

## **WORK DISCIPLINE, WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE: THE INTERVENING ROLE OF JOB SATISFACTION**

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**Abstrak** - Research Aims: This study aims to determine and analyze the influence of work discipline and work environment on employee performance through job satisfaction as an intervening variable at BWS Sumatera V Padang. Design/methodology/approach: This study used quantitative methods. Data were collected through questionnaires distributed to 85 respondents using a total sampling technique. Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) 4.0. Research Findings: The results of this study indicate that work discipline has a significant and insignificant effect on job satisfaction. The work environment has a positive and significant effect on job satisfaction. However, work discipline does not significantly influence employee performance. Job satisfaction was found to be unable to mediate the effect of work discipline on employee performance. Theoretical Contribution/Originality: This study provides a new perspective on the dynamics of job satisfaction as a mediator that is not always significant and the context of managing water resources.

**Keywords:** Work Dicipline, Work Environment, Employee Formance, Job Satisfact.

### **INTRODUCTION**

Optimal employee performance is crucial for supporting the effectiveness of the Sumatra V Padang River Basin Center (BWS), a government agency tasked with managing water resources in West Sumatra. To ensure smooth operation and achieve the agency's goals, employee performance must be continuously improved

Employee performance is influenced by various factors, both internal and external, one of which is the work environment. A comfortable, safe, and supportive work environment, both physically and non-physically, will create a conducive work atmosphere and increase employee motivation and productivity.

Conversely, an inadequate work environment can lead to decreased morale, fatigue, and suboptimal performance. Furthermore, job satisfaction also plays a crucial role. Job satisfaction reflects the extent to which employees are satisfied with their jobs, including salary, relationships with coworkers, development opportunities, and attention from management.

**Table 1. Performance Assessment Data**

No	Year	Number of Employees	Performance Target	Performance Realization (%)	Achievement (%)
1	2023	111 Person	100	87	87%
2	2024	131 Person	100	84	84%
3	2025	262 Person	100	90	90%

Table 1. above shows that employee performance assessments over the past three years show fluctuations in performance achievement, indicating an unstable condition. In 2023, performance achieved 87% of the target, then decreased in 2024 to 84% due to improvements in work systems and technical training for employees. However, in 2025, performance increased again to 90%. This decline is believed to be due to several factors, particularly the work environment, which does not fully support productivity.

## **METHOD**

This study employs a quantitative research design with an associative approach to determine the relationship and influence between variables. The research was conducted at BWS Sumatera V Padang, focuses on water resource dynamics.

### **Population and Sample**

The population for this study consists of all employees working at BWS Sumatera V Padang. Given the specific organizational structure, the researchers utilized a total sampling (census) technique to ensure comprehensive data representation. The final sample size involved in this study is 85 respondents. This approach was chosen to minimize sampling error and provide a holistic view of the internal organizational climate.

### **Data Collection Techniques**

Primary data were gathered through the distribution of structured questionnaires. Each item in the questionnaire was measured using a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

The indicators for work discipline, work environment, job satisfaction, and employee performance were adapted from validated psychological and management scales to ensure construct validity. In addition to primary data, secondary data were obtained through institutional documents and literature relevant to the company's operational profile.

### **Data Analysis Techniques**

The data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach, processed via SmartPLS 4.0 software. The analysis was conducted in two primary stages:

1. Outer Model Evaluation: This involved testing Convergent Validity (loading factors and Average Variance Extracted/AVE), Discriminant Validity (Fornell Larcker criterion and Cross-loadings), and Reliability (Cronbach's Alpha and Composite Reliability).
2. Inner Model Evaluation: This focused on testing the structural model by observing the R-Square (R<sup>2</sup>) values and path coefficients. Hypothesis testing was performed through the bootstrapping method to determine the T-statistics and P-values, specifically to evaluate both direct effects and the indirect (intervening) effects of job satisfaction.

## **RESULT AND DISCUSSION**

### **Result**

The data analysis was performed using PLS-SEM to evaluate the structural relationships between Work discipline (X1), Work Environment (X2), Job Satisfaction (Z), and Employee Performance (Y). The measurement model (outer model) confirmed that all indicators met the criteria for convergent and discriminant validity, with Composite Reliability values exceeding 0.70.

The structural model (inner model) assessment shows an R-Square (R<sup>2</sup>) for Job Satisfaction of 0.550, indicating that 55% of the satisfaction variance is explained by discipline and environment. Meanwhile, the R<sup>2</sup> for Employee Performance is 0.655, suggesting a strong predictive power of the model.

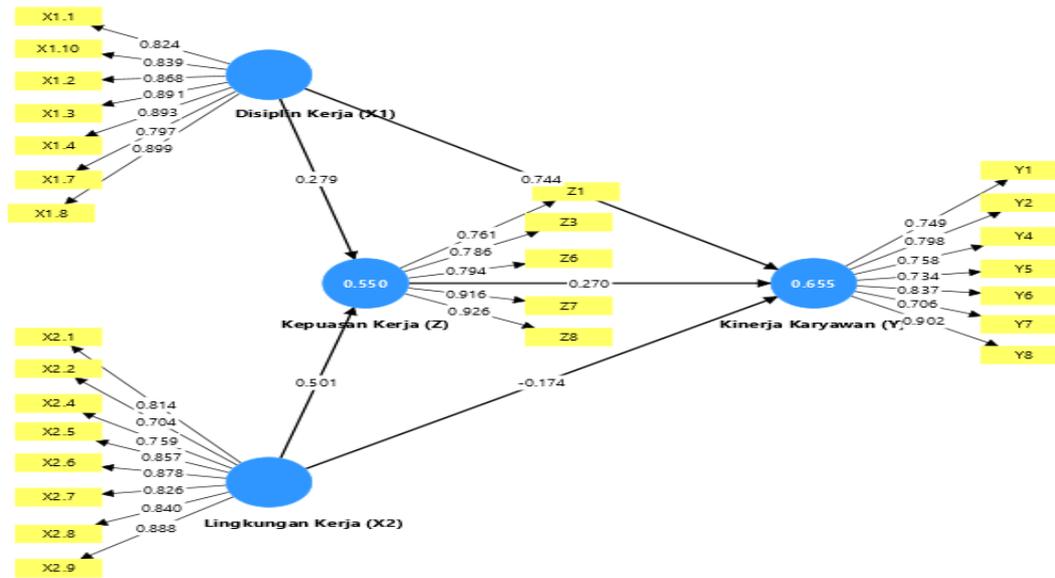


figure 1. Structural Model Results

### PATH COEFFICIENTS ANALYSIS

The path coefficient analysis is used to determine the strength and direction of the relationships between the constructs in the structural model. This evaluation is divided into direct effects and indirect effects to test the hypotheses established in this study.

#### 1. Direct Effects

The direct effect analysis measures the influence of the exogenous variables on the endogenous variables without the presence of a mediating variable. Based on the SmartPLS processing results, the direct effects are summarized in the following table:

Table 2: Results of Direct Effects Testing

Relationship	Original Sample ( $\beta$ )	T-Statistics	P-Values	Conclusion
Work Discipline (X1) -> Job Satisfaction (Z)	0.279	1.268	0.205	Rejected
Work Discipline (X1)->Employee Performance (Y)	0.744	4.588	0.000	Accepted
Job Satisfaction (Z)-> Employee Performance (Y)	0.270	1.494	0.135	Rejected
Work Environment (X2)-> Job Satisfaction (Z)	0.501	2.227	0.026	Accepted
Work Environment (X2)-> Employee Performance (Y)	-0.174	0.895	0.371	Rejected

#### 2. Indirect Effects

The indirect effect analysis evaluates the role of job satisfaction as a mediating (intervening) variable between the independent variables and employee performance.

Table 3: Results of Indirect Effects Testing

Relationship	Original Sample	T-Statistics	P-Values	Conclusion
X1 -> Z -> Y	0.075	0.761	0.447	No Mediation
X2-> Z -> Y	0.235	1.205	0.228	No Mediation

## **Discussion**

### **The Antecedents of Job Satisfaction at BWS Sumatera V Padang**

The statistical results confirm that both internal drivers and external conditions are vital in shaping how employees feel about their work.

#### **Direct Effect**

##### *The Effect of Work Discipline on Job Satisfaction*

Based on the results of statistical testing, work discipline has a significant effect on employee job satisfaction. This finding indicates that although work discipline plays a crucial role in creating order, discipline, and the smooth running of work activities within an organization, in this study, work discipline has not been able to significantly impact employee job satisfaction.

##### *The Influence of Work Environment on Job Satisfaction*

Based on the results of statistical testing, it can be concluded that the work environment has a positive and significant influence on employee job satisfaction. This finding indicates that improving the quality of the work environment will be followed by an increase in the level of job satisfaction experienced by employees. A conducive, safe, and supportive work environment plays a crucial role in shaping employees' positive attitudes and perceptions of their work. Therefore, creating a positive work environment can be used as a strategic effort by organizations to increase employee job satisfaction.

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

Based on the results of the statistical tests conducted, it can be concluded that work discipline has a significant impact on employee performance.

This finding indicates that increasing employee discipline will lead to increased performance. Work discipline is a crucial factor that motivates employees to perform their work in accordance with the provisions, standards, and responsibilities established by the organization. Therefore, effectively implementing work discipline can significantly contribute to improving employee performance.

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

Based on the results of statistical testing, the work environment has a positive and significant influence on employee performance. This finding indicates that although the work environment plays a role in supporting the smooth running of daily operations, in this study, the work environment has not been able to make a significant contribution to improving employee performance. Therefore, variations in employee performance levels tend to be influenced by factors other than the work environment.

##### *The Influence of Job Satisfaction on Employee Performance*

Based on the results of the data processing and testing conducted, it can be concluded that job satisfaction has no significant influence on employee performance. This finding indicates that although job satisfaction can create a sense of comfort and a positive attitude toward work, this study has not been shown to have a significant impact on improving employee performance.

#### **Indirect Effect**

##### *Job Satisfaction in Mediating Work Discipline on Employee Performance*

Based on the statistical analysis, it can be concluded that work discipline does not significantly influence employee performance through job satisfaction. This finding indicates that work discipline does not have a positive and significant effect on employee performance when job satisfaction is used as a mediating variable. This condition indicates that employee discipline levels have not been able to maximize job satisfaction, so its impact on improving employee performance has not been significantly felt.

### *Job Satisfaction in Mediating the Work Environment on Employee Performance*

Based on the results of the statistical tests conducted, it can be concluded that the work environment does not have a positive and significant influence on employee performance through job satisfaction. This finding indicates that the work environment has not significantly contributed to improving employee performance when job satisfaction acts as a mediating variable.

### **CONCLUSION**

1. Work discipline has a significant and insignificant effect on job satisfaction at BWS Sumatera V Padang.
2. Work environment has a positive and significant effect on job satisfaction at BWS Sumatera V Padang.
3. Work discipline has a significant and insignificant effect on employee performance at BWS Sumatera V Padang.
4. Work environment has a positive and significant effect on employee performance at BWS Sumatera V Padang.
5. Job satisfaction has a significant and insignificant effect on employee performance at BWS Sumatera V Padang.
6. Job satisfaction does not mediate the effect of work discipline on employee performance at BWS Sumatera V Padang.
7. Job satisfaction does not mediate the effect of the work environment on employee performance at BWS Sumatera V Padang.

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