

# The Influence of Work Environment and Work Discipline on Employee Performance through Job Satisfaction

*The Influence of  
Work Environment  
and Work Discipline*

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## **ABSTRACT**

*Employee performance is critical to organizational success, influenced by factors such as work environment, work discipline, and job satisfaction, yet their interplay in small manufacturing firms remains underexplored. This study aims to examine how the work environment and work discipline affect employee performance through job satisfaction at Barokah Jaya, a rubber processing company in Mojokerto, East Java. A quantitative approach was employed, involving all 52 employees as the sample, with data collected via questionnaires using a 1–5 Likert scale and analyzed using Partial Least Squares. Findings indicate that a supportive work environment, including adequate facilities and positive relationships, and strong work discipline, marked by adherence to regulations, significantly enhances employee performance. Work discipline also increases job satisfaction, which directly boosts performance and mediates the relationship between discipline and performance, but the work environment does not significantly affect satisfaction due to fair rewards and leadership. In conclusion, fostering a conducive work environment and enforcing discipline are essential for improving performance, with job satisfaction playing a key mediating role for discipline. These insights suggest that small firms should prioritize workplace improvements and disciplined practices to optimize employee outcomes.*

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

## **ABSTRAK**

*Kinerja karyawan sangat penting bagi keberhasilan organisasi, dipengaruhi oleh faktor-faktor seperti lingkungan kerja, disiplin kerja, dan kepuasan kerja, namun interaksinya di perusahaan manufaktur kecil masih kurang dieksplorasi. Penelitian ini bertujuan untuk mengkaji bagaimana lingkungan kerja dan disiplin kerja memengaruhi kinerja karyawan melalui kepuasan kerja di Barokah Jaya, sebuah perusahaan pengolahan karet di Mojokerto, Jawa Timur. Pendekatan kuantitatif digunakan, melibatkan seluruh 52 karyawan sebagai sampel, dengan data dikumpulkan melalui kuesioner menggunakan skala Likert 1–5 dan dianalisis menggunakan Partial Least Squares. Temuan menunjukkan bahwa lingkungan kerja yang suportif, termasuk fasilitas yang memadai dan hubungan yang positif, serta disiplin kerja yang kuat, yang ditandai dengan kepatuhan terhadap peraturan, secara signifikan meningkatkan kinerja karyawan. Disiplin kerja juga meningkatkan kepuasan kerja, yang secara langsung mendorong kinerja dan memediasi hubungan antara disiplin dan kinerja, tetapi lingkungan kerja tidak secara signifikan memengaruhi kepuasan karena adanya penghargaan dan kepemimpinan yang adil. Kesimpulannya, membina*

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*lingkungan kerja yang kondusif dan menegakkan disiplin sangat penting untuk meningkatkan kinerja, dengan kepuasan kerja memainkan peran mediasi kunci untuk disiplin. Wawasan ini menunjukkan bahwa perusahaan kecil harus memprioritaskan perbaikan tempat kerja dan praktik disiplin untuk mengoptimalkan hasil kerja karyawan.*

**Kata kunci:** Kinerja Karyawan, Kepuasan Kerja, Disiplin Kerja, Lingkungan Kerja.

## INTRODUCTION

Human Resource Management (HRM) is a critical field encompassing planning, organizing, implementing, and controlling human resources within an organization. Employees are vital to a company's success, as their performance directly influences overall productivity and competitiveness. According to Hasibuan (2017), effective HRM ensures that employees are motivated and aligned with organizational goals, thereby enhancing their contributions to company objectives. High-quality employees enable firms to thrive in global competition, while poor performance can hinder operations. Performance, defined as the quality and quantity of work achieved by employees in fulfilling their responsibilities, is a key determinant of organizational success (Hustia, 2020). Without skilled and dedicated employees, companies struggle to achieve their strategic goals.

Several factors influence employee performance, including the work environment and work discipline. A supportive work environment, characterized by adequate facilities, safety, and positive interpersonal relationships, enhances employee productivity (Munir et al., 2020; Hasyim et al., 2022; Muslih & Zamara, 2022). Conversely, an unsupportive environment can reduce concentration and efficiency (Nurjaya, 2021; Rahayu & Dahlia, 2023). Burhannudin et al. (2019) emphasize that a conducive work environment fosters employee engagement and improves task execution. Similarly, work discipline marked by adherence to company regulations and a commitment to responsibilities drives productivity. Siagian and Khair (2018) note that disciplined employees consistently meet organizational standards, contributing to goal attainment. Without discipline, achieving corporate objectives becomes challenging, as non-compliance disrupts workflow and reduces efficiency.

Job satisfaction is another critical factor affecting performance (Khair, 2019). Satisfied employees exhibit higher motivation, loyalty, and productivity, while dissatisfaction can lead to reduced effort and poor outcomes. According to Wahyudi (2019), job satisfaction mediates the relationship between organizational factors and performance, yet its role in specific contexts remains underexplored. Despite extensive research, such as that by Ratu (2021), which highlights the impact of work environment on teacher performance, few studies have examined how job satisfaction mediates the interplay between work environment, work discipline, and employee performance in small-scale manufacturing firms like CV. Barokah Jaya. This research gap underscores the need to investigate these relationships in a specific organizational context to provide actionable insights for improving performance.

Suhendri (2018) suggests that aligning employee satisfaction with organizational policies boosts performance, supporting the need for this study. Conversely, poor conditions in these areas can lead to suboptimal results, which in turn affect the company's ability to meet its targets. This research, informed by studies such as those of Nabawi (2019), aims to contribute to the HRM literature by examining how these factors interact in a specific manufacturing context, thereby providing a foundation for future studies and policy development. The objective of this study is to analyze the influence of work environment and work discipline on employee performance, as measured by job satisfaction, at CV. Barokah Jaya. By exploring these relationships, the research aims to offer practical recommendations for enhancing employee productivity in similar firms. A conducive work environment, coupled with strong discipline and high job satisfaction, can significantly improve performance outcomes.

## **LITERATURE REVIEW & HYPOTHESES DEVELOPMENT**

### **Work Environment, Work Discipline, Job Satisfaction, and Employee Performance**

The work environment encompasses physical and non-physical elements surrounding employees that influence their task execution. According to Hasibuan (2017), a well-designed work environment, including adequate facilities and positive interpersonal relationships, enhances employee motivation and performance. Physical aspects, such as lighting, ventilation, and ergonomic tools, improve concentration, while non-physical aspects, including supportive colleagues, foster collaboration (Asfar & Anggraeni, 2020). Burhannudin et al. (2019) emphasize that a conducive work environment boosts engagement and productivity, enabling employees to perform tasks efficiently. A comfortable environment minimizes distractions, leading to higher work quality, whereas an inadequate environment can reduce productivity.

Work discipline refers to an employee's adherence to company regulations and commitment to responsibilities (Azhar et al., 2020; Bhastary, 2020; Efendi & Hardiyanto, 2021). Iptian et al. (2020) argue that disciplined employees exhibit consistency in meeting organizational standards, which directly enhances performance. Discipline ensures timely task completion and compliance with rules, contributing to organizational goals (Jufrizen & Hadi, 2021). Susanto (2019) notes that disciplined behaviors, such as punctuality and adherence to protocols, create a structured workplace, improving efficiency. High discipline levels correlate with increased productivity, as employees align their efforts with company objectives.

Job satisfaction reflects an employee's emotional response to their work, influencing motivation and performance. Satisfied employees are more loyal and productive, while dissatisfaction leads to reduced effort (Haryadi & Wahyudi, 2020; Wildani, 2023). Sutoro et al. (2020) emphasize that job satisfaction, driven by factors such as fair compensation and supportive leadership, has a significant impact on employee productivity. The interplay of work environment, discipline, and satisfaction shapes performance outcomes.

H1: The work environment has a positive effect on employee performance.

H2: Work discipline has a positive effect on employee performance.

H3: The work environment has a positive effect on job satisfaction.

H4: Work discipline has a positive effect on job satisfaction.

H5: Job satisfaction has a positive effect on employee performance.

### **Mediating Role of Job Satisfaction**

Job satisfaction mediates the relationship between work environment, work discipline, and employee performance. A conducive work environment fosters satisfaction, which in turn enhances performance. According to Ritonga and Bahri (2022), job satisfaction amplifies the impact of a supportive work environment on employee outcomes, though its mediating role in specific contexts requires further exploration. Boamah et al. (2022) suggest that a positive work environment, characterised by adequate facilities and collegial support, enhances satisfaction, which in turn drives performance. However, an uncomfortable environment may weaken this mediation, as dissatisfaction reduces motivation.

Work discipline also influences performance through job satisfaction (Farisi & Lesmana, 2021). Disciplined employees who adhere to regulations often experience a sense of accomplishment, which in turn increases their satisfaction and performance (Apalia, 2017; Winarsih & Faris, 2021; Kusumah et al., 2025). Yulianti and Santoso (2020) demonstrate that high discipline levels enhance job satisfaction, which subsequently improves employee productivity. Nurhasanah and Jufrizen (2022) further confirm that disciplined behaviors, such as punctuality and task commitment, foster satisfaction, leading to better performance outcomes. This mediation is critical in organizations where discipline is enforced consistently. Oscar and Sumirah (2019) note that satisfaction derived from disciplined work environments encourages employees to exceed performance expectations.

H6: Job satisfaction mediates the relationship between the work environment and employee performance.  
H7: Job satisfaction mediates the relationship between work discipline and employee performance.

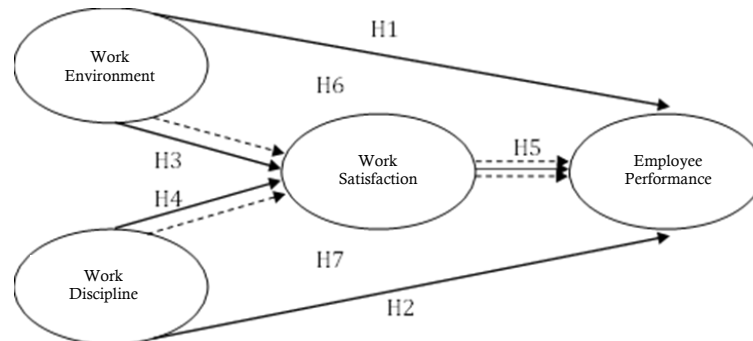


Figure 1. Research Framework

Figure 1 illustrates the relationships between work environment, work discipline, job satisfaction, and employee performance. According to Nabawi (2019), a structured framework helps clarify how organizational factors interact to influence performance outcomes. The framework posits that work environment and work discipline directly affect employee performance and indirectly influence it through job satisfaction. Figure 1 illustrates these relationships, with solid lines representing direct effects and dashed lines indicating indirect effects mediated by job satisfaction. Astuti (2019) and Astuti and Raharjo (2021) emphasize that such frameworks guide empirical testing of organizational variables. This model provides a foundation for testing hypotheses H1–H7, offering insights into improving performance at CV. Barokah Jaya.

## RESEARCH METHOD

This study employs a quantitative approach to investigate the relationships between work environment, work discipline, job satisfaction, and employee performance at CV. Barokah Jaya, a rubber processing company located at HC25+HRR, Unnamed Road, Census, Kemantren, Gedek District, Mojokerto Regency, East Java 61351. The research began in December with observations to identify issues at the company, followed by the distribution of pre-research questionnaires to assess challenges faced by employees. In late December, a conceptual framework was developed, aligning research variables with observed problems. Questionnaire distribution and data collection occurred in February, with data analysis and discussion finalized in March, ensuring a systematic timeline for the study.

The study population consists of all 52 employees at CV. Barokah Jaya. A saturated sampling technique was employed, meaning the entire population was included as the sample, given its relatively small size, thereby minimizing sampling errors. This approach ensures comprehensive data collection, capturing the perspectives of all employees in the factory. Data were gathered using primary and secondary sources. Primary data were collected through questionnaires distributed to employees, designed as hard-copy forms with a 1–5 Likert scale to measure responses accurately. Secondary data, such as employee attendance records and company reports, were obtained from CV. Barokah Jaya's internal documents to support the analysis.

Data analysis was conducted using the Partial Least Squares (PLS) method, a multivariate statistical technique suitable for small sample sizes and complex variable relationships. This method, effective for analyzing multiple dependent and independent variables, was chosen to address potential issues like missing values or multicollinearity. The analysis involved evaluating the measurement model for validity and reliability, followed by the structural model to test relationships between latent variables. The R-

square value assessed the model's predictive power, while the Goodness of Fit (GoF) metric evaluated the model's overall suitability, ensuring robust findings for hypothesis testing. This approach provides a reliable framework for examining the proposed relationships at CV. Barokah Jaya.

**RESULTS**

The analysis of the measurement model focused on ensuring the reliability and validity of the constructs. Hair et al. (2016) stated that to determine the reliability of individual indicators using the PLS-SEM approach, it is essential to verify the outer loadings of all constructs. Based on the rule of thumb, they indicate that items with loadings between 0.40 to 0.70 can be maintained. More detailed information can be seen in Table I. Construct reliability tests can be measured by the composite reliability of indicators that measure constructs. The construct can be considered reliable if the composite reliability value exceeds 0.70 (Ghozali, 2014). The reabinability test with the composite reliability that has been tested above can be strengthened by using Cronbach's alpha value. The composite reliability for all latent variables ranged from 0.82 to 0.92, indicating a satisfactory level of internal consistency as recommended by the researchers.

This study also examines the validity of constructs through convergent validity and discriminatory validity. Table 1 shows that the average variance extracted (AVE) values for all latent constructs are in the range of 0.51 to 0.80, which meets the rule of thumb that the threshold value of AVE should be above 0.50. Discriminatory validity measures the extent to which a specific latent variable differs from other variables.

**Table 1.** Outer loadings, Cronbach's Alpha, Composite Reliability, AVE

Construct	Items	Outer Loadings	Cronbach's Alpha	CR	AVE
Work Environment	WE1	0.824	0.942	0.948	0.725
	WE2	0.850			
	WE3	0.923			
	WE4	0.920			
	WE5	0.887			
	WE6	0.829			
	WE7	0.709			
Work Discipline	WD1	0.710	0.828	0.887	0.664
	WD2	0.812			
	WD3	0.885			
	WD4	0.841			
Work Satisfaction	WS1	0.730	0.895	0.918	0.615
	WS2	0.768			
	WS3	0.771			
	WS4	0.768			
	WS5	0.774			
	WS6	0.868			
Employee Performance	EP1	0.802	0.860	0.895	0.587
	EP2	0.744			
	EP3	0.739			
	EP4	0.776			
	EP5	0.795			
	EP6	0.739			

After testing the outer model such as validity and reliability tests, the next step is to test the inner model. The next step is to evaluate the structural model or inner model which aims to predict the relationship between latent variables. In this study, the results of determination coefficient (R2), path coefficient test, goodness of fit test will be explained.

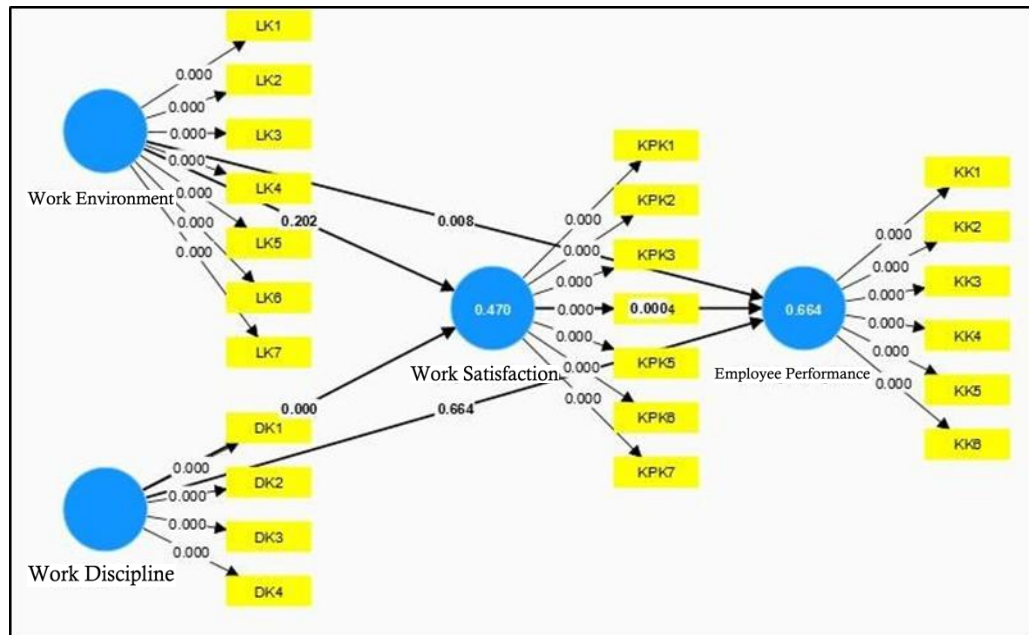


Figure 2. Structural Model

Testing of the structural model was carried out by looking at the R-squared value, which is a goodness-of-fit test of the model. The R2 value is used to measure the degree of variation in the independent value change for the dependent variable. The higher the R2 value, the better the prediction model of the proposed research model (Abdillah & Jogyanto, 2015). It can be seen in Figure 2 and Table 2 that the R-Square (R2) value of the employee performance variable is 0.664 or 66.4%. It shows that the employee performance variable can also be explained by the variables of work environment and work discipline by 66.4% and 33.6% influenced by other variables that are not used in this study.

R-squared (R<sup>2</sup>) of the job satisfaction variable is 0.470 or 47%. It shows that the variable of job satisfaction can be explained by the variables of work environment and work discipline by 47% and 53% influenced by other variables that are not used in this study.

Table 2. R-Square and Community

Variable	R-Square	Coefficient
Work Environment		0.725
Work Discipline		0.664
Work Satisfaction	0.470	0.615
Employee Performance	0.664	0.587
	0.567	0.648

The Goodness of Fit (GoF) measurement is one of the assessments of the structural model. This is done to measure how well the model produces conservation values and also to estimates its parameters. The Q<sup>2</sup> quantity has a value range of 0 < Q<sup>2</sup> > 1, where if the value of the Q<sup>2</sup> quantity is closer to 1, then it is stated that the model is getting better. The measure of Q<sup>2</sup> corresponds to the coefficient of determination in the path analysis. According to Januarty et al. (2020), the GoF value ranges from 0 to 1 with interpretations of 0.1 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF). Based on Table 2. It can be seen that the average value of R-Square is 0.567 and the average value of community is 0.648, so the value of Gof is:

$$GoF = \sqrt{(\text{avg. R-Square})(\text{avg. Coef})}$$

$$GoF = \sqrt{(0.567)(0.648)} = 0.487$$

From the results of the GoF calculation above, it can be concluded that the performance between the measurement model and the structural model has a GoF value of  $0.487 > 0.36$  (above 0.36). This indicates that the GoF value in this study has a feasibility of 48% for the research model. This means that the GoF value has a large model feasibility level and is good at estimating its parameters.

A hypothesis that is accepted or rejected can be discussed in the context of hypothesis testing. This researcher will use a significant alpha value of 0.06 or 5%. The relationship between variables is considered significant if the P-value is less than the predetermined significance level ( $P < 0.05$ ). Hypothesis testing can be seen in the coefficient path for direct influence and indirect effect for indirect influence. The following are the P values obtained in this study.

**Table 3.** Direct Effect and Indirect Effect

Test	Hypothesis	Standard Deviation	T-Statistic	P-Value	Description
Direct Effect	H1 Work Environment -> Employee Performance	0.111	3.695	0.000	Significant
	H2 Work Discipline -> Employee Performance	0.112	3.119	0.002	Significant
	H3 Work Environment -> Work Satisfaction	0.103	1.277	0.202	Not Significant
	H4 Work Environment -> Work Satisfaction	0.120	5.090	0.000	Significant
	H5 Work Satisfaction -> Employee Performance	0.096	6.867	0.000	Significant
Indirect Effect	H6 Work Environment -> Work Satisfaction -> Employee Performance	0.073	1.191	0.234	Not Significant
	H7 Work Discipline -> Work Satisfaction -> Employee Performance	0.112	3.600	0.000	Significant

Based on the test results in Table 3, it shows that the direct influence in Hypothesis 1, Hypothesis 2, Hypothesis 4, and Hypothesis 5 are accepted, as evidenced by the path coefficient value and p-value  $< 0.05$ . Meanwhile, in Hypothesis 3, the path coefficient and p-value values are at  $> 0.05$ , which means that the work environment variable has a positive influence but is not significant, so Hypothesis 3 is rejected. Regarding the indirect influence, the H6 test results indicated that the value did not align with the standard; thus, Hypothesis 6 was rejected. Then on H7, the path coefficient and p-value values are at  $< 0.05$ , so that Hypothesis 7 is accepted.

## DISCUSSION

The analysis reveals that the work environment has a significant influence on employee performance at CV. Barokah Jaya, with a positive effect indicated by an original sample value of 0.324 and a p-value of 0.008 ( $< 0.05$ ). A conducive work environment, characterized by supportive facilities and positive colleague relationships, enhances productivity. According to Ritonga and Bahri (2022), a well-structured work environment fosters employee engagement, leading to improved task execution and organizational outcomes. Faida (2019) further notes that physical and non-physical work environment factors, such as adequate lighting and harmonious workplace relationships, directly contribute to higher performance levels. Employees at CV. Barokah Jaya benefits from strong interpersonal relationships, which reduce stress and promote a positive work attitude, thereby boosting performance.

Work discipline also has a significant positive effect on employee performance, with an original sample value of 0.350 and a p-value of 0.002 ( $< 0.05$ ). High discipline levels, such as adherence to company regulations, enable employees to meet targets efficiently. Pereira (2023) emphasizes that disciplined behaviors, including punctuality and task commitment, create a structured workplace that enhances productivity. This aligns with findings from Hustia (2020), which highlight that employees who consistently follow

regulations achieve higher performance, at CV. Barokah Jaya, employees' compliance with rules, particularly in meeting deadlines, supports organizational goals, reinforcing the importance of discipline in driving performance.

The work environment, however, does not significantly affect job satisfaction, as shown by a p-value of 0.202 ( $> 0.05$ ). Despite an inadequate physical environment, employees at CV. Barokah Jaya maintains satisfaction due to a fair reward system and effective leadership (Ratu, 2021). Good relationships with colleagues further mitigate the impact of suboptimal conditions, ensuring satisfaction remains high. In contrast, work discipline significantly enhances job satisfaction, with a p-value of 0.000 ( $< 0.05$ ). Employees who adhere to regulations tend to feel a sense of accomplishment, which in turn increases their satisfaction (Yulianti & Santoso, 2020). Jessie and Partono (2020) note that disciplined employees often perceive their work as meaningful, which further boosts their satisfaction levels.

Job satisfaction has a significant influence on employee performance, with a p-value of 0.000 ( $< 0.05$ ). Satisfied employees exhibit higher motivation and productivity, driven by positive relationships and a supportive work culture. However, job satisfaction does not mediate the relationship between work environment and performance (p-value 0.234  $> 0.05$ ). Employees at CV. Barokah Jaya achieves high performance regardless of satisfaction levels due to a conducive work environment, as supported by Nurhidayati and Anggraini (2021). Conversely, job satisfaction mediates the relationship between work discipline and performance (p-value 0.000  $< 0.05$ ), indicating that disciplined employees with high satisfaction perform better (Windi & Rahardjo, 2021). These findings suggest that fostering discipline and satisfaction is crucial for enhancing performance.

The findings have several implications. Practically, CV. Barokah Jaya should invest in improving work facilities and maintaining fair reward systems to sustain employee performance. Managerially, leaders should prioritize policies that enhance job satisfaction, such as recognition programs, to boost productivity. Theoretically, this study enriches HRM literature by confirming the mediating role of job satisfaction in specific contexts, supporting further research into organizational variables. Policy-wise, companies should implement regulations that promote discipline and a supportive work environment to optimize performance outcomes.

## **CONCLUSION**

This study confirms that the work environment and work discipline have a significant influence on employee performance at CV. Barokah Jaya. A supportive workplace, equipped with adequate facilities and characterised by positive relationships, enhances employee productivity by fostering focus and collaboration. Similarly, firm adherence to company regulations ensures employees meet targets efficiently, contributing to organizational success. However, the work environment does not significantly impact job satisfaction, as fair rewards and effective leadership maintain employee contentment despite suboptimal conditions. Work discipline, in contrast, strongly enhances job satisfaction, as employees feel a sense of accomplishment when following rules. Job satisfaction directly boosts performance and mediates the relationship between work discipline and performance; however, it does not mediate the effect of the work environment on performance.

The findings offer practical insights for CV. Barokah Jaya to improve performance by enhancing workplace facilities and enforcing consistent discipline policies. Managerially, leaders should focus on recognition programs to sustain job satisfaction, while theoretically, the study highlights the nuanced role of satisfaction in organizational dynamics. However, the study's limitation lies in its focus on a single small-scale manufacturing firm, which may limit generalizability to larger or different industries. Additionally, reliance on self-reported questionnaires may introduce response bias. Future research should investigate these relationships across diverse industries and incorporate objective performance measures, such as production output, to validate the

findings. Including longitudinal data could also reveal how these factors evolve over time, providing deeper insights for organizational strategies.

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