuses, incentives, or non-material awards, makes employees feel appreciated and increases job satisfaction. If rewards are given based on achievements and contributions, employees feel that their efforts are in line with the company's goals. Research by Foenay et al. (2020) shows that rewards have a positive effect on job satisfaction. Putra & Suardika (2021) also found that rewards have a positive effect on job satisfaction. Hidayati & Ramadhan (2020) added that appropriate rewards have a significant effect on employee job satisfaction.

H2: Rewards have an effect on job satisfaction.

## The influence of work discipline on job satisfaction through rewards

Work discipline affects job satisfaction through reward provision, which functions as an intermediary factor. A clear reward system encourages employees to maintain work discipline in order to receive rewards, creating a healthy and competitive work environment. Oktaviani's (2020) research shows that rewards and work discipline together have a significant effect on job satisfaction. Wahyudi & Kurniawan (2022) found that work discipline has a positive effect on rewards, which in turn affects job satisfaction. Arifin & Dewi (2023) also revealed that rewards strengthen the relationship between work discipline and job satisfaction. Thus, work discipline affects job satisfaction through rewards.

H3: Work discipline influences job satisfaction through rewards.

## Influence discipline Work to satisfaction Work

Discipline in implementing company rules creates a sense of security and stability for employees, which has a positive impact on job satisfaction. Disciplined employees tend to work more efficiently and achieve targets, increasing their satisfaction. Prasetyo & Marlina's (2019) research shows that work discipline has a positive effect on job satisfaction. Sari & Wahyudi (2022) concluded that higher work discipline increases job satisfaction. The results of Kurniawan & Hidayat's (2021) research also support this finding, showing a positive effect of work discipline on employee job satisfaction.

H4: Work discipline influences job satisfaction.

## 3. Research Methods

This study uses a quantitative approach method This study uses a quantitative approach with an explanatory method to analyze the relationship between variables. The location of the study was UMKM Konveksi Pasuruan Regency. The population in this study was UMKM Konveksi in Pasuruan Regency , the sampling technique used in this study was the nonprobability sampling method using the purposive sampling technique. Determining the number of representative samples depends on the number of indicators multiplied by 5 to 10, to determine the total representative, the study used a sample by multiplying the number of indicators by 10 because of the large population ( Hair et al ., 2010) . Primary data collection was carried out using an online questionnaire based on a Likert scale (1 to 5) distributed via Google Form . Data analysis was carried out using the Partial Least Square (PLS) method.

## 4. Results And Discussion

### Results

Based on the results of the distribution of questionnaires by researchers that have been presented in Table 1 , shows the description of respondents totaling 160 employees. All of whom come from Pasuruan Regency.

**Table 1.** Respondent Description

Category	Information	Amount	Percent
Age	20-25 year	104	65%
	25-30 year	16	10%
	30-35 year	11	6.9%
	35-40 year	16	10%

	More from 40 year	13	8.1%
last education	junior high school or equivalent	20	12.5%
	High school/ equivalent	104	65%
	Bachelor degree )	36	22.5%
Long time Work	0-5 year	91	56.9%
	5-10 year	35	21.9%
	10-15 year	21	13.1%
	15-20 year	8	5%
	20-25 year	5	3.1%

### Validity Test

The manifest variables that need to be measured are stated with a measurement model also called the outer model (Ghozali & Hengky, 2015). According to Hair et al., (2019) a measurement cannot be considered valid and reliable unless it exceeds 0.70. Therefore, table 2 shows that all variables are considered original because the outer loading value is above 0.70.

**Table 2.** Outer Loading Values

	Indicator	Outer Loading	Caption
<b>Discipline Work</b>			
X1_1	I present in place Work appropriate time in accordance O'clock Which has been set.	0.766	Valid
X1_2	I Work in accordance with procedure Which has set.	0.813	Valid
X1_3	I always obey regulation Which There is.	0.749	Valid
X1_4	I try responsible answer to all work I.	0.850	Valid
<b>Rewards</b>			
Z1_1	I satisfied with confession direct from place I Work	0.766	Valid
Z1_2	I accept praise from superior If I Work with Good.	0.824	Valid
Z1_3	I accept saying accept love from superior If I working with Good.	0.830	Valid
<b>Satisfaction Work</b>			
Y_1	Distribution task in accordance with skill employee.	0.789	Valid
Y_2	Get wages in accordance with hope And burden Work given to employees.	0.757	Valid

Y_3	Supervision routine in stage evaluation For take joint decision.	0.732	Valid
Y_4	Hand in hand between co-workers so that achieved good cooperation .	0.757	Valid

Source: Data processed researcher

AVE is used as a test of convergent and divergent validity. According to Hair et al., (2019) If the AVE value is more than 0.05 then the convergent validity criteria are met. Table 2 below illustrates that each variable has an AVE value greater than 0.5. Given this, each variable is considered valid.

**Table 3.** *Average Variance Extracted Value*

Variables	AVE	Caption
Discipline Work	0.632	Valid
<i>Rewards</i>	0.540	Valid
Satisfaction Work	0.576	Valid

Source: Data processed researcher

#### Reliability Test

Reliability test is a tool to measure questionnaires which are indicators of a variable. A variable is said to be reliable if its Cronbach alpha and Composite Reliability values are above 0.70. (Hair et al., 2019). All variables have values higher than 0.70, as shown in Table 4 below. Once achieved, each variable is considered dependent.

**Table 4.** Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Caption
Discipline Work	0.805	0.810	Reliable
<i>Rewards</i>	0.733	0.737	Reliable
Satisfaction Work	0.755	0.758	Reliable

Source: Data processed by researchers

#### R-Square Test

Ghozali & Hengky (2015) explained that the R-square test is used to explain the influence of independent variables on dependent variables whether they have a substantive influence. The R-square value is grouped into three (Hair et al., 2019), namely; an R-square value of 0.25 is declared weak, ...

0.50 is stated as moderate, and an R-Square value of 0.75 is stated as strong.

**Table 5.** *R-Square* Test Results

Variables	<i>R-square</i>	<i>R-square adjusted</i>
<i>Rewards</i>	0. 472	0. 468
Satisfaction Work	0. 687	0. 680

Source: Data processed by researchers

Based on the results of the R-square test in table 5, the job satisfaction variable has an R-square value of 0.687 or 68.7%, which states that the ability of the independent variable to influence the dependent variable of job satisfaction simultaneously is 68.7% and is included in the moderate influence group. Then the reward variable has a value of 0.472 or 47.2%, which states that the ability of the independent variable to influence the dependent variable of reward simultaneously is 47.2% and is included in the moderate influence group.

Hypothesis Testing

Looking at the results of the hypothesis testing in table 6, it tends to be seen that each variable relationship is as follows;

**Table 6.** *Path Coefficients* Results

	Original 1 Sample (t)	T Statisti cs	P Valu e	Caption
Discipline Work -> <i>Rewards</i>	0.687	10,518	0.000	Accepted
<i>Rewards</i> -> Job satisfaction	0.243	2,951	0.003	Accepted
Discipline Work -> Satisfaction Work	0.396	5.251	0.000	Accepted

Source: Data processed researcher i

Based on research (Hair et al., 2018) the path coefficient value is between -1 and 1. While the hypothesis test between variables uses the t-value or p-value statistic. If the calculated t is greater than 1.96 (t-table) or the p-value is less than 0.05, then there is a significant influence on the variable.

Mediation Test

Table 7 illustrates how each independent variable can be mediated by the reward variable on job satisfaction, based on the test findings;

**Table 7.** Mediation Test Results

	Original Sample	T Statistics	P Values	Caption
Discipline Work -> <i>Rewards</i> - > Satisfaction Work .	0.167	2,738	0.006	Accepted

Source: Data processed by researchers 2025



The test findings show that each independent variable can be mediated by the reward variable on job satisfaction, as shown in Table 7. Statistically significant that work discipline affects job satisfaction ( $t$  value  $4.161 < t$  table or  $1.96$ ,  $p$  value  $0.000 > 0.05$ ). Likewise, work discipline affects job satisfaction with a  $t$  value of  $2.738 < t$  table or  $1.96$ ,  $p$  value  $0.006 > 0.05$ . So, reward also plays a role as a mediator between work discipline variables and job satisfaction.

#### Discussion

This study aims to analyze the effect of work discipline on job satisfaction through rewards in convection UMKM in Pasuruan Regency. Various dimensions and indicators consisting of several question items are used to measure and test the relationship between variables in this study. The data obtained through the questionnaire are then processed and analyzed by researchers to produce findings or research results. The following is a discussion of the results that have been analyzed:

##### The influence of work discipline on rewards

Work discipline has a significant influence on reward provision, indicating that employees who demonstrate high levels of discipline tend to receive awards or incentives from the company. When employees comply with company regulations, complete tasks on time, and demonstrate good work ethics, they are more likely to receive rewards as a form of appreciation for their performance. In the context of Self-Determination Theory (SDT) by Deci & Ryan (1987), rewards given on the basis of work discipline can strengthen intrinsic motivation if given in a way that supports basic psychological needs, namely autonomy, competence, and social connectedness. Consistent work discipline shows that individuals feel competent in carrying out their duties. When rewards are given as a form of recognition of this competence, the award not only functions as an external motivator, but also strengthens the individual's inner (intrinsic) satisfaction with their work.

A fair and transparent reward system can create a work environment that supports autonomy, where employees feel valued for their personal contributions, not just because of pressure or orders. This also indirectly increases relatedness, because employees feel recognized and appreciated by the organization and coworkers. The results of this study are in line with research conducted by Sigit Purnomo (2021), which states that rewards have a significant effect on work discipline, where giving the right rewards can improve employee discipline.

##### The influence of rewards on job satisfaction

Rewards have a significant influence on job satisfaction, indicating that competitive rewards that are in line with employee expectations can be a determining factor in increasing their satisfaction. When employees feel that the rewards given are commensurate with the effort or contribution they make, they are more likely to feel satisfied and motivated in their work. Competitive rewards that are in line with employee contributions are the main attraction that drives job satisfaction. This can be explained through the Self-Determination Theory (SDT) developed by Deci and Ryan (1987, 2000), where the fulfillment of basic psychological needs such as competence, autonomy, and

relatedness will encourage increased intrinsic motivation and have a positive impact on job satisfaction. Rewards that are given appropriately and fairly can strengthen employees' sense of competence, because they feel appreciated for their contributions. If rewards are also delivered in a way that supports autonomy and strengthens relationships with the organization, then the rewards are not only external, but also support psychological well-being.

By implementing the right reward strategy, companies can meet employee expectations and increase their job satisfaction. The results of this study are in line with research conducted by Haning et al. (2024) which states that the relationship between reward variables and job satisfaction is stated to be positive, where employees who feel they get proper appreciation tend to be more loyal and satisfied in their work.

### **The influence of work discipline on job satisfaction through rewards**

Work discipline has a significant influence on job satisfaction indirectly through rewards as a mediating variable. This shows that employee discipline can increase the acceptance of rewards, which then strengthens their satisfaction in working. Consistent implementation of work discipline encourages employees to work according to the standards set, thereby increasing their chances of getting rewards. In the context of Self-Determination Theory (SDT) by Deci and Ryan (1987), which states that motivation and job satisfaction will increase if basic psychological needs such as competence, autonomy, and relatedness are met. High work discipline reflects a sense of responsibility and self-control that supports the formation of competence, while rewards given on the basis of discipline strengthen feelings of being appreciated and recognized, which contribute to the fulfillment of relatedness and autonomy. Thus, rewards are not only the result of work discipline, but also act as a reinforcer of intrinsic motivation that has an impact on increasing job satisfaction.

After receiving rewards, employees feel appreciated for their contributions, which in turn increases job satisfaction. Thus, rewards play an important role as a bridge in connecting work discipline with job satisfaction. Research that is in line with these findings is research by Susbiyantoro et al. (2022), which shows that work discipline has a positive and significant effect on employee performance, with job satisfaction as a mediating variable. This study emphasizes the importance of work discipline in increasing employee job satisfaction and performance. In addition, research by Ariyanti (2023) also shows that the reward system has a significant effect on employee performance, with work discipline as a mediating variable. This study emphasizes the importance of the reward system and work discipline in improving employee performance.

### **The influence of work discipline on job satisfaction**

Work discipline has a significant influence on job satisfaction, indicating that employees who have high discipline tend to feel more satisfied with their jobs. When employees carry out their tasks responsibly, follow company rules, and have a good work ethic, they are more likely to feel comfortable and satisfied in the work environment. This

explanation can be linked to the Self-Determination Theory (SDT) by Deci and Ryan (1987), which emphasizes that job satisfaction arises when basic psychological needs—namely autonomy, competence, and relatedness—are met. Consistent work discipline reflects an individual's ability to manage their responsibilities independently (autonomy) and demonstrates the capability to complete tasks well (competence). In addition, a structured and professional work environment also supports the formation of positive social relationships (relatedness) between coworkers, which ultimately strengthens job satisfaction intrinsically.

The implementation of strict work discipline, such as adherence to schedules, timely completion of tasks, and good work ethics, contributes to increased employee job satisfaction. By creating a positive culture of discipline, companies can improve employee well-being and their work motivation. The results of this study are in line with research conducted by (Rahma et al., 2024) which states that the relationship between work discipline and job satisfaction is positive, where employees who feel their work environment is orderly and professional tend to be more satisfied and motivated to work better.

## 5. Conclusion

Based on the results of the study on the effect of work discipline on employee job satisfaction in MSME convection in Pasuruan Regency, it can be concluded that work discipline has a significant positive impact on job satisfaction. Disciplined employees tend to be more productive and feel more satisfied with the work they do. In addition, a fair and appropriate reward system serves as an important mediator in this relationship, where giving rewards can motivate employees to maintain or improve their discipline. Therefore, it is important for MSME convection to implement a balanced and effective reward system. The implementation of this strategy will not only improve work discipline, but also contribute to increased job satisfaction, which in turn will improve the company's long-term performance and success.

For further research, it is suggested to explore the role of other psychological factors, such as job engagement, organizational commitment, or job stress levels, as mediating or moderating variables in the relationship between work discipline, reward, and job satisfaction. In addition, testing other theories that are still relevant to work motivation, such as the Job Demands-Resources Model, or further development of Self-Determination Theory, can enrich the understanding of how employees' psychological needs are met in a work environment that emphasizes discipline and reward systems.

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