

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables



Catur Setianingrum¹, Susi Widjajani², Agus Saur Utomo³, Ridwan Baraba⁴, Algifari⁵

^{1,2,3,4}Universitas Muhammadiyah Purworejo, Indonesia

⁵STIE YKPN Yogyakarta, Indonesia

ABSTRACT: This study aims to investigate the relationship between discipline and work environment on employee performance, as well as the mediating function that job satisfaction has in both relationships. Purposive sampling was used in the sampling technique, and provided 139 employees of the Purworejo Regency Food Security and Agriculture Agency as respondents. A questionnaire with multiple choice answers on a Likert scale is used to collect data. Using the Smart PLS for analyzing the data, the result shown that job satisfaction has been moderated the direct relationship between discipline and the workplace environment and employee performance. These findings suggest that if the work environment of the Purworejo Regency Food Security and Agriculture Service employees improves, such as through the provision of facilities that are sufficiently complete and adequate, the environment is clean, the atmosphere of the workspace is calm, the arrangement of rooms is in accordance with needs, and relationships with coworkers are amicable, then some will increase employee satisfaction at work, and job satisfaction will affect employee. Future research is suggested to include additional factors including organizational culture, employee motivation, leadership, loyalty, or commitment.

KEYWORDS: Discipline; Work Environment; Employee Performance; Job Satisfaction

INTRODUCTION

In order to fill jobs in the government, civil servants development officials regularly appoint Indonesian nationals who meet certain conditions as State Civil Apparatus employees (Government of Indonesia: 2014). Civil servants positions are pursued through career pathways rather than on the basis of popular vote-based general elections. A high career path requires good employee performance. Additionally, a variety of influencing elements, including discipline, work environment, and job satisfaction, affect how well an employee performs.

The Department of Food Security and Agriculture (DKPP) of Purworejo Regency is one of the government institutions whose job is to carry out the affairs of the Regional Government of Purworejo Regency in the field of food crop agriculture and horticulture, plantations, animal husbandry, infrastructure and facilities, UPT and functional group positions. DKPP Purworejo Regency has 252 employees consisting of 145 civil servants and 107 non-PNS employees. Employee performance wasn't at its best, according to observations and discussions with the DKPP Purworejo Regency's Head of General Affairs and Personnel Sub-Division. Many employees are tardy in finishing their tasks, and there is poor inter-employee communication. Employee dissatisfaction with their work is also a result of the lack of communication among coworkers. Indicators of the still low level of employee discipline were also discovered. This is shown by the presence of workers who disobey established rules, such as arriving past the scheduled hour, leaving before the scheduled time, smoking in the workplace, and not dressing appropriately. Additionally, it appears that the workplace is less comfortable and adequate. This is indicated by the ineffective spatial planning which makes coordination difficult and also confuses the visitors who come. The number of electronic devices such as computers is also very limited so that employees must bring their own electronic equipment (laptop).

RESEARCH PURPOSES

Based on the history of the issues previously discussed, the goal of this study was to investigate the relationship between job satisfaction and both the influence of work discipline and the workplace environment on employee performance.

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

LITERATURE REVIEW

Human Resource Management

Whether an organization is huge or small, its human resources are a critical component. This is due to the fact that all organizational actions are driven by human resources. Even when the numerous variables required are there, the organization cannot function without the role of human resources. A significant factor in influencing an organization's growth or development is its human resource base. The quality of an organization's human resources determines its success or development. High performance is one indicator of quality human resources (Kasmir: 2019). To attain its objectives, every organization must enhance the performance of its people resources (Hapsoro et al.: 2022). As a result, human resources must be empowered through the use of Human Resource Management (Hasibuan: 2019).

Discipline

Workplace discipline is an employee's commitment to taking tasks seriously. Workplace discipline, according to Sutrisno (2020), is an attitude of respect for corporate rules and regulations that exists inside employees and can willingly adapt to corporate laws and regulations. Meanwhile, work discipline, according to Davis (2014), is the application of management to strengthen organizational norms. It will be exceedingly challenging to achieve the principles and goals of the organization without the support of the workforce's work discipline. According to Sutrisno (2020), the presence of rules governing working hours, fundamental rules governing attire and demeanor at work, rules governing how to perform tasks and collaborate with other units, and rules governing what may and may not be done while working are all indications of work discipline.

Work Environment

The atmosphere or conditions around the workplace site in the form of spaces, designs, resources, and infrastructure that fall under the purview of the business are referred to as the work environment, according to Kasmir (2019). Conversely, an unfavorable work environment will have a negative effect and likely to lower the welfare of employees in the firm. A favorable work environment can promote job satisfaction and further improve employee welfare. Sedarmayanti (2017) asserts that the two indicators of the workplace are the non-physical work environment indicators and the physical work environment indicators. The physical working environment includes things like lighting, air flow through the office, room layout, office supplies, noise levels, and facilities. While the non-physical work environment consists of interactions with managers, connections with coworkers, employee communication, and job security.

Job Satisfaction

Sutrisno (2020) asserts that a significant issue affecting employee productivity is job satisfaction. High levels of work demands and complaints are frequently linked to dissatisfaction. Mangkunegara (2017) defines job satisfaction as a feeling that supports or disapproves an employee in relation to his or her condition or place of employment. According to Spector in Priansa (2017) job satisfaction can be measured by salary, promotion, supervision or relationship with superiors, benefits, awards, procedures for work regulations, co-workers, the work itself and communication. Job satisfaction is a reflection of how people or employees feel about their employment. Employees must be able to feel and love their work in addition to performing their official jobs in the workplace. This will prevent boredom and make them more productive.

Employee Performance

Performance is the end result of the work and work behavior that has been attained in finishing the duties and responsibilities assigned in a specific amount of time (Kasmir: 2019). Employee performance, according to Mangkunegara (2017), is the outcome of the quality and amount of work that an employee completes while carrying out his duties in accordance with the obligations assigned to him. As stated by Kasmir (2019) employee performance can be measured by the quality (quality) of the results of the completion of an activity, the quantity (amount) produced by an employee, the time period given, the emphasis on costs or costs incurred for each company activity, relationship between comfortable employees and cooperation to produce better work activities. According to Kasmir (2019), abilities and skills, knowledge, work design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, dedication, and work discipline are all characteristics that might have an impact on performance.

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

METHODOLOGY

Population and Sample

All of the Department of Food Security and Agriculture employees in Purworejo Regency composed the study's population. 139 respondents made up the sample, which was selected using a purposive sampling technique, a sample selection method that takes specific factors into account (Sugiyono & Setiyawati: 2021).

Data Collection Procedures and Instrumentation

A questionnaire is used in this study to gather data. Direct distribution of questionnaires to study locations was done in addition to using the Google Form. The questionnaire's questions were graded by respondents using a Likert scale, which ranged from 1 for strongly disagreeing to 5 for agreeing.

Data Analysis Techniques

Partial Least Squares (PLS) was the method of data analysis applied in this investigation. A multivariate statistical technique called PLS analysis allows comparisons to be done between numerous dependent and independent variables (Abdillah & Hartono: 2015). Due to the relatively complex nature of the relationships between the variables in this study, PLS was chosen, and Smart PLS (Partial Least Square) 3.0 for Windows was utilized to process the data.

RESEARCH RESULTS

Statistical Analysis Results

By evaluating the outer model and inner model, the PLS evaluation model is put into action. Convergent validity, discriminant validity, and composite reliability are used to evaluate the outer model in order to determine its validity and reliability. R-Square and hypothesis testing are used to assess the inner model's ability to forecast the relationship between latent variables (Wijaya: 2019).

Convergent Validity

The convergent validity test uses the Loading Factor, Average Variance Extracted (AVE), and Communality as parameters. If the Loading Factor value is greater than 0.7, the Average Variance Extracted (AVE) value is greater than 0.5, and the Community value is greater than 0.5, the research instrument is said to be valid (Wijaya: 2019).

Table 1. Convergent Validity Test

Variable	Indicator	Loading Factor	AVE
Dicipline (X1)	X11	0,859	0,704
	X12	0,855	
	X13	0,844	
	X14	0,812	
	X15	0,838	
	X16	0,825	
Work Enviroment (X2)	X21	0,854	0,689
	X22	0,850	
	X23	0,821	
	X24	0,827	
	X25	0,808	
	X26	0,822	
	X27	0,827	
Job Satisfaction (M)	M1	0,822	0,679
	M2	0,817	
	M3	0,834	
	M4	0,858	
	M5	0,849	
	M6	0,845	
	M7	0,829	

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

	M8	0,814h	
	M9	0,818	
	M10	0,806	
	M11	0,797	
	M12	0,818	
	M13	0,826	
	M14	0,824	
	M15	0,800	
Employee Performance (Y)	M16	0,826	0,690
	Y1	0,843	
	Y2	0,830	
	Y3	0,820	
	Y4	0,806	
	Y5	0,797	
	Y6	0,830	
	Y7	0,862	
	Y8	0,851	
Y9	0,835		

Source: (Survey, 2022)

Table 1's Convergent Validity Results indicate that each indicator's loading factor is more than 0.7, which indicates that each indicator for each variable is recognized as valid. Additionally, each variable's AVE value is greater than the expected AVE value, which is greater than 0.5. As a result, the variable has excellent construct validity.

Discriminant Validity

The value of the cross loading factor used to assess whether the construct has enough discriminant is known as discriminant validity. The parameters employed compare the correlation of latent variables with the square root of AVE. If each variable and the square root of the AVE are more than the correlation of the latent variables, the instrument is considered to have good discriminant validity (Wijaya: 2019).

Table 2. Results of AVE Root Values and Correlation Between Constructs

Variable	Dicipline	Work Environment	Job Satisfaction	Employee Performance
Dicipline (X1)	0.942			
Work Environment (X2)	0.839	0.940		
Job Satisfaction (M)	0.786	0.624	0.930	
Employee Performance (Y)	0.831	0.747	0,752	0.938

Source: (Survey, 2022)

The AVE root value for each variable in this study model is higher than the correlation value between that variable and the other variables, according to the AVE root value and the correlation between constructs provided in Table 2. As a result, the constructs in this study paradigm can be stated to have good discriminant validity.

Composite Reliability

Cronbach's Alpha and Composite Reliability are the parameters utilized in research using PLS analysis techniques to gauge and evaluate reliability (Wijaya, 2019). The Cronbach's Alpha parameter is used to assess the indicator's level of consistency within the latent construct. If the Cronbach's Alpha value is higher than 0.7, the construct is considered to be dependable. While the Composite Reliability parameter seeks to gauge the true worth of a construct's reliability. If the Composite Reliability value exceeds 0.7, the construct is deemed to be dependable. The outcomes of the composite reliability test are summarized below.

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

Table 3. Calculation of Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability
Dicipline (X1)	0.916	0,935
Work Environment (X2)	0.925	0,939
Job Satisfaction (M)	0.968	0,971
Employee Performance (Y)	0.944	0,952

Source: (Survey, 2022)

Based on the results in Table 3, it is clear that the Composite Reliability value and Cronbach's Alpha value for each variable are both greater than 0.7. This demonstrates the high reliability of all the study's variables.

R-Square

The impact of some exogenous latent factors on endogenous latent variables can be explained using R-Square. The R-Square value of 0.75 has a strong influence, 0.50 has a medium or moderate influence, and 0.25 has a weak influence, according to Ghozali (2021).

Table 4. R-Square Value Results

Variabel	R Square (R ²)	R Square Adjusted
Job Satisfaction (M)	0,904	0,902
Employee Performance (Y)	0,918	0,916

Source: (Survey, 2022)

Based on the information in table 4 above, it can be seen that the Employee Performance variable's (Y) R-Square value is 0.916, indicating a strong influence. This result shows that 91.6% of the variables affecting employee performance can be accounted for by the variables of work discipline (X1), work environment (X2), and job satisfaction (M), with the remaining 8.4% being impacted by factors not included in the study. Then, the Job Satisfaction variable's (M) R-Square value is 0.902, indicating a strong influence. The measurement of this value reveals that the variables of Work Discipline (X1) and Work Environment (X2) can account for 90.2% of the variable Job Satisfaction (M), while 9.8% is influenced by other factors not included in the study.

Hypothesis Verification

In this work, the path coefficient, significant value (t-statistic), and p-value were used to test hypotheses. The study's general guidelines state that the hypothesis is accepted if the t-statistic value is more than 1.96 and the p-value is less than 0.05. This study's significance level is 0.05. (Ghozali: 2021).

Table 5. Hypothesis Testing Results

Hypothesis	Connection	Original Sample (O)	T Statistics (O/STDEV)	P Values	Signification
H1	X1 -> Y	0,377	4,547	0,000	Significant
H2	X2 -> Y	0,166	2,169	0,030	Significant
H3	X1 -> M	0,388	5,167	0,000	Significant
H4	X2 -> M	0,577	7,754	0,000	Significant
H5	M -> Y	0,434	5,907	0,000	Significant
H6	X1 -> M -> Y	0,168	3,763	0,000	Significant
H7	X2 -> M -> Y	0,251	4,874	0,000	Significant

Source: (Survey, 2022)

According on the findings of the hypothesis testing in Table 5, the following explanations are possible::

H1: Work Discipline variable (X1) path coefficient value on employee performance (Y) is 0.377, t-statistic value is 4.547, and p-value is 0.000. This indicates that the variable Work Discipline (X1) has a positive and substantial impact on Employee Performance because the value of the positive path coefficient, the t-statistic, and the p-value are all more than 1.96 and 0.05,

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

respectively (Y). These findings demonstrate that the first hypothesis, according to which Work Discipline (X1) has a favorable impact on Employee Performance, is justified (Y).

H2: The relationship between the Work Environment variable (X2) and Employee Performance (Y) has a path coefficient value of 0.166, a t-statistical value of 2.169, and a p-value of 0.030. This indicates that the Work Environment variable (X2) has a positive and significant effect on Employee Performance because the positive path coefficient value, the t-statistic is greater than 1,96, and the p-value is less than 0.05. (Y). These findings demonstrate that the second hypothesis, according to which the workplace environment (X2) has a favorable impact on worker performance, is justified (Y).

H3: Work Discipline variable (X1) path coefficient value on Job Satisfaction (M) is 0.388, t-statistic value is 5.167, and p-value is 0.000. This indicates that the variable Work Discipline (X1) has a positive and significant effect on Job Satisfaction because the value of the positive path coefficient, the t-statistic, and the p-value are all more than 1.96 and 0.05, respectively (M). These findings demonstrate that the third hypothesis, according to which work discipline (X1) has a favorable impact on job satisfaction, is correct (M).

H4: The relationship between the Work Environment variable (X2) and Job Satisfaction (M) has a path coefficient value of 0.577, a t-statistic value of 7.754, and a p-value of 0.000. This indicates that the Work Environment variable (X2) has a positive and significant effect on Job Satisfaction because the positive path coefficient value, the t-statistic is greater than 1,96, and the p-value is less than 0.05. (M). These findings demonstrate that the fourth hypothesis, according to which the Work Environment (X2) has a favorable impact on Job Satisfaction, is correct (M).

H5: The relationship between the Job Satisfaction (M) variable and Employee Performance (Y) is described by a path coefficient of 0.434, a t-statistic of 5.907, and a p-value of 0.000. This indicates that the variable Job Satisfaction (M) has a positive and significant impact on Employee Performance because the value of the positive path coefficient, the t-statistic, and the p-value are all more than 1.96 and 0.05, respectively (Y). These findings demonstrate that the third hypothesis, according to which Job Satisfaction (M) has a favorable impact on Employee Performance, is supported (Y).

H6: Work discipline (X1) has an indirect path coefficient of 0.168 on Employee Performance (Y) through Job Satisfaction (M), with a t-statistic value of 3.763 and a p-value of 0.000. Work Discipline (X1) has a direct path coefficient of 0.377 on employee performance (Y), a t-statistic value of 4.547, and a p-value of 0.000. This demonstrates that the relationship between Work Discipline (X1) and Employee Performance (Y) can be partially mediated by Job Satisfaction (M). According to the concept of partial mediation, job satisfaction serves as both an indirect and a direct mediator of how well employees perform at work.

H7: Work Environment (X2) has an indirect path coefficient of 0.251 on Employee Performance (Y) through Job Satisfaction (M), with a t-statistic value of 4.874 and a p-value of 0.000. While the t-statistic value of 2.169 and the p-value of 0.030 indicate a direct path coefficient of 0.166 between the Work Environment (X2) and Employee Performance (Y). This demonstrates that Job Satisfaction (M) can somewhat mediate how the Work Environment (X2) affects Employee Performance (Y). According to the concept of partial mediation, job satisfaction serves as an indirect mediator between the work environment, which has a direct impact on employee performance, and the work environment.

DISCUSSION

According to the results of the hypothesis testing, work discipline has a big impact on how well employees perform at the Purworejo Regency's Food Security and Agriculture Office. Workplace discipline has a positive and significant impact on employees' performance at the Purworejo Regency's Food Security and Agriculture Office, which means that the more disciplined an organization's workforce is, the better its employees perform. Employees can maintain high discipline by adhering to predetermined rules, such as arriving at work on time, using their time productively and efficiently while working, never missing work, meeting deadlines, and consistently completing work that has been assigned to the Department of Food Security and Agriculture in Purworejo Regency. Increasing employee discipline will result in more optimal performance. The findings of this study are also pertinent and support those of other studies by Burhanudin & Harlie (2019), Nugrohadi & Nurminingsih (2019), and others, which found that work discipline can have a favorable and significant impact on employee performance.

Employee performance at the Department of Food Security and Agriculture in Purworejo Regency is significantly impacted by the work environment. This implies that the probability of performance improvement will grow if the Department of Food Security and Agriculture's work environment in Purworejo Regency is more comfortable. Facilities that are sufficiently comprehensive and sufficient, such as complete work equipment and a clean atmosphere, are indicators of a good work

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

environment. The availability of these amenities will help employees feel at ease, preventing work-related distractions. The employees' own job activities will be made easier by room arrangements that are in line with their requirements. Additionally, having positive, harmonious relationships with coworkers might help these employees perform more efficiently and generate more fulfilling work. The performance of its employees will increase if the work environment has positive elements. Acceptance of the second hypothesis is consistent with the findings of earlier studies by Josephine and Harjanti (2017) and Hanafi and Yohana (2017), which indicate that the work environment has a positive and significant impact on employee performance.

Employees of the Food Security and Agriculture Office of Purworejo Regency report that work discipline has a major impact on their job satisfaction. This implies that the level of job satisfaction felt by employees of the Food Security and Agriculture Office of Purworejo Regency is inversely correlated with the level of employee discipline. If salary, promotion, and additional benefits are in line with predetermined regulations, one is more likely to be satisfied at work, have positive relationships with superiors and coworkers, be recognized for their efforts, follow set procedures and regulations, and communicate effectively with coworkers. The findings of this study are in line with and support those of earlier research by Afianto and Utami (2017), Astuti and Rahardjo (2021), and Sabirin & Ilham (2020), all of which found a positive and significant relationship between work discipline and job satisfaction.

Job satisfaction is significantly influenced by the work environment, thus if the Purworejo District Food Security and Agriculture Service's work environment improves, so will their level of job satisfaction. Employees will feel at ease and tranquil, which won't interfere with their ability to perform their duties. Employees will be more satisfied at work if the room arrangements are in line with their demands and if they get along well with their coworkers. Acceptance of the fourth hypothesis supports recent studies by Siagian and Khair (2018) and Hanafi and Yohana (2017) that found a positive and significant relationship between the work environment and employee job satisfaction.

Employee performance is influenced by job satisfaction, thus if workers at the Food Security and Agriculture Office of Purworejo Regency are satisfied at their jobs, their performance will also improve. Job satisfaction can increase if the pay is in line with established regulations, the employee receives a promotion for their efforts, gets along well with superiors, receives the proper additional benefits, is recognized for their efforts, is satisfied with work procedures and regulations, is satisfied with the outcomes of their own work, and there is good communication among coworkers. Employees of the Purworejo Regency Food Security and Agriculture Office will be motivated to meet all work goals if they are satisfied with their jobs. Additionally, the findings of this study support and are similar with those of other studies by Nabawi (2020), Jufrizen (2018), Muntazeri & Indrayanto (2018) indicating a significant relationship between job satisfaction and employee performance.

According to the results of the hypothesis test, work discipline has a direct and significant impact on employee performance independent of job satisfaction. Work discipline, however, continues to have a considerable impact on employee performance even when the variable of job satisfaction is adjusted for or included in the model. This demonstrates how job satisfaction might somewhat moderate the relationship between work discipline behavior and employee performance. These findings suggest that if the work discipline of the employees of the Food Security and Agriculture Office of Purworejo Regency is good, such as following the established rules, being able to meet targets, and submitting work reports as required, then some of them will later affect the employee's job satisfaction. In the end, if workers are happy, they will be eager to increase their performance. If the sixth hypothesis is accepted, it validates the findings of earlier studies by Nugrahaningsih & Julaela (2017) and Astuti and Rahardjo (2021), which claim that job satisfaction mediates the impact of work discipline on employee performance.

Furthermore, without being influenced by the job satisfaction variable, the workplace environment can have a direct and significant impact on employee performance. The work environment can still have a big impact on employee performance even when the variable of job satisfaction is adjusted for or included in the model. This demonstrates how job satisfaction can somewhat moderate the relationship between the work environment and employee performance. These findings suggest that if the work environment of the Purworejo Regency Food Security and Agriculture Service employees improves, such as through the provision of facilities that are sufficiently complete and adequate, the environment is clean, the atmosphere of the workspace is calm, the arrangement of rooms is in accordance with needs, and relationships with coworkers are amicable, then some will increase employee satisfaction at work, and job satisfaction will affect employee. Support for the seventh hypothesis adds credence to earlier studies by Astuti and Rahardjo (2021), Hanafi and Yohana (2017), and Nugrahaningsih & Julaela (2017), which found that job satisfaction, a key component of the work environment, might influence employee performance.

CONCLUSION

The following can be deduced from study and discussion regarding the impact of work environment and discipline on employee performance when job satisfaction serves as a mediating variable:

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

1. The study's results suggest that employee performance is positively and significantly impacted by work discipline. This demonstrates how the Purworejo Regency Food Security and Agriculture Agency's employees can achieve good performance by maintaining work discipline.
2. The study's study showed that the work environment has a positive and significant impact on employee performance. This demonstrates that the work environment is a force that encourages employees of the Purworejo Regency Food Security and Agriculture Office to achieve high performance.
3. The study's results suggest that work discipline significantly and positively affects job satisfaction. This shows how maintaining a work discipline can increase job satisfaction for Purworejo Regency's Food Security and Agriculture Office employee.
4. The results showed that job satisfaction is significantly and favorably impacted by the work environment. This suggests that the Purworejo Regency Food Security and Agriculture Office's employees will be more satisfied at work if they are in a comfortable environment.
5. The results showed that employee performance is positively and significantly impacted by job satisfaction. This demonstrates how higher performance success can be encouraged by job satisfaction for employees of the Purworejo Regency Food Security and Agriculture Office.
6. The impact of work discipline on employee performance is partially mediated by job satisfaction. The performance of the employees of the Food Security and Agriculture Office of Purworejo Regency will be impacted by employee job satisfaction if work discipline is good, since this will effect it in part.
7. The effect of the work environment on employee performance is partially mediated by job satisfaction. This implies that if work invironment are relaxed, some of them will have an impact on employee job satisfaction, which in turn will have an impact on how well the employees of the Food Security and Agriculture Office of Purworejo Regency perform.

SUGGESTION

Following are some suggestions that can be made based on the study's findings:

1. Related to employee work discipline, the leadership can be more stringent in supervising and imposing sanctions on employees who violate it.
2. The work environment needs to be improved, especially for the ineffective office layout design, as well as the provision of adequate work facilities.
3. It is recommended that future researchers expand this study by including additional characteristics such organizational culture, work motivation, leadership, loyalty, or commitment.

REFERENCES

- 1) Abdillah, W., Hartono. (2015). *Partial Least Square (PLS)*. Penerbit Andi. Yogyakarta.
- 2) Afianto, I. D., & Utami, H. N. (2017). Pengaruh disiplin kerja dan komunikasi organisasi terhadap kepuasan kerja dan kinerja karyawan (studi pada karyawan divisi marketing pt. victory international futures kota malang) (*Doctoral dissertation*, Brawijaya University).
- 3) Astuti, W., & Rahardjo, O. S. (2021). Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan (Intervening: Kepuasan Kerja). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(2).
- 4) Burhannudin, B, Zainul, M, & Harlie, M (2019). Pengaruh Disiplin Kerja, Lingkungan Kerja, dan Komitmen Organisasional terhadap Kinerja Karyawan: Studi pada Rumah Sakit Islam Banjarmasin. *Jurnal Maksipreneur*
- 5) Davis, Keith dan Newstrom,(2014), *Perilaku Dalam Organisasi*, Edisi ketujuh, Penerbit. Erlangga, Jakarta
- 6) Government of Indonesia.(2014). *Undang-Undang Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara*. Lembaran RI Tahun 2014 Nomor 6, Sekretariat Negara, Jakarta
- 7) Ghozali, I. (2021). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*, Edisi 10. Badan Penerbit Universitas Diponegoro.
- 8) Hanafi, B. D., & Yohana, C. (2017). Pengaruh motivasi, dan lingkungan kerja, terhadap kinerja karyawan, dengan kepuasan kerja sebagai variabel mediasi pada PT BNI Lifeinsurance. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, 5(1), 73-89.
- 9) Hapsoro, D., Saputro, J.A., Indraswono, C., Hatta, A.J., Sabandi, M. (2022). Effect of gender as a moderating variable on financial vulnerability using hierarchical regressions: Survey evidence from Indonesian traditional market traders. *Investment Management Journal*, Vol. 19, p 171- 182

The Effect of Discipline and Work Environment on Employee Performance and Job Satisfaction as Mediation Variables

- 10) Hasibuan, Malayu S. P. (2019). *Manajemen Sumber Daya Manusia* (Edisi Revisi). Jakarta: PT Bumi Aksara,
- 11) Josephine, A. & Harjanti (2017). Pengaruh lingkungan kerja terhadap kinerja karyawan pada bagian produksi melalui motivasi kerja sebagai variabel intervening pada PT. Trio Corporate Plastic (Tricopla). *Agora*, 5(2).
- 12) Jufrizen, J. (2018). The Effect Of Organizational Culture And Islamic Work Ethic On Permanent Lecturers' Job Satisfaction, Organizational Commitment And Work Performance. *Center for Open Science*.
- 13) Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktek)*. Medan: Rajagrafindo Persada
- 14) Mangkunegara, Anwar Prabu. 2017. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.
- 15) Muntazeri, S., & Indrayanto, A. (2018). The impact of education, training and work experience on job satisfaction and job performance. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 20(2), 50-69.
- 16) Nabawi, R. (2020). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183.
- 17) Nugrahaningsih, H., & Julaela, J. (2017). Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening pada PT. Tempuran Mas. *Media Manajemen Jasa*, 4(1).
- 18) Nugrohadhi, I. A. W., & Nurminingsih, P. (2019). The Effect Of Work Discipline And Organizational Culture On Employee Performance In Type D General Hospitals In Dki Jakarta (Study at Type D General Hospital in East Jakarta). *In Proceeding International Conference*, Vol. 1, No. 1, pp. 865-877.
- 19) Priansa, Donni Juni. (2017). *Perencanaan dan Pengembangan SDM*, Alfabeta, Bandung.
- 20) Sabirin, S., & Ilham, I. (2020). Disiplin Kerja, Pengalaman Kerja Terhadap Kepuasan Kerja dan Kinerja Pengawas. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(2), 123-135.
- 21) Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama. Bandung.
- 22) Siagian, TS, & Khair, H (2018). Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Maneggio: Jurnal Ilmiah Magister Manajemen*
- 23) Sugiyono, & Setiyawati. (2021). *Metode Penelitian Sumber Daya Manusia (Kuantitatif, Kualitatif, dan Studi Kasus)*. Bandung. Alfabeta.
- 24) Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Grup.
- 25) Wijaya, A. (2019). Metode Penelitian Menggunakan SmartPLS 3.0.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0)

(<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.