

# EFFECT OF WORK ENVIRONMENT, WORK DISCIPLINE, WORK MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION

Brilliantana Anugrah<sup>1</sup> \*, Yoesoep Edhie Rachmad<sup>2</sup>

<sup>1</sup> University of Dr. Soetomo Surabaya, Indonesia

<sup>2</sup> Indonesia School of Economics (STIESIA), Surabaya, Indonesia

\*Corresponding Author: [brilliantanaanugrah@gmail.com](mailto:brilliantanaanugrah@gmail.com)

---

**Abstract:** This study aims to analyze and empirically test the effect of: (1) work environment, work discipline and work motivation on employee performance; (2) work environment, work discipline and work motivation on job satisfaction; (3) job satisfaction on employee performance; (4) work environment, work discipline, and work motivation on employee performance through job satisfaction. The research approach used in this research is explanatory research. The sample population includes all 135 employees of the Department of Communication and Information of East Java Province. The sampling technique used is The method Total Sampling. The type of data used is almost all data. The source of this research data is in the form of questionnaires that have been filled out by employees of the Department of Communication and Information Technology of East Java Province who meet the criteria. The data analysis technique used Partial Least Square (PLS). The results of the analysis also prove that the work environment and work discipline have an influence on job satisfaction but work motivation has no effect on job satisfaction. Job Satisfaction, Work Environment and Work Discipline have an influence on Employee Performance through Job Satisfaction while Work Motivation has no influence on Employee Performance through Job Satisfaction.

**Keywords:** Work Environment, Work Discipline, Work Motivation on Job Satisfaction, Employee Performance

---

## 1. Introduction

Employee attendance is the most important aspect for the implementation of organizational plans that have been set. The role of human resources will be increasingly important when in the era of globalization, which is full of challenges. Humane resources are very important organizational resources, so their roles and functions cannot be replaced by other resources. One way to face these challenges is to improve employee performance. Employee performance will reflect organizational performance.

The definition of the work environment according to Nitisemito (2011: 183) is everything that is around the workers that can affect him in carrying out the tasks assigned. The work environment can affect the performance of employees. A work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable. The impact of an adequate work environment can be seen in the long term.

Objectives This study aims to: (1) To analyze and empirically test the effect of the work environment on employee performance at the Department of Communication and Information

Technology of East Java Province, (2) To analyze and empirically test the effect of work discipline on employee performance at the Department of Communications and Informatics. East Java Province, Informatics, (3) To analyze and empirically test the effect of work motivation on employee performance at the East Java Provincial Communications and Information Technology Office, (4) To analyze and empirically test the influence of the work environment on job satisfaction at the Provincial Communications and Information Technology Office. East Java, (5) To analyze and empirically test the effect of work discipline on job satisfaction at the Department of Communication and Information Technology of East Java Province, (6) To analyze and empirically test the effect of work motivation on job satisfaction at the Provincial Office of Communication and Information Technology East Java, (7) To analyze and test the empirically effect of job satisfaction on employee performance at the Department of Communication and Information Technology of East Java Province, (8) To analyze and empirically test the effect of the work environment on employee performance through job satisfaction at the Department of Communication and East Java Province Informatics, (9) To analyze and empirically test the effect of work discipline on employee performance through job satisfaction at the Department of Communication and Information Technology of East Java Province, (10) To analyze and empirically test the effect of work motivation on employee performance through satisfaction work at the Department of Communication and Information Technology of East Java Province.

## 2. Literature Review

### Work Environment

Understanding the working environment according to Suntoyo (2015: 38) is everything that exists around the workers and that could affect him in carrying out task's assigned tasks, e.g., hygiene, music, lighting, and others. Then, Sedarmayanti (2013: 183) argues that the work environment is everything around the workers that can affect him in carrying out the tasks assigned. According to Siagian (2012:37) the work environment is an environment where work works while working conditions are conditions in which the employee works.

### Work Discipline

According to Rivai and Sagala, (2013: 825), work discipline is a tool used by managers to communicate with employees so that they tend to change behavior and increase awareness. willingness of a person to obey the rules and social norms that apply in a company.

### Work Motivation

Motivation is defined as a mover or drive in humans that can cause, direct, and organize behavior (Darmawan, 2013). Torang (2012:57) states that work motivation is a process of giving encouragement to subordinates so that subordinates can work in line with the given limits in order to achieve optimal organizational goals.

### Job Satisfaction

According to Sunyoto (2015: 23), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. According to Martoyo (2008:115) job satisfaction is mainly a psychological aspect that reflects a person's feelings towards his work, he will feel satisfied with the suitability between his abilities, skills, and expectations with the work he faces. (Handoko, 2014: 193) Job satisfaction is a pleasant or unpleasant emotional state in which employees perceive how they work. Job satisfaction reflects a person's feelings toward his work.

**Employee Performance**

According to Mangkunegara (2017: 67), productivity is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the tasks entrusted to him. (Sutrisno (2016: 170)), "Employee performance is the result of work. that can be achieved by a person or group of people in the organization in accordance with their respective authorities and responsibilities. (Marwansyah, 2010:228) performance is the achievement/achievement of a person with regard to the tasks assigned to him. Productivity can also be seen as a combination of work output (what a person needs to achieve) and competence (how this item can be achieved).

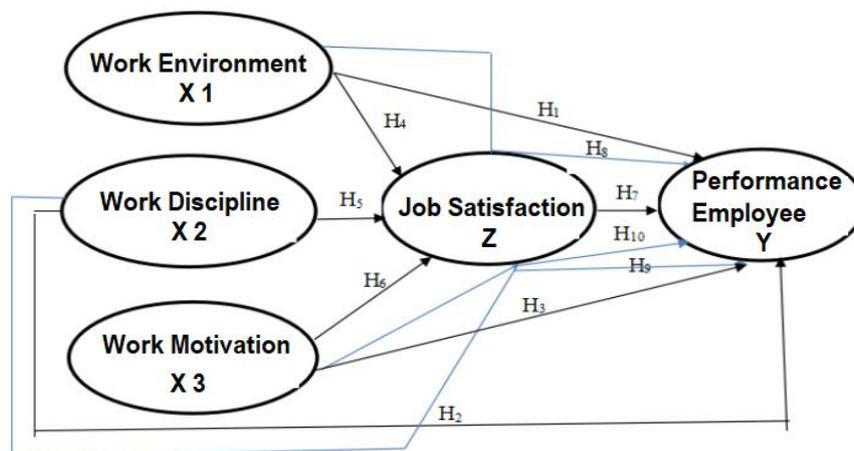
**Previous Research**

Performance is the answer to the success or failure of the organization's goals. Employee performance is known to what extent employees carry out their duties in accordance with their duties. Employee performance is influenced by three main factors, namely the work environment, work discipline and work motivation are central factors in an organization, and the results of a number of studies serve as a testimonial for these findings, namely Nugrahaningsih & Julaela (2017 ), Kartikasari & Djastut (2017); Hardiyant (2018), Primandaru & Tobing (2018), Farida & Hamdan (2019), Badawi (2014), Badawi (2014), Hanafi & Yohana (2017).

Motivation aims to encourage and stimulate employees to perform activities or tasks with a sense of awareness. Several previous studies such as Badawi (2014), Aziz (2016), Hanafi & Yohana (2017), Primandaru & Tobing (2018), Farida & Hamdan (2019), in their research stated that there was a positive and significant influence between work motivation and employee performance. about how to increase employee motivation should get better attention by the organization.

According to Robbins (2008:36), job satisfaction refers to the general attitude of people towards their work. A person with a high level of job satisfaction has a positive attitude towards his job. His job has a negative attitude towards it. The influence of the influence of job satisfaction on performance is supported by research conducted by Nugrahaningsih & Julaela (2017), Kartikasari & Djastut (2017), Hardiyant (2018), Primandaru & Tobing (2018), Farida & Hamdan (2019), Badawi (2014), Badawi (2014), Hanafi & Yohana (2017), which shows show that there is a positive and significant influence related to job satisfaction with employee performance.

**Conceptual Framework**



**Figure 1. Conceptual Framework**

Framework The conceptual framework in this study assumes that there is an influence of work environment, work discipline and work motivation on employee performance with job satisfaction as the intervening variable. Job satisfaction is used as an intervening variable that mediates the relationship between work environment, work discipline and work motivation on employee performance.

### **Hypothesis**

Hypothesis Based on the conceptual framework above, the proposed research hypotheses are:

- H1: Work environment has a significant effect on employee performance at the Department of Communication and Information Technology of East Java Province.
- H2: Work discipline has a significant effect on employee performance at the Department of Communication and Information, East Java Province.
- H3: Work motivation has a significant effect on employee performance at the Department of Communication and Information, East Java Province.
- H4: The work environment has a significant effect on job satisfaction at the Department of Communication and Information Technology of East Java Province.
- H5: Work discipline has a significant effect on job satisfaction at the Department of Communication and Information, East Java Province.
- H6: Work motivation has a significant effect on job satisfaction at the Department of Communication and Information, East Java Province.
- H7: Job satisfaction has a significant effect on employee performance at the Department of Communication and Information Technology of East Java Province.
- H8: The work environment has a significant effect on employee performance through job satisfaction at the Department of Communication and Information, East Java Province.
- H9: Work discipline has a significant effect on employee performance through job satisfaction at the Department of Communication and Information Technology of East Java Province.
- H10: Work motivation has a significant effect on employee performance through job satisfaction at the Department of Communication and Information Technology of East Java Province.

## **3. Method**

### **Population and Sample**

The research approach used in this research is explanatory research, namely to explain the effect, how independent variables affect the dependent variable (Morissan, 2012). The population in this study was all employees of the Department of Communication and Information Technology of East Java Province totaling 135 people. If the population is the employees of the East Java Province Communications and Informatics Office, totaling 135 employees, the sample can be some employees or several employees of the East Java Province Communications and Information Technology Office who are still working. So, from a population of 135 employees, the researchers took a sample of 135 employees with the sampling technique used by the Total Sampling.

### **Analysis Techniques**

#### **Method Partial Least Square (PLS)**

Abdillah and Jogiyanto, 2015:11) data analysis was carried out using the method Partial Least Square (PLS). PLS is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables.

### **Measurement of Method Partial Least Square (PLS)**

Boundary estimation in PLS includes 3 things, namely (Ghozali, 2015: 19): 1) Weight estimate used to create a latent variable score. 2) Path estimation that connects latent variables and loading estimates between latent variables and their indicators. 3) Means and parameter locations (regression constant values, intercepts) for indicators and latent variables. Steps Partial Least Square (PLS).

## **4. Result and Discussion**

### **The Effect of the Work Environment on Employee Performance**

The results in this study are not in line with Prasetyo (2019) who examined the Secretariat of the Jakarta Financial Education and Training Agency which found that there was a significant positive effect of the work environment on employee performance. This result also does not support the findings of Nugrahaningsih & Julaela (2017) which proves that the work environment has a significant effect on employee performance. Likewise, the findings of Badawi (2014) which found that there was a significant effect of the work environment on the work performance of teachers.

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

The results in this study are in line with the findings of Kartikasari & Djastuti (2017) which proves that work discipline has no positive and significant effect on employee performance. However, this result is not in line with the findings of Nugrahaningsih & Julaela (2017) who examined PT. Tempuran Mas who found that work discipline had a significant effect on employee performance. These results also do not support the findings of Hardiyanti (2018) which proves that discipline affects employee performance.

### **The Effect of Work Motivation on Employee Performance**

The results in this study are in line with Nugrahaningsih & Julaela (2017) who examined PT. Tempuran Mas who found that work discipline had a significant effect on employee performance. These results also support the findings of Hardiyanti (2018) which proves that discipline affects employee performance. Correspondingly, Badawi (2014) found that there was a significant influence of work discipline on teacher work performance.

### **Effect of Work Environment on Job Satisfaction**

Based on the results of the analysis, it was found that the work environment has a significant effect on job satisfaction, because the t statistic value is 3.494, which means it is greater than 1.96, which means that job satisfaction can be influenced by the work environment where the employee works.

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

Based on the results of the analysis, it was found that work discipline has a significant effect on job satisfaction, because the t statistic value is 3.494, which means it is greater than 1.96, which means that job satisfaction can be influenced by the level of work discipline of an employee at work.

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

Based on the results of the analysis, it was found that work motivation has no significant effect on job satisfaction, because the t statistic value is 1.427, which means it is smaller than 1.96, which means that the level of job satisfaction may not necessarily be influenced by the level of employee motivation.

### **Effect of Job Satisfaction on Employee Performance**

Based on the results of the analysis, it was found that job satisfaction has a significant effect on employee performance, because the t statistic value is 5.811, which means greater than 1.96, which means that employee performance can be influenced by the level of employee satisfaction at work.

### **The Influence of Work Environment on Employee Performance Through Job Satisfaction**

Based on the results of the analysis, it is found that the work environment has a significant effect on employee performance through job satisfaction, because the t statistic value is 2.059, which means it is greater than 1.96.

### **The Effect of Work Discipline on Employee Performance Through Job Satisfaction**

Based on the results of the analysis, it is found that work discipline has a significant effect on employee performance through job satisfaction, because the t statistic value is 2.596, which means it is greater than 1.96.

### **The Effect of Work Motivation on Employee Performance Through Job Satisfaction**

Based on the results of the analysis, it was found that work motivation had no significant effect on employee performance through job satisfaction, because the t statistic value of 1.415, which means it is smaller than 1.96.

## **5. Conclusions**

From the results of data analysis, the following conclusions can be obtained: (1) Work Environment has no influence on Employee Performance at the Communication and Information Office of East Java Province, (2) Work Discipline has no effect on Employee Performance at the Office of Communication and Information Technology of East Java Province, (3) Work Motivation has an influence on Employee Performance at the Office of Communication and Information Technology of East Java Province, (4) Work Environment has an influence on Job Satisfaction at the Office of Communication and Information Technology of East Java Province, (5) Work Discipline has an influence on Job Satisfaction at Office of Communication and Information Technology of East Java Province, (6) Work Motivation has no effect on Job Satisfaction at the Office of Communication and Information Technology of East Java Province, (7) Job Satisfaction has an influence on Employee Performance at the Office of Communication and Information Technology of East Java Province, (8) Work Environment has an influence on Performance Employees through Job Satisfaction at the Office of Communication and Informatics of East Java Province, (9) Work Discipline has an influence on Employee Performance through Job Satisfaction at the Office of Communication and Information Technology of East Java Province, (10) Work Motivation has no influence on Employee Performance through Job Satisfaction at Office of Communication and Information Technology of East Java Province.

### **Suggestion**

The suggestions are as follows: (1) It is hoped that the Department of Communication and Information Technology of East Java Province can pay more attention to employee motivation in improving employee performance, (2) It is hoped that the Department of Communication and Information Technology of East Java Province can pay more attention to the work environment and work discipline in increasing employee job satisfaction, (3) It is hoped that

further research can develop the results in this study by adding variables that affect employee performance.

## References

- Abdillah, Willy dan Jogiyanto. 2015. *Partial Least Square (PLS) Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Ed.1. Yogyakarta: ANDI
- Ardana. 2012. *Manajemen Sumber Daya Manusia*. Yogyakarta : Graha Ilmu
- Aziz, A., dan B. Muchtar. 2016. Pengaruh Komunikasi Organisasi Dan Motivasi Kerja Terhadap Disiplin Kerja Pegawai Pada Badan Kepegawaian Daerah (BKD) Kota Bukittinggi. *Jurnal Riset Manajemen Bisnis dan Publik*. 4 (1) : 1-19.
- Badawi, A. 2014. Pengaruh Lingkungan Kerja. dan Motivasi Kerja Terhadap Kepuasan Kerja Serta Implikasinya Pada Kinerja Guru. *Kontigensi*. 2 (1).
- Darmawan. 2013. *Metode Penelitian Kuantitatif*. Bandung: Remaja Rosdakarya.
- Farida, E., dan H. Hamdan. 2019. Analisis Pengaruh Pelatihan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Bidan Yang Berdampak Pada Kepuasan Kerja Di Kabupaten Bangka Barat. *JEM Jurnal Ekonomi Dan Manajemen*, 5 (1), 42-63.
- Ghozali, I. 2015. *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hanafi, B. D., dan 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.
- Handoko, T. Hani. 2014. *Manajemen Personalial dan Sumber Daya Manusia*. BPFE, Yogyakarta.
- Hardiyanti, S. E. 2018. Peran Intervening Kepuasan Kerja Pada Pengaruh Disiplin Kerja Dan Pengembangan Karir Terhadap Kinerja Pegawai Pada Fakultas Ekonomi Dan Bisnis Universitas Sultan Ageng Tirtayasa. *Tirtayasa Ekonomika* 11(2): 138-156.
- Kartikasari, R. I., and I. Djastuti. 2017. Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi pada SPBE PT. Tunas Sejati Cilacap). *Diponegoro Journal of Management*, 6(4): 872-883.
- Mangkunegara. A. A. Anwar P. 2017. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Remaja Rosdakarya.
- Martoyo. 2008. *Manajemen Sumber Daya Manusia*, Alfabeta, Bandung.
- Marwansyah. 2010. *Manajemen Sumber Daya Manusia*. Alfabeta: Bandung.
- Morissan. 2012. *Metode Penelitian Survey*. Jakarta: Kencana Prenada Media Group.
- Nitisemito, Alex. S. 2011. *Manajemen Personalial Manajemen Sumber. Daya Manusia*, Edisi Kelima, Cetakan Keempat Belas, Ghalia.
- Nugrahaningsih, Hartanti., dan Julaela. 2017. Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Tempuran Mas. *Media Manajemen Jasa, ISSN 2356-0304 (Paper) Vol.4 No.1*
- Prasetyo, R. 2019. Pengaruh Pelatihan, Lingkungan Kerja, Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Sekretariat Badan Pelatihan Dan Pendidikan Keuangan (BPPK) Jakarta. *Jurnal Manajemen, Fakultas Ekonomi, Universitas Islam Indonesia*.
- Primandaru, D.L., Tobing, D.S., Prihatini, D. 2018. Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap Kepuasan Kerja, Disiplin Kerja dan Kinerja Karyawan PT. Kereta Api Indonesia (Persero) Daop Ix Jember. *Bisma* 12, 204. <https://doi.org/10.19184/Bisma.V12i2.7890>
- Rivai dan Ella Sagala. 2013. *Manajemen Sumber Daya Manusia Untuk Perusahaan*, Rajawali Pers, Jakarta.

- Robbins, P. Stephen. 2008. *Organizational Behaviour, Tenth Edition (Perilaku Organisasi Edisi Ke Sepuluh)*, alih bahasa Drs. Benyamin Molan. Salemba Empat: Jakarta.
- Santosa, P. I. 2018. *Metode Penelitian Kuantitatif: Pengembangan Hipotesis dan Pengujiannya Menggunakan SmartPLS*. Yogyakarta : Andi.
- Sedarmayanti. 2013. *Sumber Daya Manusia dan Produktivitas Kerja*, CV. Mandar Maju, Bandung.
- Siagian. Sondang P. 2012. *Manajemen Sumber Daya Manusia*, Bumi Aksara. Jakarta.
- Sunyoto, Danang. 2015. *Manajemen dan Pengembangan Sumber Daya Manusia*. Center For Academic Publishing Service, Yogyakarta.
- Sutrisno, Edy. 2016. *Manajemen Sumber Daya Manusia*. Kencana Prenada Media Group. Jakarta.
- Torang, Syamsir. 2012. *Metode Riset Struktur Dan Perilaku Organisasi*. Bandung : Penerbit Alfabeta.
- Turangan, Reynold B., Sifrid, S. P., dan Maria, V. J. T. 2016. Employee performance analysis through leadership style, motivation & work discipline at waroeng charity Manado. *Jurnal emba*. Vol. 4 No. 1: 1068-1076