

## **The Influence of Remuneration and Work Discipline on Employee Performance With Work Motivation as Intervening Variables (Case Study at State Islamic Junior High School 2 Jember)**

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### ***Abstract***

*This research is motivated by the importance of human resources in determining organizational success and the gap in the remuneration system between Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) at MTs Negeri 2 Jember. The differences in allowances and facilities create a sense of injustice that has the potential to reduce employee motivation and performance. The purpose of this study is to analyze the effect of remuneration and work discipline on employee performance with work motivation as an intervening variable. This study uses a quantitative approach with Structural Equation Modeling–Partial Least Square (SEM-PLS) analysis techniques. The results show that remuneration has a positive and significant effect on employee performance ( $\beta = 0.243$ ;  $p = 0.007$ ), work discipline has a positive and significant effect on performance ( $\beta = 0.258$ ;  $p = 0.028$ ), and both have a significant effect on work motivation. Work motivation was also shown to have a positive effect on performance ( $\beta = 0.392$ ;  $p = 0.000$ ), but did not mediate the relationship between remuneration and performance ( $p = 0.060$ ). These findings indicate that improving employee performance at MTs Negeri 2 Jember can be achieved through a fair remuneration system and consistent implementation of work discipline, while work motivation plays a direct role in strengthening employee quality and productivity.*

**Keywords:** remuneration, work discipline, work motivation, employee performance, SEM-PLS

## Abstrak

Penelitian ini dilatarbelakangi oleh pentingnya peran sumber daya manusia dalam menentukan keberhasilan organisasi serta adanya kesenjangan sistem remunerasi antara Pegawai Negeri Sipil (PNS) dan Pegawai Pemerintah dengan Perjanjian Kerja (PPPK) di MTs Negeri 2 Jember. Perbedaan tunjangan dan fasilitas tersebut menimbulkan rasa ketidakadilan yang berpotensi menurunkan motivasi dan kinerja pegawai. Tujuan penelitian ini adalah untuk menganalisis pengaruh remunerasi dan disiplin kerja terhadap kinerja pegawai dengan motivasi kerja sebagai variabel intervening. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik analisis Structural Equation Modeling–Partial Least Square (SEM-PLS). Hasil penelitian menunjukkan bahwa remunerasi berpengaruh positif dan signifikan terhadap kinerja pegawai ( $\beta = 0,243$ ;  $p = 0,007$ ), disiplin kerja berpengaruh positif dan signifikan terhadap kinerja ( $\beta = 0,258$ ;  $p = 0,028$ ), serta keduanya berpengaruh signifikan terhadap motivasi kerja. Motivasi kerja juga terbukti berpengaruh positif terhadap kinerja ( $\beta = 0,392$ ;  $p = 0,000$ ), namun tidak memediasi hubungan antara remunerasi dan kinerja ( $p = 0,060$ ). Temuan ini menunjukkan bahwa peningkatan kinerja pegawai di MTs Negeri 2 Jember dapat dicapai melalui sistem remunerasi yang adil dan penerapan disiplin kerja yang konsisten, sedangkan motivasi kerja berperan langsung dalam memperkuat kualitas dan produktivitas pegawai.

**Kata Kunci:** remunerasi, disiplin kerja, motivasi kerja, kinerja pegawai, SEM-PLS

## INTRODUCTION

In this study, the researcher is interested in examining employee performance at MTs Negeri 2 Jember. The selection of the research location at MTs Negeri 2 Jember was based on several academic and contextual considerations that support the research's relevance and feasibility. Institutionally, MTs Negeri 2 Jember is one of the state junior high schools with a fairly good reputation in Jember Regency in terms of institutional management, employee discipline, and student achievement. This school is under the auspices of the Ministry of Religious Affairs and is a reference for quality Islamic-based religious education in the northern Jember region.

Furthermore, preliminary observations and informal interviews with the school revealed that MTs Negeri 2 Jember has a representative staff size, comprising both administrative staff and teaching staff. This dynamic and diverse work environment provides researchers with the opportunity to explore research variables such as remuneration, work discipline, motivation, and employee performance in greater depth. The school also implements a relatively modern administrative management system with a data digitization approach, enabling more effective and efficient data collection. MTs Negeri 2 Jember is also included in the category of madrasas that actively develop human resources through internal training and participation in government programs such as strengthening employee competency and improving public services. This strengthens the researcher's reasoning in assessing this madrasa as a suitable object for relevant research, focusing on the influence of internal factors on school employee performance.

Internal factors affecting employee performance at MTs Negeri 2 Jember include remuneration and work discipline. The difference in remuneration between Civil Servants (ASN) with Civil Servant (PNS) status and Government Employees with Work Agreements (PPPK) is a crucial issue in personnel management. Although both are legally part of the ASN as regulated in Law Number 20 of 2023 concerning ASN and Decree of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 16 of 2025 concerning Government Employees with Part-Time Work Agreements, there is a significant gap in income, allowances, and social security. Civil Servants receive a basic salary, performance allowance, position allowance, and

pension rights. Meanwhile, PPPK only receive a certain salary and allowances determined by government regulations, without pension rights and often do not receive performance allowances evenly, depending on regional or agency policies.

This gap creates problems in the workplace because civil servants (PNS) and non-civil servants (PPPK) often have similar duties, responsibilities, and workloads, but do not receive equal treatment in terms of welfare. This situation creates a sense of injustice that impacts the work spirit and motivation of PPPK and can even reduce overall performance. Furthermore, the unpreparedness of some local governments to allocate budgets for PPPK allowances adds to the complexity of implementing ASN policies that should be equitable. This issue highlights the importance of restructuring the ASN remuneration system so that the principles of justice, equality, and professionalism can be realized evenly for all state officials, without discrimination based on employment status.

The difference in remuneration has an impact on employee performance at MTs Negeri 2 Jember. Employee performance at MTs Negeri 2 Jember consists of 7 indicators including punctuality, quality of work, work productivity, work discipline, initiative and responsibility, teamwork and technical and administrative competence. The target set by MTs Negeri 2 Jember per assessment indicator is 100%, but it turns out that in 2022 it is only 95%, in 2023 it is 90% and in 2024 it is 90%. The performance assessment indicators for TU employees at MTs Negeri 2 Jember include the ability to organize school activity agendas and schedules, accuracy in document archiving, completeness of student and teacher administrative data and fast and polite information and correspondence services. The assessment target per indicator set by MTs Negeri 2 Jember is 100%, but it turns out that the target in 2022 to 2024 is only 90%.

The targets in the performance assessment naturally influence remuneration, which will also impact employee work discipline. If employee performance at MTs Negeri 2 Jember is deemed good, the Teaching and Learning (KBM) process can run smoothly. Conversely, if employee performance at MTs Negeri 2 Jember is suboptimal and less than optimal, the Teaching and Learning (KBM) process will be unbalanced and students will fail to achieve academic and non-academic achievements.

## LITERATURE REVIEW

### 1. Remuneration

According to Mochammad Surya (2004), remuneration is something received by State Civil Apparatus (ASN) as a form of reward for the contributions they have made to the organization where they work. Remuneration is an award or reward for work achievements achieved by employees in an agency. Remuneration is given with the hope that it will act as a shield for employees so they avoid KKN behavior or (collusion, corruption, and nepotism). According to Pora (2011), remuneration has the following indicators:

- 1) Wages
- 2) Incentive
- 3) Benefits
- 4) Bonuses and commissions
- 5) Allowance

### 2. Discipline

According to Simamora (2015), discipline is a procedure that corrects or punishes subordinates for violating regulations or procedures. Hasibuan (2021) explains that it is the key to an organization's or company's success in achieving shared goals. Desler (2009) also states that work discipline is a rule created by a company or organization aimed at encouraging employees to behave carefully at work so they can resolve problems. According to Hasibuan (2021), there are several indicators of discipline, including the following:

- 1) Goals and capabilities
- 2) Leadership role model
- 3) remuneration
- 4) Justice
- 5) Close Supervision (Waskat)
- 6) Penalty sanctions
- 7) Firmness
- 8) Human relations

### 3. Performance

According to Mangkunegara (2013), the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone), namely the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Robbins (2016) defines performance as a result achieved by an employee in his work according to certain criteria that apply to a job. Based on the above definition, it can be concluded that employee performance is the achievement of employee results in a process of carrying out his duties in accordance with the responsibilities given. By improving employee performance will have a positive impact on the company, so that employees have a good and optimal level of performance to help achieve company goals. Simamora also argues (2015) that performance is the result of employee work towards his contribution to the organization during a certain period of time.

Based on the above definition, the author takes the concept of performance as the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Robbins (2016) explains that indicators of performance include the following:

- 1) Quality of work
  - 2) Quantity of work
  - 3) Punctuality
  - 4) Effectiveness
  - 5) Commitment
4. Motivation

Mangkunegara (2021) explains that providing a driving force creates work enthusiasm in someone so that they are willing to cooperate, work effectively, and with integrity in all their efforts to achieve satisfaction. Hasibuan (2021) explains that motivation provides encouragement to employees to be enthusiastic about their work so they are willing to cooperate, work efficiently, and do their best to achieve satisfaction. According to Maslow (2013) in his book entitled "Motivation and Personality," he explains that employee work motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and

the need for self-actualization. In this study, the researcher used work motivation indicators from Maslow's theory in Hasibuan (2021), including the following:

- 1) Physiological needs.
- 2) Occupational safety and security needs
- 3) Social needs
- 4) Need for appreciation
- 5) Self-actualization needs

## RESEARCH METHODS

The study "The Effect of Remuneration and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable (Case Study at Mts Negeri 2 Jember)" used explanatory research. According to Ari Kunto (2021), explanatory research is a research method that aims to explain the causal relationship (cause and effect) between research variables through hypothesis testing, not just describing an event.

The population taken in this study based on the above theory is a total of 101 employees at MTs Negeri 2 Jember. In this study, a saturated sampling method was used by taking samples from the entire population taken in this study based on the above theory, namely 101 employees at MTs Negeri 2 Jember.

## RESULTS AND DISCUSSION

### Descriptive Analysis of Respondent Characteristics

The characteristics of respondents in this study can be seen based on the following categories.

#### 1. Gender

**Table 4.1 Respondent Gender**

<b>Gender</b>	<b>Amount</b>	<b>%</b>
Man	49	49.5%
Woman	52	50.2%
<b>Total</b>	<b>101</b>	<b>100.0%</b>

Data source: primary data, processed 2025

## 2. Respondent Age

**Table 4.2 Respondent Age**

Age	Amount	%
21 – 30 years old	18	13.9%
31 – 40 years old	33	34.7%
41 – 50 years old	32	33.7%
> 50 years	18	17.8%
<b>Total</b>	<b>101</b>	<b>100.0%</b>

Data source: primary data, processed 2025

## 3. Last Level of Education

**Table 4.3 Respondent's Last Education Level**

Education	Amount	%
SENIOR HIGH SCHOOL	6	6.9%
Diploma	10	7.8%
S1	70	68.3%
S2	15	16.8%
<b>Total</b>	<b>101</b>	<b>100.0%</b>

Data source: primary data, processed 2025

## 4. Length of work

**Table 4.4 Respondent's Length of Service**

Length of work	Amount	%
< 5 years	14	13.7%
5-10 years	25	24.8%
11-15 years	36	35.6%
>15 years	26	25.7%
<b>Total</b>	<b>101</b>	<b>100.0%</b>

Data source: primary data, processed 2025

## 5. Position

**Table 4.5 Respondent's Position**

Position	Amount	%
Teacher	68	67.3%
Administrative Staff (TU)	33	32.7%
<b>Total</b>	<b>101</b>	<b>100.0%</b>

Data source: primary data, processed 2025

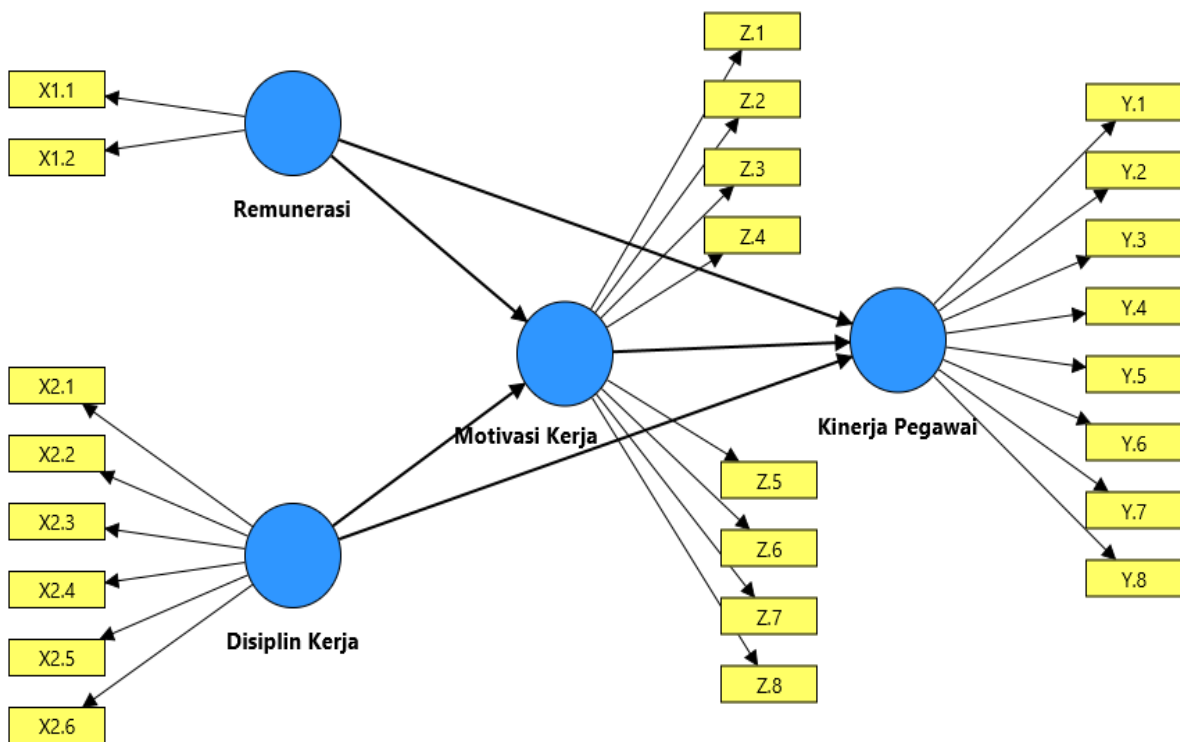
6. Employee Status

**Table 4.6 Employee Status**

Employee Status	Amount	%
Civil Servants (PNS)	72	71.3%
Non-Civil Servants (PNS)	29	28.7%
Total	101	100.0%

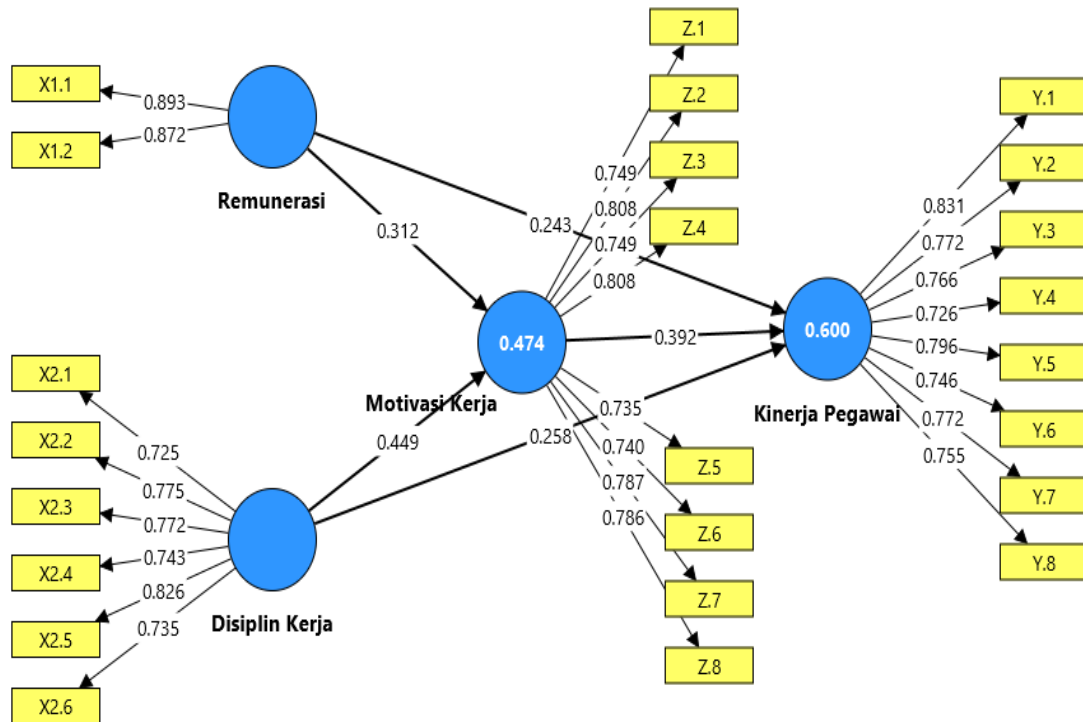
Data source: primary data, processed 2025

In this study, data processing and presentation were performed in diagram form using path analysis with Structural Equation Modeling (SEM-PLS) using SmartPLS. This measurement model test was conducted to ensure that the measurements used were appropriate (valid and reliable).



Data source: SEMPLs output, processed 2025

**Research Model**



Data source: SEMPLs output, processed 2025

**Outer Model Data Processing**

**Validity Test**

The results of the analysis of two validity tests using Structural Equation Modeling (SEM-PLS) using SmartPLS are detailed below:

**Loading Factor Value Table**

	Work Discipline	Employee Performance	Work motivation	Remuneration
X1.1				0.893
X1.2				0.872
X2.1	0.725			
X2.2	0.775			
X2.3	0.772			
X2.4	0.743			
X2.5	0.826			
X2.6	0.735			
Y.1		0.831		
Y.2		0.772		
Y.3		0.766		
Y.4		0.726		
Y.5		0.796		
Y.6		0.746		

The Influence of Remuneration and Work Discipline on Employee Performance With Work Motivation as Intervening Variables (Case Study at State Islamic Junior High School 2 Jember)

	Work Discipline	Employee Performance	Work motivation	Remuneration
Y.7		0.772		
Y.8		0.755		
Z.1			0.749	
Z.2			0.808	
Z.3			0.749	
Z.4			0.808	
Z.5			0.735	
Z.6			0.740	
Z.7			0.787	
Z.8			0.786	

Data source: SEMPLs output, 2025

**Convergent Validity**

The results of calculations using the SEM PLS model include the following:

**Cross Loading Output Value Table**

	Work Discipline	Employee Performance	Work motivation	Remuneration
X1.1	0.539	0.574	0.556	0.893
X1.2	0.565	0.548	0.487	0.872
X2.1	0.725	0.440	0.474	0.337
X2.2	0.775	0.534	0.520	0.547
X2.3	0.772	0.583	0.443	0.628
X2.4	0.743	0.499	0.551	0.368
X2.5	0.826	0.545	0.534	0.483
X2.6	0.735	0.404	0.410	0.491
Y.1	0.539	0.831	0.601	0.482
Y.2	0.532	0.772	0.588	0.404
Y.3	0.497	0.766	0.517	0.471
Y.4	0.497	0.726	0.420	0.535
Y.5	0.488	0.796	0.550	0.572
Y.6	0.439	0.746	0.554	0.429
Y.7	0.559	0.772	0.553	0.577
Y.8	0.525	0.755	0.532	0.444
Z.1	0.486	0.520	0.749	0.431
Z.2	0.516	0.609	0.808	0.540
Z.3	0.458	0.522	0.749	0.514
Z.4	0.504	0.595	0.808	0.421
Z.5	0.467	0.489	0.735	0.423
Z.6	0.495	0.464	0.740	0.414
Z.7	0.532	0.563	0.787	0.436
Z.8	0.508	0.545	0.786	0.464

Data source: SEMPLs output, processed 2025

**Discriminant Validity**

**Table 4.7 Fornell Larcker**

	Work Discipline	Employee Performance	Work motivation	Remuneration
Work Discipline	0.763			
Employee Performance	0.662	0.771		
Work motivation	0.644	0.701	0.771	
Remuneration	0.625	0.636	0.592	0.882

Data source: SEMPls output, processed 2025

**HTMT Test (Heterotrait-Monotrait Ratio)**

A low HTMT value indicates that the constructs being tested are clearly distinct from each other, thus discriminant validity is met. The recommended value limits are as follows:

HTMT < 0.90 → good discriminant validity (social/psychological model),

HTMT < 0.85 → very good (exact/experimental model).

**Table 4.8 Heterotrait-Monotrait Ratio (HTMT)**

	Work Discipline	Employee Performance	Work motivation	Remuneration
Work Discipline				
Employee Performance	0.746			
Work motivation	0.728	0.773		
Remuneration	0.797	0.789	0.733	

Data source: SEMPls output, processed 2025

**Average Variance Extracted (AVE) Test**

**Average Variance Extracted (AVE) Table**

	Average variance extracted (AVE)	V AVE	Criteria	Information
Work Discipline	0.583	0.763	≥0.50	Valid
Employee Performance	0.595	0.771	≥0.50	Valid
Work motivation	0.594	0.771	≥0.50	Valid
Remuneration	0.779	0.882	≥0.50	Valid

Data source: SEMPls output, processed 2025

## Reliability Test

### 1. Composite Reliability Test

The following are the composite reliability values of each variable used in this study as follows:

**Composite Reliability Table**

	Composite reliability (rho_a)	Composite reliability (rho_c)
Work Discipline	0.861	0.893
Employee Performance	0.904	0.921
Work motivation	0.904	0.921
Remuneration	0.720	0.876

Data source: SEMPLs output, processed 2025

### Cronbach's Alpha Test

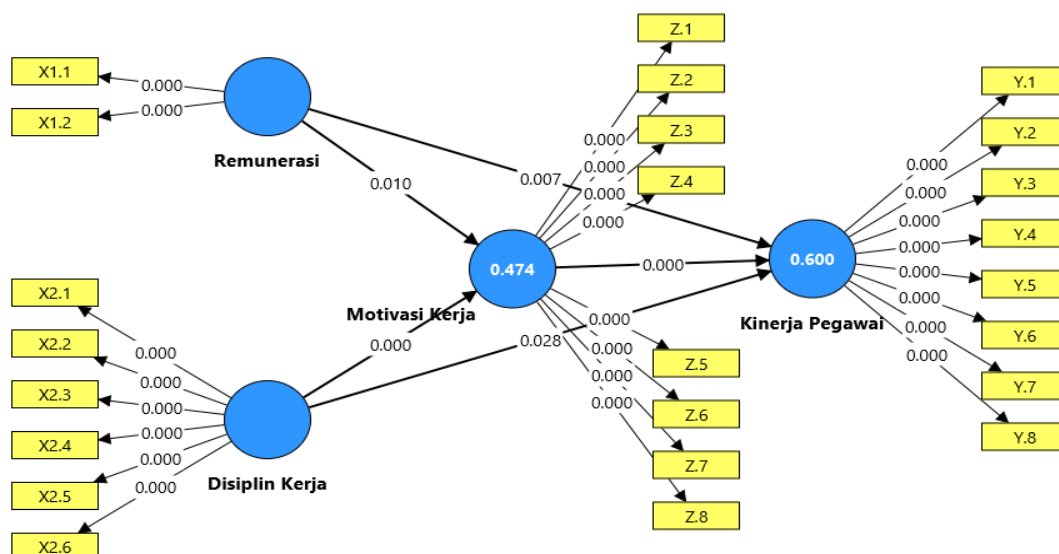
**Cronbach's alpha table**

	Cronbach's alpha
Work Discipline	0.857
Employee Performance	0.902
Work motivation	0.902
Remuneration	0.716

Data source: SEMPLs output, processed 2025

### Structural Model or Inner Model Testing

The test results using bootstrapping from the PLS analysis are as follows:



Data source: SEMPLs output, processed 2025

**Inner Model Data Processing Image**

**Fit Model**

**Model Fit Table**

	The Value of SmartPLS	Ideal Criteria	
SRMR (Standardized Root Mean Square Residual)	0.082	≤ 0.10 (fit)	
NFI (Normal Fit Index)	0.815	≥ 0.80 (fit)	Data
Chi Square	575.6	The smaller the better	source: SEMPLs

output, processed 2025

**Predictive Relevance (Q2)**

**Predictive Relevance Value Table (Q2)**

	R-square	Q Square
Employee Performance	0.600	0.400
Work motivation	0.474	0.526

Data source: SEMPLs output, processed 2025

**Effect Size (F2)**

The f2 value is calculated based on the change in the R2 value when an exogenous variable is removed from the model.

**Effect Size Table (f2)**

	f-square
Remuneration -> Employee Performance	0.081
Work Discipline -> Employee Performance	0.082
Remuneration -> Work Motivation	0.113
Work Discipline -> Work Motivation	0.233
Work Motivation -> Employee Performance	0.202

Data source: SEMPLs output, processed 2025

**Coefficient of Determination (R2)**

**Table of Coefficient of Determination (R2)**

	R-square	R-square adjusted
Employee Performance	0.600	0.587
Work motivation	0.474	0.463

Data source: SEMPLs output, processed 2025

## Hypothesis Testing

The bootstrapping resampling approach was used for hypothesis testing in SEM (Structural Equation Modeling) analysis due to the sample size of 101 respondents and the following decision rule:

- a) If  $p\text{-value} \leq 0.10$  (alpha 10%) then it is said *weakly significant*
- b) If  $p\text{-value} \leq 0.05$  (alpha 5%) then it is said *significant*
- c) If  $p\text{-value} \leq 0.01$  (alpha 1%) then it is said *highly significant*

Sem-PLS (Partial Least Squares) softwareSquares) 3.0 was used for hypothesis testing. The path coefficient values of the test results are shown below:

## Direct Effect Test

<b>Direct Influence Table</b>					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Remuneration -> Employee Performance	0.243	0.234	0.090	2,701	0.007
Work Discipline -> Employee Performance	0.258	0.266	0.117	2,202	0.028
Remuneration -> Work Motivation	0.312	0.306	0.121	2,576	0.010
Work Discipline -> Work Motivation	0.449	0.459	0.103	4,342	0.000
Work Motivation -> Employee Performance	0.392	0.392	0.107	3,662	0.000

Data source: SEMPls output, processed 2025

## Indirect Effect Test

The results of the indirect influence test or mediation variable analysis using the SEM (Structural Equation Modeling) application, which was processed based on research data from 101 respondents, are as follows:

**Table 4.9 Indirect Influence**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Remuneration -> Work Motivation - > Employee Performance	0.122	0.123	0.065	1,885	0.060
Work Discipline -> Work Motivation - > Employee Performance	0.176	0.178	0.057	3,082	0.002

Data source: SEMPLs output, processed 2025

### **The Influence of Remuneration on Employee Performance**

The results of data processing using Structural Equation Modeling Partial Least Square (SEM-PLS), the path coefficient ( $\beta$ ) between Remuneration and Employee Performance is 0.243 with a t-statistic of 2.701 and a p-value of 0.007 ( $<0.05$ ). The results of the study show that Remuneration (X1) has a positive and significant influence on Employee Performance (Y). The better the remuneration system implemented at MTs Negeri 2 Jember, the higher the level of employee performance. This finding is in line with the results of research by Syihab, et.al. (2023), Damayanti, et.al. (2024) and Agustin, et.al. (2023). However, this study contradicts the results of research by Ritonga, et.al. (2024) and Pangertuti and Achmad (2024) which prove that remuneration does not have a significant positive effect on performance.

### **The Influence of Work Discipline on Employee Performance**

The results of data analysis using Structural Equation Modeling Partial Least Square (SEM-PLS) show that the relationship between Work Discipline (X2) and Employee Performance (Y) has a path coefficient value ( $\beta$ ) = 0.258, t-statistic = 2.202, and p-value = 0.028, which means it is smaller than 0.05. The results of the study show that Work Discipline (X2) has a positive and significant influence on Employee Performance (Y). This finding is in line with the results of research by Dwi Darma (2024), Ardila Koto (2024) and Al Fadhil, et.al. (2024) which proves that work discipline has a positive effect on employee performance. However, the results of this

study differ from the research of Anggraini, et.al. (2020) and Failin, et.al. (2023) which explains that work discipline does not have a significant positive effect on performance. The higher the employee discipline in adhering to regulations, maintaining punctuality, and carrying out tasks according to procedures, the better the resulting performance. These findings indicate that work discipline is a key factor in building the professionalism of madrasah employees.

### **The Influence of Remuneration on Work Motivation**

The results of data analysis using Structural Equation Modeling Partial Least Square (SEM-PLS), the relationship between Remuneration (X1) and Work Motivation (Z) has a path coefficient value ( $\beta$ ) = 0.312, t-statistic = 2.576, and p-value = 0.010, which means it is smaller than 0.05. The results of the study show that Remuneration (X1) has a positive and significant influence on Work Motivation (Z), meaning that there is a positive and significant influence between remuneration and employee work motivation at MTs Negeri 2 Jember. This finding is in line with research by Marhazni (2024), Ritonga, et.al. (2023), Adrianingsih, et.al. (2024) and Rahmadani, et.al. (2024), Maisarah et al. (2024), Darmawan (2020), and Khalfallah et al. (2021) found that remuneration had a positive effect on work motivation. However, these findings differ from those of Mahathir et al. (2020), which found that remuneration did not have a significant positive effect on work motivation.

### **The Influence of Work Discipline on Work Motivation**

Based on the results of data processing with Structural Equation Modeling Partial Least Square (SEM-PLS), there is a relationship between Work Discipline (X2) and Work Motivation (Z) with a path coefficient value ( $\beta$ ) = 0.449, t-statistic = 4.342, and p-value = 0.000. A p-value smaller than 0.05 indicates that Work Discipline (X1) has a positive and significant influence on Work Motivation (Z). This means that the higher the level of work discipline of employees at MTs Negeri 2 Jember, the higher their work motivation. Strong discipline forms positive work habits, responsibility, and internal drive to achieve. This finding is in line with the research results of Deviyana, et.al. (2023), Roni, et.al. (2023) and Pantun Bukit, et.al. (2023) which explain that work

discipline has a significant positive effect on work motivation. However, the results of this study differ from those of Montela Nowe et al. (2023), which found that work discipline did not have a significant positive effect on work motivation.

### **The Influence of Work Motivation on Employee Performance**

The results of the Structural Equation Modeling Partial Least Square (SEM-PLS) analysis show a relationship between Work Motivation (Z) and Employee Performance (Y) with a path coefficient ( $\beta$ ) of 0.392, t-statistic of 3.662, and p-value of 0.000, which is less than 0.05. This indicates that Work Motivation has a positive and significant effect on Employee Performance, meaning that the higher the employee's work motivation, the better the performance they produce. Employees who have enthusiasm, clear work goals, and job satisfaction will show higher productivity, creativity, and responsibility. This finding is in line with research conducted by Fauzi, et.al. (2024), Sulaeman and Sugiarto (2024), Pertiwi, et.al. (2024), Nur Ana, et.al. (2024), Waskita and Windayanti (2021) and Santoso, et.al. (2023) found that work motivation has a significant positive effect on performance. However, these findings contradict those of Kasyifillah and Prjati (2023), Hermani (2022), and Syahical and Achmad (2025), which found that work motivation does not have a significant positive effect on performance.

### **The Influence of Remuneration on Employee Performance through Work Motivation**

Based on the results of the Structural Equation Modeling Partial Least Square (SEM-PLS) test for indirect relationships, the path Remuneration (X1)  $\rightarrow$  Work Motivation (Z)  $\rightarrow$  Employee Performance (Y) shows a path coefficient value ( $\beta$ ) = 0.122, t-statistic = 1.885, and p-value = 0.060. A p-value greater than 0.05 indicates that Work Motivation (Z) cannot mediate the effect of Remuneration (X1) on Employee Performance (Y). Thus, the H6 hypothesis is rejected. This means that although remuneration is proven to have a direct effect on employee performance (H1 is accepted), its effect is not mediated by work motivation. Employees of MTs Negeri 2 Jember tend to respond directly to remuneration on work results without going through

increased motivation first. This finding is in line with the results of research, the results of this study are different from the research of Ritonga, et.al. (2023) which explains that work motivation cannot mediate the effect of remuneration on performance. However, the results of this study differ from those of Agustin et al. (2023), who explained that work motivation can mediate the effect of remuneration on performance.

### **The Influence of Work Discipline on Work Motivation through Work Motivation**

Based on the results of the Structural Equation Modeling Partial Least Square (SEM-PLS) test, the indirect relationship between Work Discipline (X2) and Employee Performance (Y) through Work Motivation (Z) has a path coefficient value ( $\beta$ ) = 0.176, t-statistic = 3.082, and p-value = 0.002. The p-value is much smaller than 0.05 indicating that this indirect effect is statistically significant, so the H7 hypothesis is accepted. This means that work motivation is proven to mediate the relationship between work discipline and employee performance, meaning that employee discipline will increase their work motivation, which ultimately contributes positively to improved performance. Discipline not only forms orderly work habits, but also fosters enthusiasm and a sense of responsibility for work results. This finding has also been proven in Wijaya's (2023) research which explains that motivation can mediate the effect of work discipline on performance. However, the results of this study differ from the research by Erika and Gultom (2024) which explains that work motivation does not mediate the influence of work discipline on performance.

### **CONCLUSION**

Based on the results of data analysis using SEM-PLS on 101 respondents of MTs Negeri 2 Jember employees, it was concluded that Remuneration has a positive and significant effect on employee performance (H1 is accepted). Work discipline has a positive and significant effect on employee performance (H2 is accepted). Remuneration has a positive and significant effect on work motivation (H3 is accepted). Work discipline has a positive and significant effect on work motivation (H4 is accepted). Work motivation has a positive and significant effect on employee performance (H5 is accepted). Work motivation does not mediate the effect of

remuneration on employee performance (H6 is rejected). Work motivation mediates the effect of work discipline on employee performance (H7 is accepted).

This study has several limitations, including its limited study at one institution, MTs Negeri 2 Jember, which means the results cannot be generalized to other educational institutions. The number of respondents was relatively limited (101), allowing for further data representation. The variables studied included only remuneration, work discipline, work motivation, and employee performance; other factors such as leadership, organizational culture, and job satisfaction were not included. The study design was cross-sectional, meaning it was unable to describe changes in employee motivation and performance over the long term.

Theoretically, this study reinforces Herzberg's Two-Factor Theory, which explains that external factors such as remuneration are included in the hygiene factor category, preventing dissatisfaction but not always increasing intrinsic motivation. This finding also supports Adams's (1965) Equity Theory, which states that perceptions of fairness in the compensation system will directly influence employee work attitudes and performance. Furthermore, the results of this study emphasize the important role of work discipline in shaping motivation and performance, as emphasized in human resource management theory, which states that disciplinary behavior is a reflection of professional responsibility that has implications for organizational effectiveness.

## **SUGGESTION**

Based on the results and limitations of the research, the author can provide suggestions, including the following:

2. The remuneration system in the madrasa environment should be improved by emphasizing the principles of justice and based on individual performance.
3. Madrasah leaders should strengthen a consistent and comprehensive culture of discipline in every line of work.
4. Compensation policies should not only be oriented towards financial aspects, but also pay attention to non-material rewards such as recognition of achievements, opportunities to participate in training, and career development.

5. The implementation of discipline should not only be carried out through formal rules, but also through instilling the values of responsibility and commitment to work.
6. Madrasahs should strengthen the reward and recognition system for high-performing employees.
7. Madrasahs should not only focus on increasing remuneration, but also pay attention to psychological factors such as job satisfaction, employee involvement, and a sense of belonging to the institution.
8. Madrasah leaders should foster work motivation through a coaching approach that balances discipline and appreciation.

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