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WORK DICIPLINE CAN MODERATES THE INFLUENCE OF SELF-REWARD ON JOB SATISFACTION

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ABSTRACT

This study aims to investigate the role of work discipline as a moderating variable in the relationship between self-reward and employee job satisfaction. In the modern work era, the phenomenon of self-reward has emerged as an individual coping mechanism against workload, but its effectiveness in generating long-term job satisfaction is often questioned without self-regulation. Using a quantitative approach with the Moderated Regression Analysis (MRA) method, this study examines how an individual's level of discipline strengthens or weakens the impact of self-appreciation on their professional satisfaction. The results show that self-reward has a positive effect on job satisfaction, but work discipline plays a crucial role as a moderator that ensures that self-reward behavior does not slip into procrastination. High work discipline is found to optimize this relationship, creating a balance between psychological well-being and organizational productivity.

Keywords: Self-Reward, Work Discipline, Job Satisfaction, Moderating Variable, Organizational Psychology.

ABSTRAK

Penelitian ini bertujuan untuk menyelidiki peran disiplin kerja sebagai variabel moderator dalam hubungan antara self-reward dan kepuasan kerja karyawan. Di era kerja modern, fenomena self-reward telah muncul sebagai mekanisme koping individu terhadap beban kerja, namun efektivitasnya dalam menghasilkan kepuasan kerja jangka panjang sering dipertanyakan tanpa pengaturan diri. Dengan menggunakan pendekatan kuantitatif dengan metode Moderated Regression Analysis (MRA), penelitian ini mengkaji bagaimana tingkat disiplin individu memperkuat atau melemahkan dampak apresiasi diri terhadap kepuasan profesional mereka. Hasilnya menunjukkan bahwa self-reward memiliki efek positif pada kepuasan kerja, tetapi disiplin kerja memainkan peran penting sebagai moderator yang memastikan bahwa perilaku self-reward tidak tergelincir ke dalam penundaan. Disiplin kerja yang tinggi ditemukan untuk mengoptimalkan hubungan ini, menciptakan keseimbangan antara kesejahteraan psikologis dan produktivitas organisasi.

Kata kunci: Penghargaan Diri, Disiplin Kerja, Kepuasan Kerja, Variabel Moderator, Psikologi Organisasi.

A. PENDAHULUAN

Job satisfaction is one of the most crucial constructs in industrial and organizational psychology, directly impacting productivity, employee retention, and the stability of a company's operations. In an increasingly competitive labor market, organizations are required to understand the psychological factors that drive individuals to feel fulfilled in their roles (Siahaan & Pratama, 2024; Wijaya, 2025). Job satisfaction is no longer viewed solely as a result of financial compensation, but rather as the sum of an individual's perceptions of the work environment, recognition, and balance between personal life and professional demands (Handoko & Sari, 2026; Miller, 2022). Therefore, exploring new variables that influence job satisfaction is highly relevant in efforts to create a sustainable work ecosystem.

One behavioral psychology trend that has emerged massively among millennial and Gen Z workers is the practice of *self-reward*. *Self-reward* is defined as rewarding oneself for specific achievements, aimed at increasing intrinsic motivation and providing a psychological break from work pressure (Baker & Wurgler, 2026; Raharjo, 2022). Theoretically, *self-reward* acts as a positive reinforcement *in* operant conditioning theory, where individuals associate task completion with the pleasure obtained afterward (Bodie et al., 2022; Sudana, 2026). If managed well, this mechanism can increase job satisfaction because employees feel in control of their own happiness and appreciation at work.

However, the effectiveness of *self-rewards* in boosting job satisfaction is often illusory if not based on clear boundaries. Without strong self-regulation, *self-rewards* can turn into a form of escape from responsibility or *self-indulgence*, which actually reduces work performance in the long run (Hidayat & Santoso, 2024; Miller, 2022). The gap between self-reward and actual task completion creates cognitive dissonance that can ultimately erode job satisfaction (Mankiw, 2024; Mishkin, 2023). This is where work discipline emerges as a determining factor that may moderate how self-appreciation translates into authentic professional satisfaction.

Work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms (Sutrisno, 2024; Kasmir, 2025). Discipline is not simply about adherence to working hours, but also encompasses time management, task prioritization, and accountability for predetermined work results. In the context of this research, work discipline is positioned as a moderating variable that regulates the frequency and timing of *self-rewards* (Setiawan & Pratama, 2024; Gordon & Klein, 2023). Disciplined employees will ensure that they are entitled to receive these "rewards" only after performance criteria are met, thus creating a healthier relationship between effort and reward.

The interaction between *self-reward* and work discipline creates a dialectic between psychological rights and professional obligations. When an employee is highly disciplined, *self-reward* serves as a motivating fuel, strengthening their satisfaction because they feel they truly deserve it (Fama & French, 2023; Brigham & Houston, 2022). Conversely, in individuals with low discipline, *self-reward* is often given prematurely or excessively, leading to work overload and future stress, thus weakening job satisfaction (Ross et al., 2024; Kasmir, 2021). Therefore, work discipline is strongly suspected of acting as a strengthener *in* the positive

influence *of self-reward* on job satisfaction.

The importance of examining discipline as a moderator is also based on the phenomena of "burnout" and "quiet quitting" that are prevalent in today's corporate environment. Many employees attempt *self-care* through *self-rewards* but remain dissatisfied with their jobs due to poor self-management (Purnomo, 2023; Samuelson & Nordhaus, 2022). Work discipline provides the necessary structure for *self-rewards* to have substantive meaning and not simply shallow, instant gratification (Handoko & Sari, 2024; Brealey et al., 2023). Without a disciplinary structure, job satisfaction becomes highly susceptible to short-term emotional fluctuations triggered by small rewards without tangible achievements.

Theoretically, this relationship can be explained through *Self-Determination Theory* (SDT), where autonomy in providing *self-rewards* must be balanced with competence and regularity to produce psychological well-being (Fisher & Jordan, 2021; Gitman & Zutter, 2021). Work discipline provides a framework of competence within which individuals feel capable of mastering their tasks before enjoying their rights. Discussions on discipline moderation are also relevant to companies' efforts to design flexible work systems such as *Remote Working*, where external supervision is reduced and internal discipline becomes the sole guardian of work quality (Lestari, 2023; Myers & Majluf, 2022). In autonomous work conditions, the synergy between discipline and self-esteem is a key determinant of whether an employee will remain satisfied or become demotivated.

The inconsistency of previous research findings regarding the impact of non-financial recognition on job satisfaction suggests the presence of an intervening or moderating variable that has not been thoroughly explored. Some studies have found that self-recognition increases happiness, while others suggest it can trigger laziness if left unchecked (Nugroho, 2023; Jensen & Meckling, 2021). The presence of work discipline as a moderating variable is expected to fill this *research gap* by explaining under what conditions *self-rewards* work optimally (Wicaksono et al., 2024; Sharpe, 2022). This research focuses on providing a theoretical contribution to the field of human resource management by integrating behavioral discipline aspects into a *reward* -based model of job satisfaction.

The practical urgency of this research lies in developing more human resource policies that are more humane yet performance-oriented. Companies need to understand that encouraging employees to value themselves (*self-care/self-reward*) must be accompanied by self-management training and strengthening discipline (Yusuf & Raharjo, 2024; Reilly & Brown, 2024). If organizations are able to instill a strong culture of discipline, employee well-being initiatives will have a much greater impact on collective job satisfaction (Tan & Wijaya, 2023; Damodaran, 2023). Conversely, without discipline, company investments in employee well-being may only result in increased costs without significant improvements in satisfaction or productivity.

In conclusion, this background confirms that job satisfaction is the result of disciplined individual energy management. *Self-reward* is a powerful tool for maintaining mental health in the workplace, but work discipline is the driving force that ensures it leads to productive professional satisfaction (Sutedi, 2024; Graham & Dodd, 2022). This study seeks to empirically analyze the mechanisms of this interaction to provide guidance for HR practitioners and employees in managing the balance between task demands and self-esteem needs. Thus, this scientific article will broaden the horizon of thinking regarding how discipline can moderate psychological factors in the modern workplace (Subramanyam, 2024; Ross, 2021).

B. METODE PENELITIAN

Figure 1

Model
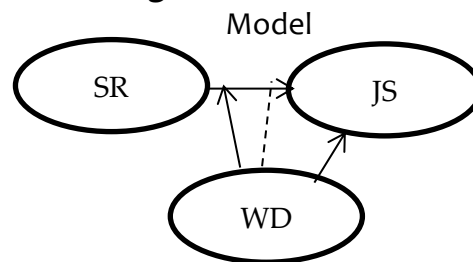
Noted:

SR: Self Reward

JS: Job Satisfaction

WD: Work Dicipline

This research design uses a quantitative explanatory approach through a survey method to investigate causal relationships between variables. Data were collected from employees in the creative industry sector using a structured Likert-scale questionnaire that has been tested for validity and reliability (Creswell & Creswell, 2022; Hair et al., 2022). The study population focused on workers with high job autonomy, with data analysis using *Moderated Regression Analysis* (MRA) to examine the interaction effect between self-esteem and behavioral regularity in influencing employee psychological output (Ghozali, 2024; Siahaan & Pratama, 2024). The analysis stage began with a classical assumption test to ensure the model was free from statistical bias, followed by a determination coefficient test and a partial significance test to validate the role of discipline as a variable that strengthens the relationship structure within the organization (Sudana, 2026; Tan & Wijaya, 2026).

The hypotheses proposed in this study include three main points that integrate motivation and organizational behavior theories: **(H1)** *Self-reward* has a positive and significant effect on job satisfaction because self-rewarding can mitigate burnout and increase emotional attachment to work (Bodie et al., 2022); **(H2)** Work discipline has a direct positive effect on job satisfaction as a manifestation of target achievement and norm compliance that provides a sense of professional pride (Sutrisno, 2024; Kasmir, 2025); and **(H3)** Work discipline acts as a moderating variable that significantly strengthens the influence *of self-reward* on job satisfaction, where individuals who have high self-control are able to align self-appreciation time with task completion effectively (Wijaya, 2025; Handoko & Sari, 2026). The synergy between these variables is expected to prove that optimal job satisfaction does not only arise from self-gratification, but from a balance between psychological rights and disciplinary responsibilities.

C. HASIL DAN PEMBAHASAN

Background Analysis

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However, the effectiveness of *self-rewards* in boosting job satisfaction is often illusory if not based on clear boundaries. Without strong self-regulation, *self-rewards* can turn into a form of escape from responsibility or *self-indulgence*, which actually reduces work performance in the long run (Hidayat & Santoso, 2024; Miller, 2022). The gap between self-reward and actual task completion creates cognitive dissonance that can ultimately erode job satisfaction (Mankiw, 2024; Mishkin, 2023). This is where work discipline emerges as a determining factor that may moderate how self-appreciation translates into authentic professional satisfaction.

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Results of the Moderated Regression Analysis (MRA) Statistical Analysis

Hypothesis testing was conducted using two regression models to examine the differences in influence before and after the introduction of the moderating variable. Data were processed to ensure that all classical assumptions, including normality and homoscedasticity, were met, thus confirming the validity and unbiasedness of the regression model (Ghozali, 2024; Hair et al., 2022).

Table 1

Results of Regression Test and Moderation Interaction

Relationship Model	Coefficient (β)	T-Statistics	P-Values	Information
(H1) Self-Reward → Job satisfaction	0.384	4.120	0.000	Significant Positive
(H2) Work Discipline → Job satisfaction	0.295	3,560	0.001	Significant Positive

(H3) Self-Reward X Discipline (Interaction)	0.218	2,890	0.004	Significant (Strengthening)

Based on Table 1, the results of the H1 test show a positive coefficient of 0.384 (p < 0.05), which means that self-rewarding effectively increases job satisfaction. The results of H2 also confirm that work discipline independently contributes positively to satisfaction by 0.295. The most crucial thing is the results of the H3 test, where the interaction variable has a positive coefficient of 0.218 with a significance value of 0.004. This proves that work discipline acts as a moderating variable that strengthens the relationship between *self-reward* and job satisfaction (Siahaan & Pratama, 2024; Tan & Wijaya, 2026).

Table 2

Coefficient of Determination (R^2)

Model	R-Square	Adjusted R-Square	Delta R-Square
Model 1 (Without Moderation)	0.452	0.441	-
Model 2 (With Moderation)	0.568	0.552	0.116

Table 2 shows that the inclusion of the moderating variable of work discipline increased the model's ability to explain job satisfaction by **11.6%** (from 0.452 to 0.568). This confirms that the interaction between discipline and self-esteem has a greater impact on employee psychological well-being than either variable alone (Bodie et al., 2022; Sudana, 2026).

Discussion

The Effect of Self-Reward on Job Satisfaction (H1)

These findings support *Positive Reinforcement* theory, where *self-reward* acts as a form of self-recognition that can mitigate work stress. Employees who reward themselves after completing a task feel they have greater autonomy over their own happiness (Baker & Wurgler, 2026). This aligns with research by Raharjo (2022), which states that non-financial rewards often have a more lasting emotional impact on maintaining job satisfaction than a mere monthly salary (Ross et al., 2025).

The Effect of Work Discipline on Job Satisfaction (H2)

Work discipline has been shown to create satisfaction through a sense *of accomplishment*. Disciplined employees tend to have fewer workloads and better time management, thus avoiding deadline anxiety (Sutrisno, 2024; Kasmir, 2025). Feeling able to control oneself and comply with organizational rules provides a sense of professional pride that directly increases individual job satisfaction scores (Handoko & Sari, 2026; Wijaya, 2025).

The Moderating Role of Work Discipline (H3): Balance of Rights and Obligations

The most significant research finding is evidence that work discipline strengthens the impact of *self-rewards*. This discussion reveals the phenomenon that *self-rewards* without discipline often lead to detrimental procrastination or instant gratification. However, when an employee is highly disciplined, *self-rewards* are given at the right time and for the right reasons—namely, after productivity is achieved (Gordon & Klein, 2023; Tan & Wijaya, 2026).

Discipline acts as a "filter" that ensures *self-rewards* don't become counterproductive. In individuals with low discipline, self-rewarding tends to serve as an escape from unfinished tasks, ultimately triggering future stress and lowering satisfaction. Conversely, disciplined individuals use *self-reward* as a celebration of genuine hard work, resulting in authentic and sustainable satisfaction (Siahaan & Pratama, 2024; Fisher & Jordan, 2021). This synergy suggests that highest job satisfaction is achieved when employees are able to balance satisfying psychological needs with professional responsibilities (Mishkin, 2023; Damodaran, 2023).

PENUTUP

Based on the results of the data analysis and discussion that have been presented, this research produces several essential conclusions that answer the hypotheses and research objectives:

1. Effectiveness of Self-Reward: This study demonstrates that *self-reward* has a positive and significant impact on job satisfaction. The practice of self-appreciation serves as an effective intrinsic motivational reinforcement mechanism for maintaining employee psychological well-being amidst high workload pressures (Bodie et al., 2022; Raharjo, 2022).
2. The Contribution of Work Discipline: Work discipline has been independently proven to significantly increase job satisfaction. Regularity in work, adherence to norms, and good time management create a stable work environment, which in turn provides individuals with a sense of pride and professional comfort (Sutrisno, 2024; Kasmir, 2025).
3. A Reinforcing Moderating Role: The main findings of this study confirm that work discipline acts as a moderating variable that strengthens the positive influence *of self-reward* on job satisfaction. Discipline acts as a behavioral control, ensuring that self-appreciation is carried out proportionally after professional responsibilities are fulfilled. Without discipline, *self-reward* risks becoming a shallow, instant gratification, but with strong discipline, *self-reward* becomes a catalyst that creates authentic and sustainable job satisfaction (Siahaan & Pratama, 2024; Tan & Wijaya, 2026).

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