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## The Influence of Discipline and Work Environment on Employee Performance Through Job Satisfaction at the Telanaipura District Office

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**Abstract:** This study aims to determine and describe the picture of discipline, work environment, job satisfaction and employee performance at the Telanaipura District Office and to determine and analyze the influence of discipline and work environment on employee performance through job satisfaction at the Telanaipura District Office. This type of research uses descriptive verification research. The data collection method uses a questionnaire. The sampling technique uses the census method. This study uses the PLS analysis method which consists of testing the outer model and inner model. From the PLS analysis shows that discipline and work environment have a positive and significant influence on employee job satisfaction at the Telanaipura District Office. In addition, discipline, work environment, and job satisfaction are also directly proven to have a positive and significant influence on improving employee performance. Not only direct influence, discipline and work environment also have an indirect influence on employee performance through increasing job satisfaction.

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

### INTRODUCTION

Human resources (HR) are a strategic asset that determines the success of an organization. In the context of government, the role of state civil servants (ASN) is crucial because it directly relates to the quality of public services provided to the community. As stated by Simamora (2015), HR management aims to manage people as assets that can be developed to optimally contribute to achieving the organization's vision and mission. This aligns with Dessler's (2020) view that HR management is not merely an administrative matter but also plays a strategic role in creating an organization's competitive advantage. Therefore, the quality of ASN performance is a key factor in achieving professional, prompt, and accountable public services.

However, on the ground, challenges related to employee performance remain quite complex. Data from the Telanaipura District Office shows that although the number of employees is relatively stable and tends to increase from 2020 to 2025, disciplinary issues remain common. High rates of tardiness, absenteeism, and violations of working hours indicate

weak disciplinary oversight (Jufrizen & Sitorus, 2021). This situation directly impacts the effectiveness of public services, as employee tardiness has the potential to slow down administrative processes and reduce public satisfaction. Therefore, work discipline is an urgent factor that needs to be addressed to improve the quality of employee performance (Astuti & Rahardjo, 2021).

Besides discipline, work environment factors also have a significant influence on employee productivity. A comfortable work environment, both physically and non-physically, has been shown to drive better performance (Purnomo & Hasanah, 2023). However, data shows that physical facilities remain limited, such as computers, desks, and chairs, which are not commensurate with the number needed. Likewise, from a non-physical perspective, there are still issues with communication between employees, fair distribution of tasks, and limited opportunities for personal development. This situation indicates that the work environment at the Telanaipura District Office is not fully conducive to optimal performance.

Job satisfaction is also a crucial aspect that mediates between discipline, the work environment, and employee performance. Employees who are satisfied with their jobs tend to be highly motivated and committed to providing the best service (Sutrisno, 2016). However, initial observations indicate that most employees remain dissatisfied, both with opportunities for interaction, flexible working hours, and additional income. This situation indicates a gap that needs to be addressed to increase job satisfaction and positively impact employee performance.

The urgency of this research lies in the need to improve the human resource management system at the sub-district level, which serves as the frontline of public service delivery. In the context of regional autonomy, sub-districts play a crucial role as coordinators of government administration, directly interacting with the public. If employee discipline, work environment, and job satisfaction are not improved, the quality of public services is feared to decline, and public trust in the government will diminish. Therefore, the relevance of this research is not only academic but also practical, as the results can provide input for policymakers to strengthen human resource governance in local governments.

Based on the description, the main problem of this research can be formulated, namely how discipline and work environment influence employee performance through job satisfaction at the Telanaipura District Office.

## **METHOD**

This study uses a descriptive and verification approach with the aim of describing the phenomenon under study while empirically testing the hypothesis. The descriptive approach was chosen to obtain a picture of the existing conditions of discipline, work environment, job satisfaction, and employee performance at the Telanaipura District Office. The verification approach was used to test the influence between variables through statistical analysis (Sugiyono, 2016). Thus, this study not only describes the phenomenon but also proves the causal relationship between variables.

The data used consisted of primary and secondary data. Primary data were obtained through questionnaires distributed to employees who participated in the study, while secondary data were collected from official documents from the Telanaipura District Office, as well as literature in the form of books, journals, and relevant previous research (Sudirman, Osrita & Zahari, 2020). The main instrument in this study was a questionnaire with a five-point Likert scale, which allowed respondents to provide ratings ranging from strongly disagree to strongly agree with the statements presented.

The population in this study was all 71 Civil Servants (PNS) at the Telanaipura District Office. Due to the relatively small population, the sampling technique used was a census method, so that all members of the population were included in the research sample. With this

method, it is hoped that the data obtained can represent the actual conditions as a whole (Sugiyono, 2016).

The data analysis technique used was Partial Least Squares (PLS). This method was chosen because it is capable of analyzing complex models with a relatively small sample size and does not require normal data distribution (Ghozali & Latan, 2015). PLS analysis includes two stages: outer model testing to assess the validity and reliability of indicators, and inner model testing to examine the structural relationships between latent variables. By using this method, the study is expected to provide accurate results regarding the influence of discipline and work environment on employee performance through job satisfaction.

## RESULTS AND DISCUSSION

### Respondent Characteristics

To find out the characteristics of employee respondents at the Telanaipura District Office based on age, gender, and education, see the following.

**Table 1. Respondent Characteristics**

No	Respondent Characteristics	Frequency	Percentage (%)
<b>Gender</b>			
1	Man	35	49,3
2	Woman	36	50,7
<b>Age Group (Years)</b>			
1	20 – 30	12	16,9
2	31 – 40	28	39,4
3	41 – 50	20	28,2
4	51 – 58	11	15,5
<b>Education</b>			
1	High School	11	15,5
2	Diploma	6	8,4
3	Bachelor's Degree	46	64,8
4	Master's Degree	8	11,3

Source: Primary Data Processing, 2025

### Descriptive Research Variables

Based on the survey conducted, the description of the variables observed in the study is summarized in the following table.

**Table 2. Description of Research Variables**

No	Variable	Item	Average score	Score	Information
1	Discipline	8	284	2.271	Tall
2	Work environment	12	284	3.406	Good
3	Job satisfaction	9	276	2.480	Tall
4	Employee Performance	12	276	3.309	Tall

Source: Questionnaire Processing Results, 2025

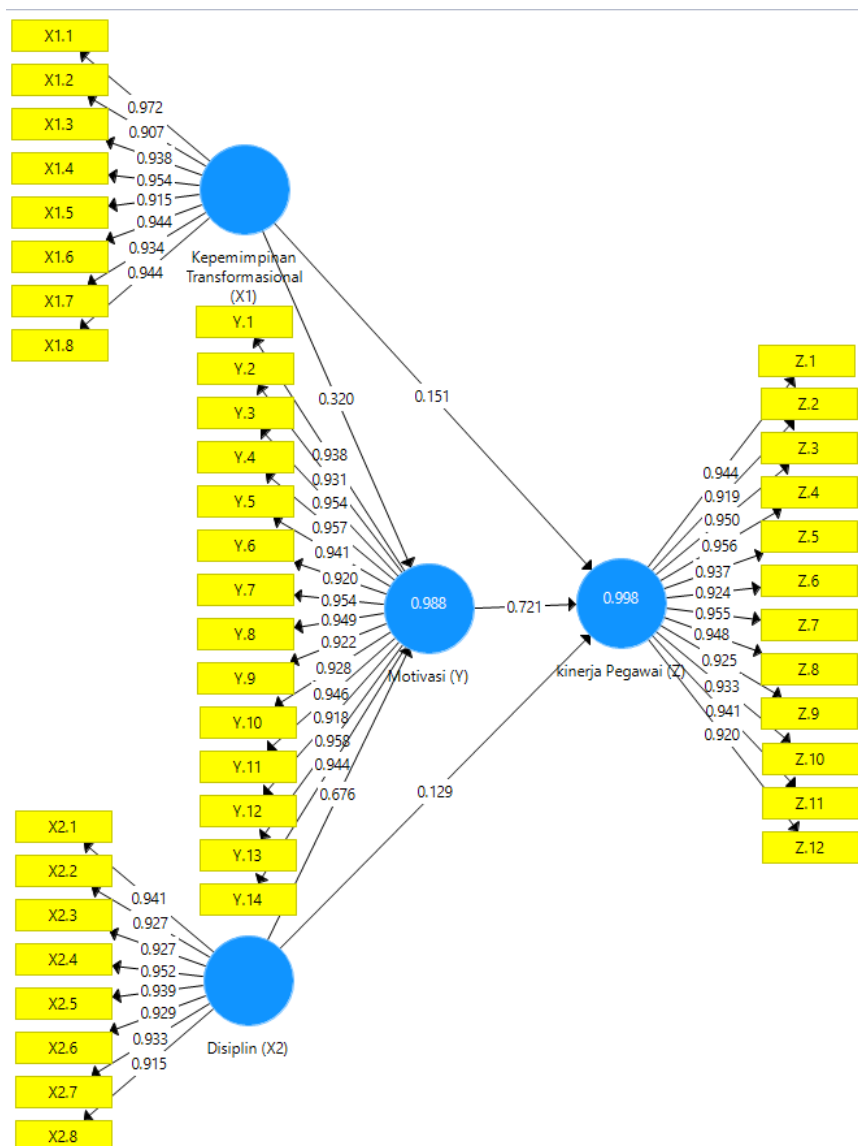
### Verification/Quantitative Analysis

Partial Least Squares (PLS) analysis is a statistical method often used to analyze complex relationships between variables, particularly in structural models (SEM). PLS is suitable for situations where data do not fully meet the classic SEM assumptions, such as small sample sizes or non-normal data distributions. In PLS, the analysis is conducted through two main stages: the measurement model and the structural model. The results of this study can be seen below:

#### a. Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measurement tool accurately measures the same construct. In the context of

statistics and data analysis, particularly in latent variable-based models such as Partial Least Squares (PLS), convergent validity is essential to ensure that the indicators or items used in the model truly reflect the same construct. The convergent validity results in this study can be seen in the following figure.



**Figure 1. Full Outer Model**

Based on the outer loading results displayed in Figure 1 above, it can be concluded that all indicators in each research variable, namely Discipline (X1), Work Environment (X2), Job Satisfaction (Y), and Employee Performance (Z), have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 indicates that the indicator makes a strong contribution to the latent variable it measures.

**b. Inner Model Evaluation**

Testing and evaluation of the inner model is carried out for the hypothesis on the influence of exogenous variables on endogenous variables by comparing the results of the p

value of the path coefficient with a significance level of  $\alpha = 0.05$ . The test can be said to be very significant if the p value is smaller than or equal to 0.05 ( $p \text{ value} \leq 0.05$ ) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic  $>$  t count then the hypothesis is rejected, and if the t-statistic  $<$  t count then the hypothesis is accepted.

**1) R-Square**

In assessing a model with PLS, we begin by looking at the R-square for each dependent latent variable (Hair et al., 2017). Table 3 shows the results of the R-square estimation using SmartPLS 3:

**Table 3. R Square Results**

Variabel	R Square
<b>Job satisfaction (Y)</b>	0,994
<b>Employee performance (Z)</b>	0,997

Source: Data Processing with PLS, 2025

Based on Table 3, the R-Square value (coefficient of determination) shows that the Job Satisfaction variable (Y) has a value of 0.994, and the Employee Performance variable (Z) is 0.997. This R-Square value describes how much the independent variable is able to explain the variation of the dependent variable. The R-Square value of 0.994 on Job Satisfaction means that 99.4% of the variation in Job Satisfaction can be explained by the Discipline (X1) and Work Environment (X2) variables with a strong category, while the remainder (0.6%) is explained by other factors outside the model. Similarly, the R-Square value of 0.997 on Employee Performance shows that 99.7% of the variation in Employee Performance can be explained by a combination of the Discipline, Work Environment, and Job Satisfaction variables with a strong category, while only 0.3% is influenced by other factors not examined. These values are considered very high, indicating that the structural model in this study has very strong predictive power and is reliable in explaining the relationships between variables. Thus, it can be concluded that the model construction used is very good and relevant in describing the reality of causal relationships within the Telanaipura District Office.

**2) Q Square**

Wiyono (2011), A model is considered to have relevant predictive value if the Q square value is greater than 0 ( $> 0$ ). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,994^2) (1 - 0,997^2)$$

$$Q^2 = 1 - (1 - 0,988) (1 - 0,994)$$

$$Q^2 = 1 - (0,012)(0,006)$$

$$Q^2 = 1 - 0,0001$$

$$Q^2 = 0,9999$$

The result of the Q square calculation in this study is 0.9999, meaning that the model in this study is suitable for explaining endogenous variables because the value of  $0.9999 > 0$ .

**3) Structural Model Testing**

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and also to test the hypothesis.

**Table 4. Path Coefficients**

	<b>Path Coefficient</b>
Discipline (X1) -> Job Satisfaction (Y)	0.451
Work Environment (X2) -> Job Satisfaction (Y)	0.549
Discipline (X1) -> Employee Performance (Z)	0.165
Work Environment (X2) -> Employee Performance (Z)	0.474
Job Satisfaction (Y) -> Employee Performance (Z)	0.361
Discipline (X1) -> Job Satisfaction (Y) -> Employee Performance (Z)	0.163
Work Environment (X2) -> Job Satisfaction (Y) -> Employee Performance (Z)	0.198

Source: Data Processing with PLS, 2025

Based on the results of the patch coefficient analysis in Table 4 above, the following conclusions can be drawn:

- a) The direct effect of Discipline on Job Satisfaction is 0.451, which means that if Discipline increases by 1 unit, Job Satisfaction can increase by 0.451. This effect is positive.
- b) The direct effect of the work environment on job satisfaction is 0.549, meaning that if the work environment increases by one unit, job satisfaction can increase by 0.549. This effect is positive.
- c) The direct effect of discipline on employee performance is 0.165, meaning that if discipline increases by one unit, employee performance can increase by 0.165. This effect is positive.
- d) The direct effect of the work environment on employee performance is 0.474, meaning that if the work environment increases by one unit, employee performance can increase by 0.474. This effect is positive.
- e) The direct effect of job satisfaction on employee performance is 0.361, meaning that if job satisfaction increases by one unit, employee performance can increase by 0.361. This effect is positive.
- f) The indirect effect of discipline on employee performance through job satisfaction is 0.163, meaning that if discipline increases by one unit, employee performance can increase indirectly through job satisfaction by 0.163. This effect is positive.
- g) The indirect effect of the work environment on employee performance through job satisfaction is 0.198, meaning that if the work environment increases by one unit, employee performance can increase indirectly through job satisfaction by 0.198. This effect is positive.

**c. Hypothesis Testing**

Hypothesis testing is a statistical process used to determine whether sample data provide sufficient evidence to reject an initial hypothesis about a population. The goal is to make a decision about the truth of a statement or claim based on the collected data. The results of this study include testing the direct and indirect effects of the hypothesis.

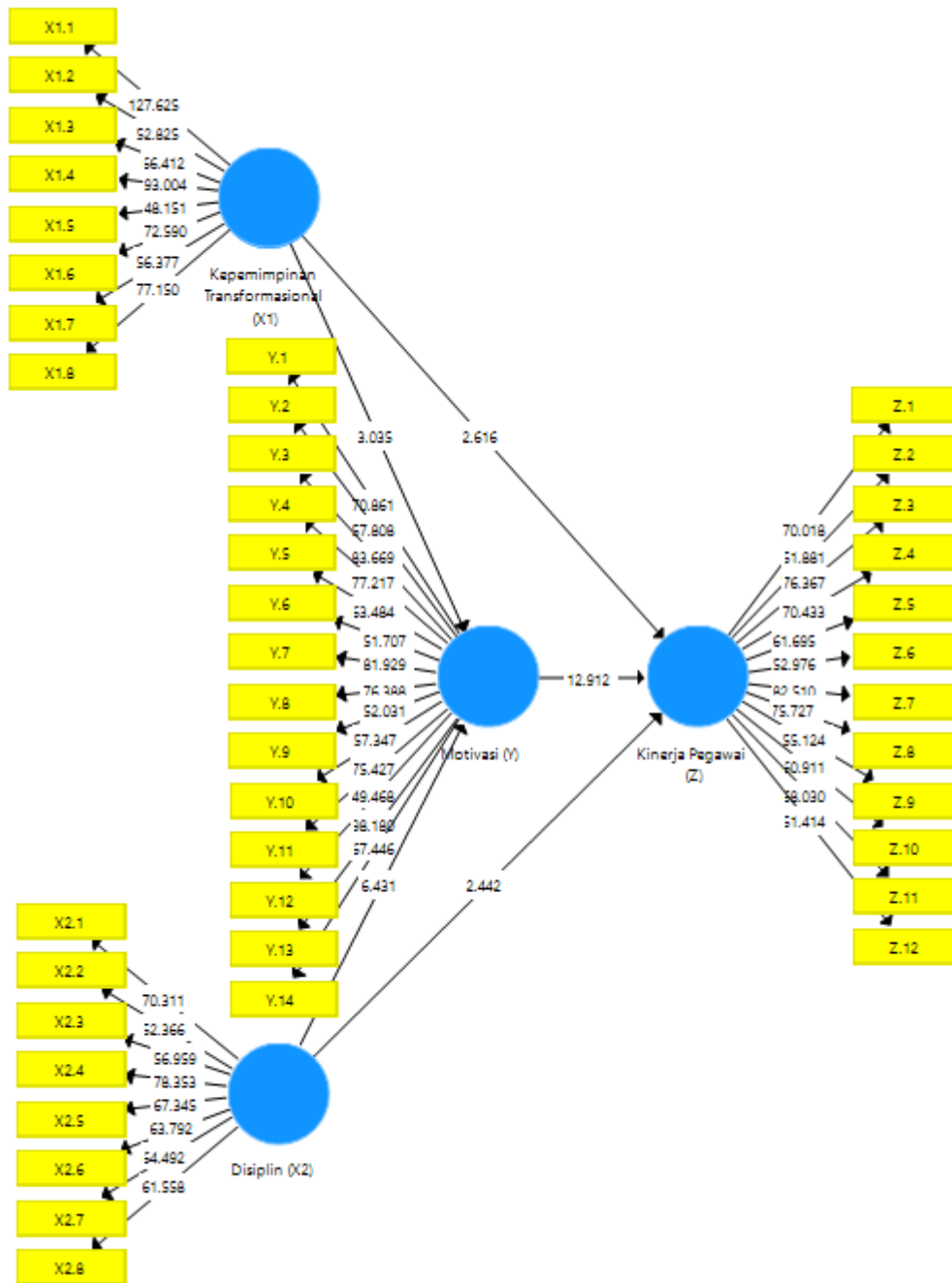


Figure 2. Bootstrapping output on SmartPLS 3.0

Apart from being seen in the image above, the results of hypothesis testing using the bootstrapping method can also be seen in the following table.

Table 5. Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Discipline (X1) -> Job Satisfaction (Y)	0.451	0.455	0.070	6.428	0.000
Work Environment (X2) -> Job Satisfaction (Y)	0.549	0.545	0.070	7.851	0.000
Discipline (X1) -> Employee Performance (Z)	0.165	0.172	0.074	2.236	0.026

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Environment (X2) -> Employee Performance (Z)	0.474	0.474	0.075	6.314	0.000
Job Satisfaction (Y) -> Employee Performance (Z)	0.361	0.354	0.097	3.709	0.000
Discipline (X1) -> Job Satisfaction (Y) -> Employee Performance (Z)	0.163	0.161	0.051	3.172	0.002
Work Environment (X2) -> Job Satisfaction (Y) -> Employee Performance (Z)	0.198	0.193	0.059	3.384	0.001

Source: Data Processing with PLS, 2025

In theory, the hypothesis of the influence of exogenous variables on endogenous variables is carried out by comparing the results of the p value of the path coefficient with a significance level of  $\alpha = 0.05$ . The test can be said to be very significant if the p value is smaller or equal to 0.05 ( $p \text{ value} \leq 0.05$ ) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic  $>$  t count then the hypothesis is rejected, and if the t-statistic  $<$  t count then the hypothesis is accepted (Hair et.al., 2017).

Based on the results of the bootstrapping hypothesis testing, as shown in Table 5 above, all exogenous variables exhibit a T-statistic value  $>$  1.96 and a P-value  $<$  5% (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that discipline and the work environment significantly influence employee performance, both directly and indirectly through job satisfaction.

**Discussion**

The research results show that employee discipline is high and has a significant impact on job satisfaction and performance. This aligns with Hodges's opinion in Jufrizen & Sitorus (2021), which states that discipline is an attitude of obedience to organizational rules and is a crucial factor in developing human resource management. Good discipline reflects an employee's sense of responsibility in completing their work (Astuti & Rahardjo, 2021; Efendi & Sugiono, 2022). Therefore, the higher the level of discipline, the greater the contribution employees can make to improving the effectiveness of public services.

In addition to discipline, work environment factors have also been shown to significantly influence job satisfaction and performance. The physical work environment at the Telanaipura District Office still faces limitations, such as a recurring shortage of computers, desks, and chairs. This condition aligns with findings by Purnomo & Hasanah (2023) that the availability of adequate work facilities will impact employee productivity and work comfort. Furthermore, research by Astuti & Rahardjo (2021) also confirms that a good work environment will create a conducive atmosphere that encourages more optimal performance. Conversely, an inadequate work environment has the potential to reduce motivation and hinder the smooth delivery of services to the public.

The results of this study also show that job satisfaction is a mediating variable between discipline, work environment, and employee performance. This finding is consistent with research by Purnomo & Hasanah (2023), which states that job satisfaction can strengthen the relationship between internal organizational factors and employee performance. According to Sutrisno (2016), job satisfaction is a pleasant or unpleasant emotional state for employees, which ultimately affects work performance. In the context of the Telanaipura District Office, dissatisfaction with opportunities for interaction, flexible working hours, and additional employee income (TPP) are factors that suppress motivation. Therefore, increasing job satisfaction needs to be a primary management concern to maximize employee performance.

Furthermore, the finding that discipline and the work environment directly and indirectly influence employee performance through job satisfaction reinforces the theory proposed by Mangkunegara (2017), which states that performance is the result of work, both in quality and quantity, in accordance with assigned responsibilities. The results of this study also support Hasibuan's (2022) view that employee performance is strongly influenced by discipline, motivation, and working conditions. In other words, improving performance at the Telanaipura District Office cannot be separated from efforts to build strong work discipline, create a supportive work environment, and meet employee job satisfaction.

Practically, the results of this study have important implications for the management of public organizations. To improve the quality of public services, the Telanaipura District Office needs to strengthen its work discipline monitoring system through fair rewards and punishments, provide adequate work facilities and infrastructure, and improve the compensation system and opportunities for self-development. This is in line with Simamora's (2015) opinion, which emphasizes that effective human resource management will create optimal contributions to the achievement of organizational goals. With this strategy, it is hoped that employee performance will improve sustainably, thereby improving the quality of public services and increasing public trust in the government.

## CONCLUSION

This study concludes that discipline and the work environment play a significant role in improving employee performance, both directly and through job satisfaction. Employee discipline at the Telanaipura District Office is high and has been shown to positively influence job satisfaction and performance. Similarly, the work environment, despite facing limitations in physical facilities and non-physical dynamics, still has a significant influence on job satisfaction and performance. Furthermore, job satisfaction has been shown to be a mediating variable that strengthens the relationship between discipline and the work environment on performance. This confirms that improving employee performance in public services cannot be separated from efforts to create a culture of discipline, provide a supportive work environment, and increase employee job satisfaction to motivate them to provide the best service.

Although this study provides a comprehensive overview, there are several limitations that should be noted. First, the variables studied were limited to discipline, work environment, job satisfaction, and employee performance, so other factors such as leadership style, organizational culture, and workload were not included in the research model. Second, this study was conducted only within the Telanaipura District Office, so the results cannot necessarily be generalized to other government agencies with different characteristics. Third, the data were obtained through a questionnaire, which could potentially introduce subjective bias in respondents. Therefore, further research is recommended to expand the variables studied, involve more work units, and use data triangulation methods for more accurate and in-depth results.

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