The Influence of Motivation, Work Discipline and Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable at (PT.XYZ) Jakarta

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Abstract: *This research aims to test and analyze the influence of motivation, work discipline and work environment on employee performance through job satisfaction as an intervening variable at PT. XYZ (Jakarta). The population of this research is employees of PT. XYZ (Jakarta) with a total sample of 140 employees with an observation period of 2023. This research is a quantitative research using the data analysis method using structural equation models-partial Least Square (SEM-PLS). The research results found that motivation, work discipline and the work environment have a positive and significant effect on performance, motivation, work discipline and the work environment have a positive and significant effect on job satisfaction, motivation, work discipline and the work environment have a positive and significant effect on performance through job satisfaction.*

Keyword: Employee Performance, Job Satisfaction, Motivation, Work Discipline, Work Environment.

INTRODUCTION

Human resources (HR) are the only important organizational assets that can mobilize other resources. This is what makes companies aware of the value of investing in employees as human resources. Where currently gathering a workforce that performs well is increasingly difficult to do, let alone retaining the existing ones. They must prioritize finding, hiring, motivating, training, developing employees who most closely match the company culture and desired performance, and retaining quality employees.

This is where the important role of human resource management (HRM) is required in a business. Human resource management is an important activity in an organization. Organizations need to manage human resources to achieve their goals effectively, by continuously investing in the acceptance, selection and retention of potential human resources so as not to have an impact on employee turnover.

In order for a company to continue to exist, it must have the courage to face challenges and their implications, namely facing change and winning the competition. The resources owned by the company such as capital, methods and machines cannot provide optimum

results if they are not supported by human resources who have optimum performance. Robbins (2008) in Bryan 2014:03) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. Employee performance, which is the result of an employee's thought and energy towards the work he or she does, can be tangible, seen, and counted, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovation. A new product or service could also be the discovery of a more efficient work procedure. PT. XYZ is a company that operates in the field of consulting services (Audit, Accounting and Payroll service, Legal, Tax, Human Resources). There are quite a lot of consulting services companies with competitors in Indonesia.

One way the company's success is marked by increasing employee performance. High performance is one of the company's competitive advantages. Many factors can influence performance, including leadership, motivation, work environment, work performance assessment, work culture, employee work discipline. And also employee job satisfaction in an organization plays a very important role in increasing optimal work efficiency, so organizations must always pay attention to factors that influence employee job satisfaction such as the work environment in carrying out their work such as colleagues, leaders, work atmosphere, motivation, organizational culture and other things that can influence a person's ability to carry out tasks. When someone achieves job satisfaction, he will try as hard as possible to complete the job as well as possible, thereby optimally increasing employee productivity and performance. Employees who have high job satisfaction in their work have better performance in carrying out their duties than those who feel dissatisfied with their work (Mangkunegara, 2011:1).

Researchers conducted a pre-survey on 40 (thirty) employees of PT. XYZ, to look at factors that can influence performance as measured through motivation variables, work environment, work discipline, organizational culture, job satisfaction, leadership and communication. Then we obtained the results that most dominantly influence work performance, namely work environment at 75%, motivation at 65%, work discipline at 60% and job satisfaction at 55%.

A pre-survey was carried out again to measure the management of these four variables which will later be proven in research whether these variables have an effect on employee performance. The motivation results were 75%, work discipline was 67.5%, work environment was 87.5%. The results of these three variables show that they are not optimal because they have not reached 100%.

According to Mangkunegara (2016) performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone) or can be defined as the work results achieved by an employee both in quality and quantity in carrying out their duties in accordance with the responsibilities given to them. . According to Dessler (2006) in Bryan (2014:06), employee performance is work performance, namely the comparison between work results that are seen in real terms and the work standards that have been set by the organization. Then Robbins (2008) in Bryan 2014: 03) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. Employee performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. Employee performance is the result of work behavior (Armstrong, 2014).

According to Hellriegel and Slocum (1979) in Eko Prasetyo (2016:03) say that motivation is a psychological process that can explain a person's behavior. Behavior is essentially an orientation towards one goal. In other words, a person's behavior is designed to

achieve goals. To achieve this goal requires an interaction process of several elements, thus motivation is the force that encourages someone to do something to achieve the goal.

According to Malayu (2004) in Bryan (2014:05), motivation comes from the Latin word movere which means encouragement or providing a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Meanwhile, according to Robbins and Judge (2015) Motivation is a process that explains a person's strength, direction, and persistence in trying to achieve goals.

Mangkunegara (2019), stated that motivation is a condition or energy that moves employees who are directed or aimed at achieving the organizational goals of a company. Based on the opinions of these experts, it can be concluded that motivation is the drive that exists within a person to carry out their duties well so that their goals are achieved. According to Abraham Maslow (1943-1970), there are five dimensions, namely physiological needs, security needs, social needs, recognition needs and self-actualization needs..

According to Hasibuan (2016), work discipline is awareness and willingness to comply with company or organizational regulations as well as applicable social norms. Work discipline is also defined as an attitude towards work, behavior and actions that comply with the regulations of the organization in written or unwritten form. According to Rivai (2015), work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

Meanwhile, according to Afandi (2018), discipline is a tool used by managers to change behavior as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. From the definitions above, it can be concluded that work discipline is the attitude and behavior of employees to comply with all applicable company regulations and social norms and is a tool for managers to increase employee awareness to comply with regulations.

According to Ruchi (Leblebici, 2012), employee performance is determined to a greater extent by the environment in which they work. The work environment involves all aspects that act and react on the body and mind of the employee. Under organizational psychology, the physical, mental and social environment where employees work and their jobs must be analyzed for better effectiveness in improving performance. The main goal is to produce an environment that ensures greater ease in working and eliminates all causes of frustration, anxiety and worry. If the work environment is pleasant, then fatigue, monotony and boredom are minimized and performance can be maximized.

The situation or place where a person carries out his duties and obligations and can influence employees in carrying out their assigned tasks (Nitiisemito, 1992: 184). The type of work environment is divided into two, namely: (a) The physical work environment is a physical condition found around the workplace which can affect employees either directly or indirectly, (b) The non-physical work environment is all conditions related to relationships. work, both relationships with superiors and relationships between colleagues and subordinates. According to (Nitisemito in Nuraini 2013) the physical work environment is everything that is around the employee and can influence him in carrying out the tasks assigned to him, for example by having air conditioner (AC), adequate lighting and so on. The physical work environment is one of the external factors that is very influential in supporting maximum work results in every job. If the work environment is less conducive, it will cause the performance of the workforce to decline, this is due to a lack of work motivation that arises from within the workforce to work well.

According to Kasmawati (2014) the work environment can be defined as the forces that influence, either directly or indirectly, the performance of an organization or company

Based on the description above, it can be concluded that there is a phenomenon of employee performance problems that are not yet optimal. On this basis, researchers are interested in conducting deeper research regarding "The Influence of Motivation, Work Discipline and Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable at PT. XYZ (Jakarta)".
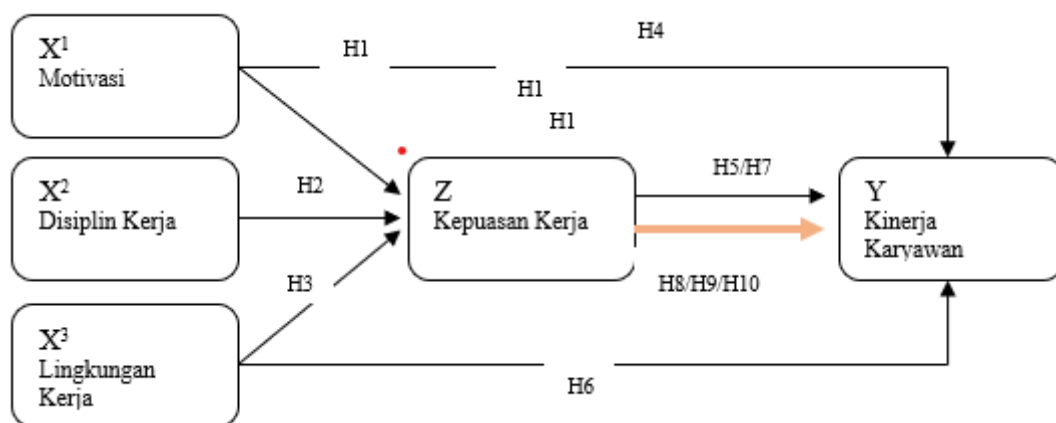

Figure 1. Framework of Thought

Based on the picture above, the following hypothesis can be developed:

H1: Motivation has a significant positive effect on Job Satisfaction

H2: Work discipline has a significant positive effect on job satisfaction

H3: The work environment has a significant positive effect on Job Satisfaction

H4: Motivation has a significant positive effect on performance

H5: Work discipline has a significant positive effect on employee performance

H6: The work environment has a positive and significant effect on employee performance

H7: Job satisfaction has a positive and significant effect on Job Satisfaction

H8: Motivation has a positive and significant effect on employee performance through job satisfaction

H9: Work discipline has a positive and significant effect on employee performance through job satisfaction

H10: The work environment has a positive and significant effect on employee performance through job satisfaction

METHOD

Method In this research, the type of method used is a quantitative research method, namely data collection using research instruments, statistical data analysis with the aim of testing the established hypothesis. Quantitative research methods are a type of research whose specifications are systematic, planned and clearly structured from the start until the creation of the research design. Quantitative research design is research that requires a lot of use of numbers, starting from data collection, interpretation of that data, and the appearance of the results. Likewise, at the research conclusion stage it would be better if it were accompanied by pictures, tables, graphs or other displays. (Siyoto, 2015).

In this research there are independent variables, namely motivation, symbolized by X1, work discipline, symbolized by X2, and work environment, symbolized by For variable measurement, researchers used a Likert Scale. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono, 2019:167)

The population in this study were employees of PT.XYZ (Jakarta), totaling 216 employees. The sampling technique was carried out using a probability sampling method, namely simple random sampling. According to Sugiyono (2017) the simple random sampling technique is a technique for taking samples from members of a population that is carried out randomly without paying attention to the strata in the population. Determination of sample size according to the Slovin formula. So the sample used was 140 employees.

Data analysis uses Structural Equation Modeling (SEM) with instrument testing using the Partial Least Square (PLS) method. Data analysis was carried out after all questionnaires were collected and then tabulated and entered into the Smart PLS software.

RESULTS AND DISCUSSION

Based on the results of the data obtained through the questionnaire, the characteristics of the respondents can be described based on: work unit, gender, age, position, length of work and highest level of education.

Table 1. Description of Respondent Characteristics

Gender	Amount	Percentage
Male	80	57%
Female	60	43%
Education	**Amount**	**Percentage**
senior high school	5	4%
Diploma	20	14%
bachelor	100	71%
Master	15	11%
Masa kerja	**Amount**	**Percentage**
1-5 years	40	29%
6-10 years	35	25%
11-15 years	30	21%
16-20 years	20	14%
21-25 years	10	7%
26-30 years	5	4%

Source: Research data

Evaluation of the Measurement Model (Outer Model)

The outer model measurement model aims to specify the relationship between latent variables and their indicators (Ghozali, 2016. This outer model is carried out by testing validity and reliability.

Validity testing is carried out in two stages: (1) convergent validity to identify that unobserved variables can be measured using each observed variable construct through Confirmatory Factor Analysis (CFA) and (2) discriminant validity to determine whether the construct has adequate discriminants or not. . An indicator is considered to have a high level of validity if it has a loading factor value > 0.7. (Ghozali & Latan, 2015). The following are the results of the convergent validity test:

The following are the results of the convergent validity test:

Table 2. Confirmatory Factor Analysis (CFA)

Indikator	Motivation (X1)	Work Discipline (X2)	Work environment (X3)	Employee performance (Y)	Job satisfaction (Z)	Cut-off	Information
X1.1	0.820						Valid
X1.2	0.772						Valid
X1.3	0.907						Valid
X1.4	0.825						Valid
X1.6	0.833						Valid
X2.1		0.743					Valid
X2.2		0.834					Valid
X2.3		0.826					Valid
X2.4		0.807					Valid
X2.5		0.710					Valid
X2.6		0.726					Valid
X3.1			0.793				Valid
X3.2			0.844				Valid
X3.3			0.826				Valid
X3.4			0.822				Valid
X3.5			0.844				Valid
X3.6			0.841				Valid
X3.7			0.837			0.7	Valid
Y.1				0.797			Valid
Y.10				0.756			Valid
Y.2				0.707			Valid
Y.3				0.767			Valid
Y.4				0.781			Valid
Y.5				0.769			Valid
Y.6				0.714			Valid
Y.7				0.746			Valid
Y.8				0.806			Valid
Z.1					0.816		Valid
Z.2					0.857		Valid
Z.3					0.894		Valid
Z.4					0.808		Valid
Z.5					0.826		Valid
Z.6					0.793		Valid
Z.7					0.800		Valid
Z.8					0.828		Valid

Source: Research data

Based on table 2 above, it appears that the overall loading factor shows that the model meets the convergent validity requirements because the loading factor value is more than 0.7.

Next, the second stage of convergent validity testing will be carried out with Average Variance Extracted (AVE), the model has good convergent validity which can be seen from

the AVE value. The AVE criteria for a variable to be valid must be above 0.50 (Haryono, 2017:375).

Table 3. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)	Cutt-off	Information
Motivation (X1)	0.693		Valid
Work Discipline (X2)	0.602		Valid
Work environment (X3)	0.688	0.5	Valid
Employee performance (Y)	0.579		Valid
Job satisfaction (Z)	0.686		Valid

Source: Research data

Based on table 3, it can be seen that all AVE values are > 0.5, this shows that all latent variables in the estimated model meet the criteria for convergent validity (valid).

Discriminant validity is a measure of how different two reflective constructs are. Henseler and Sarstedt (2015) compared three discriminant validity evaluation methods and found that HTMT was the most sensitive method in detecting differences between two constructs. HTMT uses a multitrait-multimethod matrix as the basis for its measurements. The HTMT value should be less than 0.9 to ensure discriminant validity

Tabel 4. Hasil HTMT

Variabel	Motivation (X1)	Work Discipline (X2)	Work environment (X3)	Employee performance (Y)	Job satisfaction (Z)
Motivation (X1)					
Work Discipline (X2)	0.827				
Work environment (X3)	0.799	0.777			
Employee performance (Y)	0.861	0.847	0.833		
Job satisfaction (Z)	0.755	0.716	0.719	0.810	

Source: Research data

Based on the results of the analysis in table 4, the HTMT value for the variable pair obtained is less than 0.90. This value indicates that the variable has good discriminant validity.

Reliability measures how consistently a questionnaire measures a construct. The reflexive construct can be measured using two methods, namely Cronbach's Alpha and Composite Reliability. A good Composite Reliability value for confirmatory research is greater than 0.7, for explonatory research (Ghozali & Latan, 2015)

Table 5. Composite Reliability dan Cronbach's Alpha

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Cutt-off	Keterangan
Motivation (X1)	0.889	0.892	0.918		Reliabel
Work Discipline (X2)	0.868	0.875	0.900		Reliabel
Work environment (X3)	0.924	0.925	0.939	0.700	Reliabel
Employee performance (Y)	0.909	0.910	0.925		Reliabel
Job satisfaction (Z)	0.934	0.936	0.946		Reliabel

Source: Research data

Based table 5 all latent variables > 0.70. So that all manifest variables in measuring latent variables in the estimated model are declared reliable. Overall, the measuring instruments used in this research are valid and reliable. The questions used to measure each variable can measure these variables consistently.

Structural Model Testing (Inner Model)
The structural model evaluation stage aims to predict the relationship between latent variables. The results of this evaluation are used to see whether the empirical data is in accordance with the proposed hypothesis. Inner model or structural model testing is carried out to see the coefficient of determination R Square (R^2), effect size (f^2), Q^2, GoF, and test the influence between variables.

To see the predictive power of the structural model, you can use the R2 value of each endogenous construct (Ghozali & Latan, 2015). According to Hair et al (2019), R square values of 0.75, 0.50 and 0.25 mean substantive (high), moderate and weak influence, so they can be used to measure the variance in changes in exogenous constructs to endogenous constructs.

Table 6. R Square Value Results

Variabel	R Square	R Square Adjusted	Criteria	Category
Job satisfaction (Z)	0.560	0.550	0,5-0,75	Moderat
Employee performance (Y)	0.752	0.745	> 0,75	high

Source: Research data

Based on the R Square test results in table 6, it is known that:
1. The R2 value of the job satisfaction variable (Z) is 0.560, between 0.5-0.75, which is considered moderate. , these results explain that 56% of job satisfaction is influenced by the physical work environment, motivation and work discipline, while the remaining 44% is influenced by other factors not observed in this research.
2. The R2 value of employee performance (Z) is 0.752, which is greater than 0.75, which is considered high. This result explains that 75.2% of employee performance behavior is influenced by job satisfaction, physical work environment, motivation and work discipline, while 24.8 % influenced by other factors not observed in this study.

The f2 test is used to find out whether the endogenous latent variable is strongly influenced by the exogenous latent variable. If the resulting value of f2 ≥ 0.02 shows a low

effect size, if the resulting value of f2 ≥ 0.15 shows a medium effect size, if the resulting value of f2 ≥ 0.35 shows a large effect size. (Ghozali and Latan, 2015:81)..

Table 7. F Square Value Results

Variabel	Employee performance (Y)	Job satisfaction (Z)
Motivation (X1)	0.080	0.085
Work Discipline (X2)	0.086	0.053
Work environment (X3)	0.102	0.068
Job satisfaction (Z)	0.114	

Source: Research data

Based on table 7, it is known that: (1) the f2 value for the motivation variable on employee performance is 0.080, so the influence is relatively small, (2) the f2 value for the motivation variable on job satisfaction is 0.085, so the influence is relatively low, (3) the f2 value for the Work Discipline variable on Employee Performance it is 0.086, so the effect is relatively small, (4) the f2 value for the Work Discipline variable on Job Satisfaction is 0.053, so the effect is relatively small, and (5) the f2 value for the Work Environment variable on Performance is 0.102, then the influence is relatively small, (6) The f2 value for the Work Environment variable on Job Satisfaction is 0.068, so the influence is relatively small, (7) The f2 value for the Job Satisfaction variable on Performance is 0.114, so the influence is relatively small,

Apart from the R Square value, the inner model is also measured by evaluating the Goodness of Fit Model with Q^2, also known as Stone-Geisser. This test is carried out to show the model's prediction capability if the value is above 0. This value is obtained using the formula: (Hussein, 2015:25). If $Q2 > 0$ indicates that the model has predictive relevance and if the $Q2$ value < 0 indicates that the model lacks predictive relevance (Ghozali and Latan, 2015: 81).

$Q^2 = 1 - (1-R^2{}_1)(1-R^2{}_2)$
$Q^2 = 1 - (1-0.560)(1-0.752)$
$Q^2 = 1 - (0.44)(0.248)$
$Q^2 = 1 - 0.109$
$Q^2 = 0.891$
$Q^2 = 89.1\%$

The results of the Q2 calculation show that the predictive relevance value for the structural model in this study is 89.1%, meaning that the model is able to explain phenomena related to the variables studied. Therefore, the model can be said to be good or the model has predictive value that can be used and is good for hypothesis testing.

Hypothesis testing is carried out to find out whether there is a relationship between exogenous variables and endogenous variables. The test criteria are if the T-statistic value is greater than or equal to the T-table value (1.96) or the P-value is less than the alpha value (5% or 0.05), then the relationship is significant (Haryono, 2017).

Table 8. Hypothesis Test Results

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Direct						
X1 -> Z	0.319	0.312	0.110	2.899	0.004	Signifikan

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
X2 -> Z	0.239	0.240	0.090	2.654	0.008	Signifikan
X3 -> Z	0.271	0.278	0.092	2.942	0.003	Signifikan
X1 -> Y	0.241	0.240	0.087	2.779	0.006	Signifikan
X2 -> Y	0.235	0.236	0.071	3.302	0.001	Signifikan
X3 -> Y	0.257	0.260	0.077	3.329	0.001	Signifikan
Z -> Y	0.254	0.252	0.077	3.300	0.001	Signifikan
In direct						
X1 -> Z -> Y	0.081	0.080	0.041	1.988	0.047	Signifikan
X2 -> Z -> Y	0.061	0.060	0.029	2.083	0.038	Signifikan
X3 -> Z -> Y	0.069	0.069	0.031	2.238	0.026	Signifikan

The test results are based on Table 8, showing the path coefficient value of motivation on job satisfaction of 0.319 (significant) then the t-statistic value > t-table (2.899 > 1.96) and the p-value > significance level (0.004 < 0.05) , it can be concluded that "motivation has a positive and significant effect on job satisfaction" thus H1 is accepted.

The test results are based on Table 8, showing the path coefficient value of work discipline on job satisfaction of 0.239 (significant) then the t-statistic value > t-table (2.654 > 1.96) and the p-value < significance level (0.008 < 0.05), it can be concluded that "work discipline has a positive and significant effect on employee job satisfaction" thus H2 is accepted.

The test results are based on Table 8, showing the path coefficient value of the work environment on job satisfaction of 0.271 (significant) then the t-statistic value > t-table (2.942 > 1.96) and the p-value < significance level (0.003 < 0.05), then it can be concluded that "the work environment has a positive and significant effect on employee job satisfaction" thus H3 is accepted.

The test results are based on Table 8, showing the path coefficient value of motivation on employee performance of 0.241 (significant) then the t-statistic value > t-table (2.779 > 1.96) and the p-value < significance level (0.001 < 0.05) , it can be concluded that "motivation has a positive and significant effect on employee performance" thus H4 is accepted.

The test results are based on Table 8, showing the path coefficient value of work discipline on employee performance of 0.235 (significant) then the t-statistic value > t-table (3.302 > 1.96) and the p-value < significance level (0.001 < 0.05), then it can be concluded that "work discipline has a positive and significant effect on employee performance" thus H5 is accepted.

The test results are based on Table 8, showing the path coefficient value of the work environment on employee performance of 0.257 (significant) then the t-statistic value > t-table (3.329 > 1.96) and the p-value < significance level (0.001 < 0.05), then it can be concluded that "the work environment has a positive and significant effect on employee performance" thus H6 is accepted.

The test results are based on Table 8, showing the path coefficient value of job satisfaction on employee performance of 0.254 (significant) then the t-statistic value > t-table (3.300 > 1.96) and the p-value < significance level (0.003 < 0.05), it can be concluded that job satisfaction has a positive and significant effect on employee performance, thus H7 is accepted.

The test results are based on Table 8, showing the path coefficient value of motivation on employee performance through job satisfaction of 0.0.081 (significant) then the t-statistic value > t-table (1.988 > 1.96) and the p-value < significance level (0.047 < 0.05), then it can be concluded that "job satisfaction mediates motivation on employee performance" thus H8 is accepted.

The test results are based on Table 8, showing the path coefficient value of work discipline on employee performance through job satisfaction of 0.061 (significant) then the t-statistic value > t-table (2.083 > 1.96) and the p-value < significance level (0.038 < 0.05), then it can be concluded that "job satisfaction mediates work discipline on employee performance" thus H9 is accepted.

The test results are based on Table 8, showing the path coefficient value of the work environment on employee performance through job satisfaction of 0.069 (significant) then the t-statistic value > t-table (2.238 > 1.96) and the p-value < significance level (0.026 < 0.05), then it can be concluded that "job satisfaction mediates the work environment on employee performance" thus H10 is accepted

CONCLUSION

Based on the results of the research and discussions that have been carried out, it can be concluded as follows:

1. Motivation has a positive and significant effect on job satisfaction of PT employees. XYZ (Jakarta). This can be interpreted that employees who have high motivation can increase employee job satisfaction.
2. Work discipline has a positive and significant effect on job satisfaction of PT employees. XYZ (Jakarta). This can mean that employees who have a good level of discipline tend to increase job satisfaction.
3. The work environment has a positive and significant effect on the job satisfaction of PT employees. XYZ (Jakarta). This can be interpreted as meaning that if the work environment gets better it can increase employee job satisfaction.
4. Motivation has a positive and significant effect on the performance of PT employees. XYZ (Jakarta). This can be interpreted as meaning that the higher the work motivation an employee has, the higher the performance they produce.
5. Work discipline has a positive and significant effect on the performance of PT employees. XYZ (Jakarta). This can mean that employees who have high work discipline tend to improve their performance at work.
6. The work environment has a positive and significant effect on the performance of PT employees. XYZ (Jakarta). This can be interpreted as saying that a positive work environment can encourage motivation thereby increasing employee work productivity in carrying out their main duties and functions well, and if the main duties and functions have been achieved it can increase job satisfaction for work that has been carried out well.
7. Job satisfaction has a positive and significant effect on the performance of PT employees. XYZ (Jakarta). This can mean that employees who are satisfied with their work tend to be more productive. This happens because employees feel more focused and concentrated at work.
8. Work motivation influences employee performance through job satisfaction. This can be interpreted as the fact that job satisfaction acts as a mediator that connects work motivation with employee performance. Indirectly, work motivation will increase employee job satisfaction. High job satisfaction will increase the effect of work motivation and encourage employees to work harder and achieve more, so that employee performance will increase.

9. Work discipline has a significant positive effect on employee performance through job satisfaction. This shows that the job satisfaction variable plays a role in mediating the indirect influence of work discipline on employee performance. Job satisfaction can increase the effect of work discipline on employee performance. Employees who are disciplined in their time, carry out their duties and responsibilities well will improve the quality of employee work results.

10. Job satisfaction can mediate the influence of the work environment on employee performance, the role of job satisfaction in mediating the indirect influence of the work environment on employee performance. These results indicate that a conducive and supportive work environment will make employees feel safe and happy at work and more motivated to complete their work to provide maximum work results.

Suggestions that can be given from the results of this research are:

1. From the research results, it is known that the indicator with the lowest influence in the motivation variable is enthusiasm for achievement. So the advice that can be given is that management provides appreciation or appreciation for employees, in the form of salary increases and annual bonuses.

2. From the research results, it is known that the indicator with the lowest influence on the work discipline variable is following regulations and policies. So the suggestion that can be given is that management can impose stricter sanctions on all employees to follow the regulations and policies that have been implemented.

3. From the research results, it is known that the indicator with the lowest influence on work environment variables is relationships as an individual. So the advice that management can give is that effective communication is the basis of good relationships. Employees must be able to communicate clearly and openly with each other, both formally and informally, or holding activities outside of work can help employees to establish more personal relationships with each other. Companies can organize various activities, such as sports, outings to increase employee engagement, or social activities.

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