

The Influence of Work Discipline and Work Environment on Performance with Job Satisfaction as a Mediator

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ABSTRACT

Education is one of the most important factors to advance a nation with a good level of education, it can prepare young people to become a superior generation to be able to contribute to development. The diversity of facilities, educators and work environments in these schools is a challenge for teachers and employees in improving performance. Field data shows that the number of teachers and employees is 134 people and 2,288 students. This study aims to determine the effect of work discipline and work environment on performance with job satisfaction as a mediating variable on teachers and employees of SMP Kalibagor District. This study uses quantitative methods, data were collected through questionnaires and analyzed using SEM-PLS. The results of the study showed that work discipline had a significant effect on performance, work discipline had no significant effect on job satisfaction, work environment had a significant effect on performance, work environment had a significant effect on job satisfaction, job satisfaction had a significant effect on performance, job satisfaction had no significant effect as a mediation between the work environment and performance, and job satisfaction had a significant effect as a mediation between work discipline and performance.

INTRODUCTION

Education is one of the key aspects that has a significant contribution in advancing a nation with a good level of education, it can prepare young people to become a superior generation to be able to contribute to development. One of the steps taken is to develop employees so that performance increases, so that they are able to educate their students to be smart. In Kalibagor District, there are 5 Junior High Schools (SMP) consisting of 4 Public Junior High Schools and 1 Private Junior High School. The number of employees and teachers in the 5 schools is 149 people and the number of students per 2024 is 2,288 students (*Data Sekolah Kec. Kalibagor - Dapodikdasmn*, 2024). Junior high schools in this area vary in terms of facilities, number of educators, and working environment conditions. Some schools have adequate facilities, such as sufficient classrooms, technological facilities, and a supportive environment, but some also face limited facilities and infrastructure. This is a challenge for teachers and staff in carrying out their duties.

This study uses objects on teachers and employees of all junior high schools in Kalibagor District in this case teachers and employees as the main drivers in the education process, facing various challenges that may arise such as delays, limited facilities, work conflicts and lack of appreciation that affect work discipline, work environment atmosphere, and job satisfaction. The performance phenomenon based on the survey conducted by the researcher and information obtained through the principal, it can be concluded that the performance of some teachers and employees is still not optimal, this can be observed from employees who have not been able to complete their tasks according to schedule, and it is known from the attendance that there are still employees who come late. On the other hand, some teachers and employees feel that their work environment is uncomfortable and the relationship between colleagues is not good.

This research is a type of replication research from previous research conducted by (Setyaji & Rijanti, 2022) which uses job satisfaction as X3. In this study, job satisfaction is developed into a connecting component. This approach allows to help understand the relationship between variables in more depth and provide appropriate solutions to improve performance.

LITERATURE REVIEW

Herzbreg's Two-Faktor Theory

According to (Alshmemri et al., 2017) there are two types of elements that influence employee job satisfaction, namely hygiene elements and motivators. Hygiene elements include organizational policies and management, interactions with superiors, interpersonal relationships, work situations and salaries. Meanwhile, motivational elements include achievement, appreciation, performance, responsibility, progress, and opportunities for growth. In this context, the work environment and work discipline are seen as hygiene factors that play an important role in creating job satisfaction, which ultimately affects performance.

Work discipline

Work discipline based on the opinion of (Febrian Enriko & Arianto, 2022), discipline reflects the awareness and readiness of individuals to comply with all rules set by the management of an agency, either voluntarily or with certain encouragement, so that all employees can carry out their duties properly. (Mustika & Oktavianti, 2021) In the context of an organization or management, work discipline is a concept that directs members of an organization to act regularly. Discipline creates conditions that encourage employees to carry out their responsibilities and activities in line with predetermined norms and rules. According to research (Hilmawan, 2021); (Pala'langan, 2021); (Siregar et al., 2022); (Suci et al., 2023); (Sari, 2023) and (Endratno & Agnes, 2019) state that discipline at work has a positive and significant impact on performance. However, this contradicts (Saputri et al., 2021) and (Muna & Isnawati, 2022) which show that work discipline has a negative impact that does not have a significant influence on performance.

H1: "Work discipline has a positive and significant effect on performance."

According to (Rahayu & Dahlia, 2023); (Febrian Enriko & Arianto, 2022); (Fenianti & Nawawi, 2023); (Pala'langan, 2021) and (Siregar et al., 2022) have a positive and significant impact on job satisfaction. However, these findings also show results that contradict the research results (Putri & Kustini, 2021); (Sumanti & Firmansyah, 2021); (Roringkon, 2021); (Alam & Wanialisa, 2021) and (Mustika & Oktavianti, 2021) by stating that work discipline has a negative and insignificant impact on job satisfaction.

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

Work environment

A supportive work environment can have a positive influence on employee performance and well-being. A good work environment is one that makes employees comfortable in carrying out their duties (Perwira Hadi et al., 2021). According to (Basalamah & As'ad, 2021), the work environment includes all aspects around the employee's workplace that have the potential to influence the level of teacher and employee satisfaction in carrying out their duties, so that they can produce optimal performance. The work environment also involves various supporting facilities that help teachers and employees complete their work. These facilities play an important role in supporting the responsibilities carried out by employees in order to improve performance within the organization. According to research (Perwira Hadi et al., 2021); (Rokhayati et al., 2022); (Rokhayati et al., 2022); (Sari, 2023) and (Agustriani et al., 2022) state that the work environment has a positive and significant impact on performance. However, this finding also shows results that contradict the research results (Pramestya et al., 2023) and (Mijaya & Susanti, 2023) which state that the work environment has a negative and insignificant impact on performance.

H3: "Work environment has a positive and significant effect on performance."

According to (Munandar & Prayekti, 2020); (Rulianti & Nurpribadi, 2023); (Saputra, 2021); (Ndandara et al., 2023); and (Sulistyawati et al., 2022) stated that the work environment has a positive and significant impact on job satisfaction. However, this finding also shows results that contradict the results of the study (Fenianti & Nawawi, 2023) and (Imam & Rismawati, 2022) by stating that the work environment has a negative and insignificant impact on job satisfaction.

H4: "Work environment has a positive and significant effect on job satisfaction."

Job satisfaction

According to (Setiani & Febrian, 2023) job satisfaction is defined as the result of employee experiences related to the personal values of teachers and employees, reflecting the hopes and desires of teachers and employees for their work. In addition, employees tend to feel a higher level of satisfaction when teachers and employees receive positive feedback on their work. This makes teachers and employees feel appreciated and cared for in carrying out their duties. According to research (Hilmawan, 2021); (Setiani & Febrian, 2023); (Rahmawani & Syahrial, 2021) conveyed that job satisfaction has a significant positive impact on performance. However, research conducted by (Pala'langan, 2021) and (Fitri & Endratno, 2021) showed different results. In the research conducted, it was found that the level of job satisfaction can actually have a negative and insignificant impact on performance.

H5: " Job satisfaction has a positive and significant effect on performance."

According to (Siregar et al., 2022) and (Astuti & Rahardjo, 2021) Work discipline has a positive and significant effect on performance through job satisfaction as a mediator. However, research has been conducted by (Sahrain, 2021); (Dirman & Setyaningrum, 2023); (Asri & Chanada, 2023); (Abdullah et al., 2024); and (Sundari & Putri, 2023) shows different results. In the research conducted, it was found that work discipline on performance through job satisfaction as a mediation can actually have a positive but insignificant impact.

H6: " Work discipline has a positive and significant effect on performance through job satisfaction as a mediator."

According to (Putri & Rambe, 2022) and (Astuti & Rahardjo, 2021) states that the work environment has a positive and significant influence on performance through job satisfaction as a mediator.

H7: " Work environment has a positive and significant effect on performance through job satisfaction as a mediator."

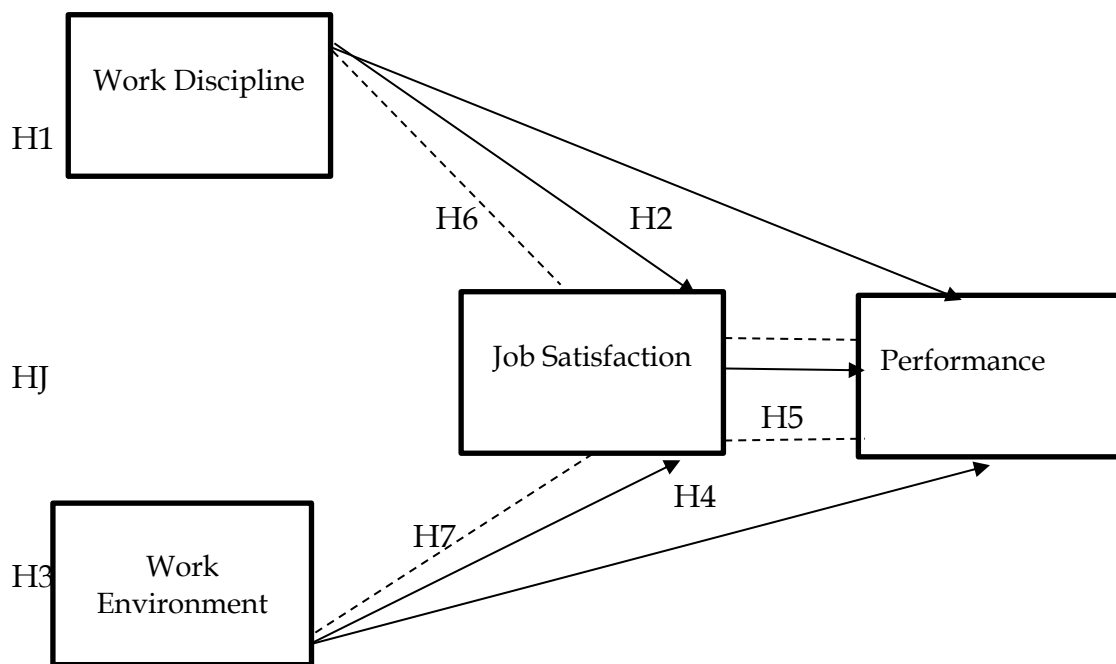


Figure 1. Conceptual Framework

METHODOLOGY

This type of research is classified as quantitative criteria. The procedure in the data collection process is carried out using a Likert-scale questionnaire 1 - 5 by applying saturated samples. The population and sample in this study include all teachers and junior high school employees in Kalibagor District, totaling 134 people. Data analysis was carried out by applying the SEM-PLS technique.

RESEARCH RESULT

Respondent Characteristics

The percentage of male teachers and employees is 43.3% while females reach 56.7%. This shows that the teaching profession is often considered more suitable for women because it requires patience, empathy and skills in educating students. In addition to teachers, female employees may more often fill administrative positions. This type of work is often considered more suitable for women, who are considered to have more attention to detail and management skills. Teachers and employees with an age range of <25 years are 6%, teachers and employees with an age range of 25-34 and an age range of 35-44 years are 20.9%, teachers and employees with an age range of 45-54 years reach 26.9% and teachers and employees with an age range of > 55 years are 25.4% this shows that the majority of teachers and employees of SMP in Kalibagor District are senior workers.

Viewed from the category of length of service, length of service <1 year is 5.2%, length of service 1-3 years reaches 20.1%, length of service 4-7 years is 10.4%, length of service 8-15 years is 15.7% and length of service > 15 years is

48.5%. This shows that senior workers tend to stay long in schools besides senior workers also play an important role in school management. Furthermore, seen from the employment status of teachers and employees of Kalibagor District Middle Schools. The percentage of civil servants is 46.3%, the percentage of honorary teachers and employees is 27.6%, the percentage of teachers and contract employees is 3.7% and the percentage of teachers and P3K employees is 22.4%. This illustrates that the existence of civil servants and P3K as the majority of the workforce reflects the stability of the employment system at Kalibagor District Middle Schools. However, the large role of honorary workers indicates that the need for workers has not been fully met by the permanent employment system, so more attention is needed to improve the status and welfare of honorary workers.

Table 1. Respondent Characteristics

Category	Description	Sum	%
Gender	L	58	43,3%
	P	76	56,7%
Age	<25	8	6,0%
	25 – 34	28	20,9%
	35 – 44	28	20,9%
	44 – 54	36	26,9%
	>55	34	25,4%
Length of work	<1	7	5,2%
	1 – 3	27	20,1%
	4 – 7	14	10,4%
	8 – 15	21	15,7%
	>15	65	48,5%
Status	PNS	62	46,3%
	HONORER	37	27,6%
	KONTRAK	5	3,7%
	P3K	30	22,4%

Outer Model

Validity Test

Convergent Validity

The Loading Factor value is considered to meet the convergent validity requirements if the indicators correlate > 0.70 (Putri & Rambe, 2022). The following presents the findings from the Convergent Validity and Discriminant Validity trials in this study

Table 2. Loading Factor

Category	WD	WE	P	JS	Results
WD.1	0.786				Validated
WD.2	0.788				Validated
WD.3	0.768				Validated
WD.4	0.714				Validated
WD.5	0.718				Validated
WD.6	0.706				Validated

WD.7	0.735				Validated
Category	WD	WE	P	JS	Results
WD.8	0.727				Validated
WD.9	0.725				Validated
WD.10	0.798				Validated
WD.11	0.765				Validated
WE.1		0.773			Validated
WE.2		0.745			Validated
WE.3		0.769			Validated
WE.4		0.830			Validated
WE.5		0.820			Validated
WE.6		0.703			Validated
WE.7		0.728			Validated
WE.8		0.782			Validated
WE.9		0.774			Validated
WE.10		0.754			Validated
WE.11		0.818			Validated
WE.12		0.766			Validated
WE.13		0.712			Validated
WE.14		0.784			Validated
K.1			0.725		Validated
K.2			0.737		Validated
K.3			0.800		Validated
K.4			0.703		Validated
K.5			0.797		Validated
K.6			0.754		Validated
K.7			0.816		Validated
K.8			0.736		Validated
K.9			0.792		Validated
K.10			0.731		Validated
JS.1				0.824	Validated
JS.2				0.825	Validated
JS.3				0.782	Validated
JS.4				0.744	Validated
JS.5				0.740	Validated
JS.6				0.814	Validated
JS.7				0.820	Validated
JS.8				0.860	Validated
JS.9				0.857	Validated
JS.10				0.833	Validated

Based on the data obtained, all variables have good outer loading values. That is above 0.70 which indicates good convergence. While the AVE value above 0.50 indicates that the variables applied can be considered valid.

Table 2. AVE

Variable	Average Extracted	Variance	Results
WD (X1)	0.561		Validated
WE (X2)	0.592		Validated
K (Y)	0.578		Validated
JS (Z)	0.659		Validated

B. Discriminant Validity

If the value of the relationship between a variable and itself tends to be higher than the relationship between other variables, then this test is considered to meet the requirements. This approach is known as the Fornell-Lacker approach. In addition, discriminant validity can also be evaluated through the Cross Loading value which measures the extent to which the indicator correlates with the variable it represents. The Cross Loading value is declared valid if the indicator correlation is higher than the correlation with other variables (Putri & Rambe, 2022).

Table 4. Fornell-Larcker

	WD	JS	P	WE
(X1)	0.749			
(Z)	0.581	0.812		
(Y)	0.677	0.661	0.760	
(X2)	0.646	0.792	0.719	0.769

Table 5. Cross - Loadings

	WD	WE	P	Job Satisfaction
WD.1	0.786	0.402	0.411	0.436
WD.2	0.788	0.397	0.435	0.429
WD.3	0.768	0.419	0.391	0.486
WD.4	0.714	0.470	0.403	0.418
WD.5	0.718	0.485	0.440	0.469
WD.6	0.706	0.438	0.555	0.410
WD.7	0.735	0.578	0.594	0.396
WD.8	0.727	0.484	0.509	0.350
WD.9	0.725	0.545	0.576	0.440
WD.10	0.798	0.409	0.578	0.548
WD.11	0.765	0.521	0.602	0.513
WE.1	0.597	0.773	0.527	0.604
WE.2	0.601	0.745	0.553	0.543
WE.3	0.507	0.769	0.519	0.585
WE.4	0.582	0.830	0.547	0.587
WE.5	0.561	0.820	0.556	0.570
WE.6	0.465	0.703	0.455	0.547
WE.7	0.489	0.728	0.480	0.580

WE.8	0.410	0.782	0.559	0.600
WE.9	0.474	0.774	0.616	0.587
WE.10	0.497	0.754	0.548	0.689
WE.11	0.525	0.818	0.659	0.674
WE.12	0.430	0.766	0.497	0.586
WE.13	0.345	0.712	0.456	0.732
WE.14	0.489	0.784	0.709	0.615
P.1	0.492	0.709	0.725	0.612
P.2	0.562	0.533	0.737	0.478
	WD	WE	P	Job Satisfaction
P.3	0.513	0.462	0.800	0.447
P.4	0.471	0.435	0.703	0.400
P.5	0.505	0.517	0.797	0.483
P.6	0.471	0.485	0.754	0.474
P.7	0.556	0.583	0.816	0.472
P.8	0.512	0.555	0.736	0.514
P.9	0.572	0.514	0.792	0.469
P.10	0.476	0.600	0.731	0.621
JS.1	0.521	0.674	0.576	0.824
JS.2	0.591	0.680	0.612	0.825
JS.3	0.484	0.655	0.509	0.782
JS.4	0.371	0.561	0.461	0.744
JS.5	0.388	0.546	0.460	0.750
JS.6	0.484	0.654	0.553	0.814
JS.7	0.486	0.672	0.538	0.820
JS.8	0.477	0.668	0.533	0.860
JS.9	0.445	0.660	0.565	0.857
JS.10	0.430	0.639	0.529	0.833

Based on the results obtained, it can be seen that each variable has a value exceeding the AVE root of its correlation with other variables. All indicators meet the discriminant requirements because the Cross Loading value shows that the correlation between each indicator and the variable being measured is higher than the correlation of the indicator with other variables.

Reliability Test

The reliability coefficient and Cronbach's Alpha can be used for reliability testing. A construct is considered to have a high level of reliability if the reliability coefficient value is more than 0.70, likewise, if the Cronbach's Alpha score is more than 0.70, it indicates that the construct is reliable (Putri & Rambe, 2022).

Table 6. Composite Reliability & Cronbach's Alpha

	<i>Composite Reliability</i>	Results	<i>Cronbach's Alpha</i>	Results
X1	0.933	Accurate	0.922	Accurate
X2	0.953	Accurate	0.947	Accurate

Y	0.932	Accurate	0.919	Accurate
Z	0.951	Accurate	0.942	Accurate

Based on table 6, it can be seen that the results of the analysis of each variable have a value of > 0.70 in the reliability coefficient & Cronbach's Alpha. Thus, the level of reliability is stated as good.

Inner Model

Coefficient of Determination Test (R-Square)

To estimate the correlation of independent variables (X) with dependent variables (Y), R-Square measurement is required. A significant R-Square value will have an impact on the model's capacity to predict the proposed research more optimally (Putri & Rambe, 2022).

Table 7. R-Square

	Coefficient of Determination	Coefficient of Determination customized
P	0.606	0.597
JS	0.636	0.630

The results of the SEM-PLS analysis as listed in the table, state 0.606 for the R-Square value on the Y variable, indicating that 60.6% of variables X1, X2, and Z have an effect on Y. On the other hand, 0.636 is the R-Square value for the Z variable, so 63.6% of variables X1, X2, and Y have an effect on Z.

Hypothesis Testing (T-Statistic)

The methods of examining research assumptions can be grouped into two main categories, including direct relationship studies and indirect relationship studies.

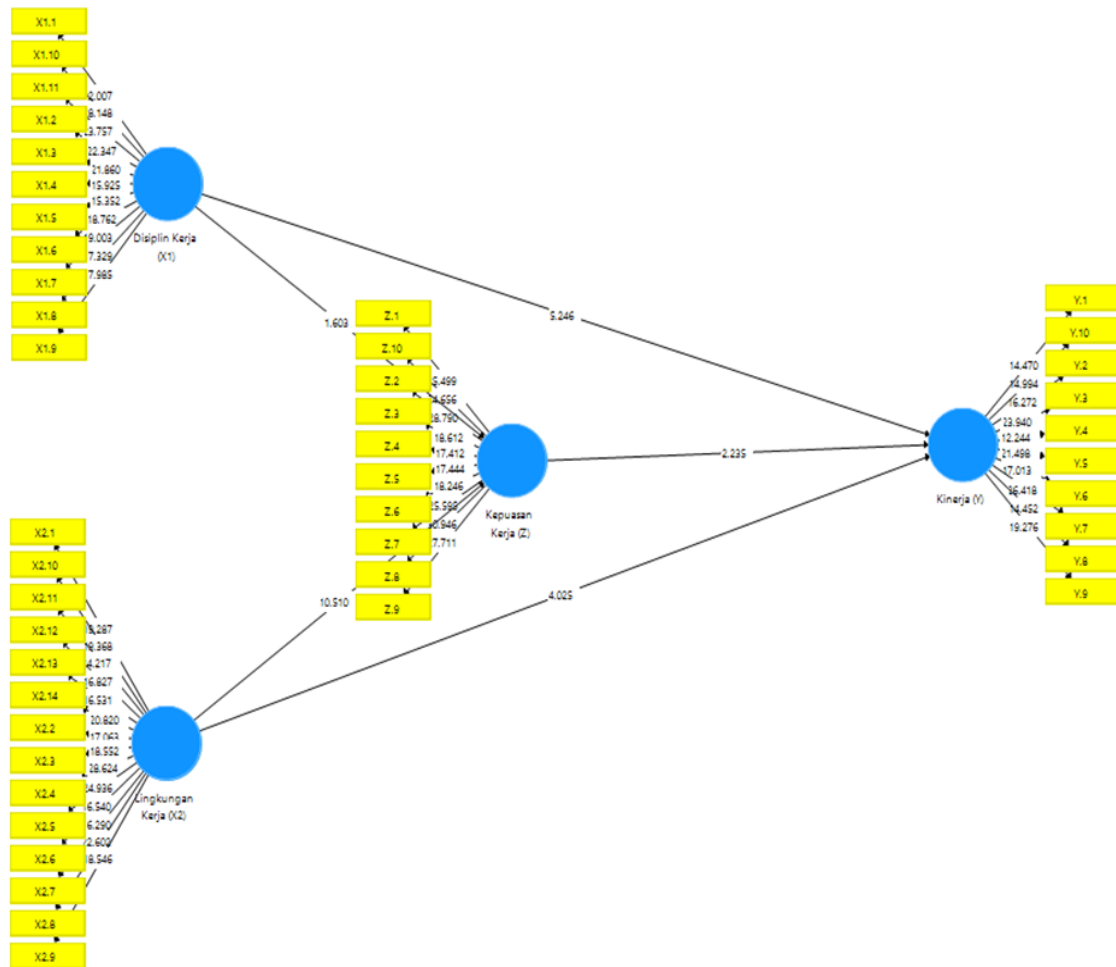


Figure 2. Path Coefficient

Table 8. direct contact test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	Nilai Probabilitas
WD -> P	0.343	0.342	0.065	5.246	0.000
WD -> JS	0.118	0.120	0.073	1.603	0.109*
WE -> P	0.352	0.361	0.088	4.025	0.000
WE -> JS	0.716	0.716	0.068	10.510	0.000
JS -> P	0.182	0.175	0.081	2.235	0.026

1. The effect of work discipline on the performance of the path coefficient is 0.343 (Original Sample), and the Probability value of 0.000 is less than 0.05. This shows that the performance of teachers and employees of SMP Kalibagor District is positively and significantly influenced by work discipline.

2. The effect of work discipline on job satisfaction of the path coefficient is 0.118 (Original Sample), and the Probability value of 0.109 is more than 0.05. This statement shows that work discipline has a positive but insignificant effect on the job satisfaction of teachers and employees of SMP Kalibagor District.

3. The effect of the work environment on the performance of the path coefficient is 0.352 (Original Sample), with a Probability value of 0.000 less than 0.05. This shows that the performance of teachers and employees of SMP Kalibagor District is positively and significantly influenced by the work environment.

4. The influence of the work environment on job satisfaction, the path coefficient is 0.716 (Original Sample), and the Probability value is 0.000 less than 0.05. This statement shows that the level of job satisfaction of teachers and employees of SMP Kalibagor District is significantly positively influenced by the work environment.

5. The influence of job satisfaction on performance, the path coefficient is 0.182 (Original Sample), and the Probability value is 0.026 less than 0.05. This shows that the performance of teachers and employees of SMP Kalibagor District is significantly positively influenced by job satisfaction.

Table 8. indirect relationship test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	Nilai Probabilitas
X1 -> Z -> Y	0.021	0.021	0.016	1.310	0.191*
X2 -> Z -> Y	0.130	0.126	0.062	2.096	0.037

1. The influence of work discipline on performance through job satisfaction, the path coefficient is 0.021 (Original Sample), and the Probability value is 0.191 more than 0.05. This shows that the performance of teachers and employees of SMP Kalibagor District is positively influenced by a little mediation associated with job satisfaction in influencing work discipline.

2. The influence of the work environment on performance through job satisfaction, the path coefficient is 0.130 (Original Sample), and the Probability value is 0.037 less than 0.05. This statement shows that the relationship between the work environment and the performance of teachers and employees of SMP Kalibagor District is significantly positively improved by the mediation of job satisfaction.

DISCUSSION

1. The Influence of Work Discipline on Performance

Discipline in carrying out tasks has a positive and significant impact on the performance of teachers and employees of SMP Kalibagor District. The findings of this study are in line with research conducted by (Suci et al., 2023); (Pala'langan, 2021); (Sari, 2023); (Siregar et al., 2022) and (Hilmawan, 2021) rules, completing tasks on time and maintaining commitment to their responsibilities, then the work results of teachers and employees tend to show significant improvements. This discipline reflects the existing professionalism, and

ultimately presents a positive impact on the overall performance of teachers and employees. This is in line with Herzberg's relevant theory that work discipline is related to responsibility and a sense of achievement which are part of the motivator factors (Alshmemri et al., 2017).

2. The Influence of Work Discipline on Job Satisfaction

Work discipline has an insignificant positive impact on the level of job satisfaction of teachers and employees of SMP Kalibagor District. The findings of this study are in line with the results of research conducted by (Putri & Kustini, 2021); (Roringkon, 2021); (Alam & Wanialisa, 2021); (Sumanti & Firmansyah, 2021); (Mustika & Oktavianti, 2021) This means that although work discipline tends to have a positive impact on job satisfaction, this influence is not strong enough to provide significant changes. With this, teachers and employees may feel that work discipline is a responsibility that must be carried out with more emphasis on compliance with the rules rather than providing space for flexibility for teachers and employees to feel appreciated and emotionally supported. In the context of Herzberg's theory, work discipline may not fully play a role as the main motivating factor. Allowing other factors that are more relevant in increasing job satisfaction such as career development opportunities or others (Alshmemri et al., 2017)

3. The Influence of the Work Environment on Performance

The work environment plays a positive and significant role in influencing the performance of teachers and employees of SMP Kalibagor District. The findings of this study are in line with previous research conducted by (Erni et al., 2022); (Agustriani et al., 2022); (Perwira Hadi et al., 2021); (Rokhayati et al., 2022); (Sari, 2023) This means that a conducive work environment, for example an atmosphere that supports collaboration, adequate facilities and harmonious working relationships can significantly improve the performance of teachers and employees. With a conducive work environment, teachers and employees feel comfortable in carrying out their duties, which in turn has a positive impact on the productivity of teacher and employee performance. This statement is in line with Herzberg's theory, which emphasizes that a good work environment is included in the hygiene factors (Alshmemri et al., 2017).

4. The Influence of the Work Environment on Job Satisfaction

Job satisfaction is positively and significantly influenced by the work environment of junior high school teachers and employees in Kalibagor District. This result is in accordance with research conducted by (Munandar & Prayekti, 2020); (Ndandara et al., 2023); (Rulianti & Nurpribadi, 2023); (Farhan Saputra et al., 2023); (Sulistyawati et al., 2022) This means that a conducive work environment creates a conducive and productive work environment such as adequate facilities, good interpersonal relationships, and a comfortable atmosphere can directly increase job satisfaction. In Herzberg's theory, hygiene factors such as work atmosphere, facilities and relationships with each other are

the main factors in preventing dissatisfaction and increasing work comfort, which ultimately increases job satisfaction (Alshmemri et al., 2017).

5. The Influence of Job Satisfaction on Performance

Job satisfaction has a positive and significant influence on the performance of junior high school teachers and employees in Kalibagor District. This finding is in line with previous research conducted by (Setiani & Febrian, 2023); (Saktisyahputra & Susanto Primadi Candra, 2022); (Rahmawani & Syahril, 2021); (Siregar et al., 2022); (Hilmawan, 2021) Thus, the higher the level of job satisfaction felt by teachers and employees, the better the performance shown by teachers and employees. This supports Herzberg's theory that job satisfaction derived from motivator factors such as responsibility and achievement can motivate individuals to work better (Alshmemri et al., 2017).

6. The Effect of Work Discipline on Performance Mediated by Job Satisfaction

Work discipline has a positive impact on performance, although the effect is not significant. In addition, job satisfaction functions as a mediator between teachers and junior high school employees in Kalibagor District. The findings of this study are in line with the study conducted by (Dirman & Setyaningrum, 2023); (Sundari & Putri, 2023); (Asri & Chanada, 2023); (Rahmawani & Syahril, 2021)(Abdullah et al., 2024) This means that although work discipline has the potential to have a positive impact on performance, this influence is not strong enough to involve job satisfaction as an intermediary variable. In short, the level of job satisfaction is inadequate to significantly bridge the correlation between work discipline and performance.

7. The Influence of Work Environment on Performance Mediated by Job Satisfaction

Performance is positively and significantly influenced by the work environment, this is evidenced by the level of job satisfaction of junior high school teachers and employees in Kalibagor District. The conclusion of this study supports the findings of previous research conducted by (Astuti & Rahardjo, 2021) and (Putri & Rambe, 2022) This shows that in addition to being able to directly improve performance, a comfortable work environment with adequate equipment, positive work relationships and a friendly work culture can also increase job satisfaction. Thus, for junior high school teachers and employees in Kalibagor District, job satisfaction acts as a strong mediator in increasing the correlation between the work environment and performance.

CONCLUSIONS AND RECOMMENDATIONS

Work discipline has a significant effect on performance. However, work discipline does not show a significant effect on job satisfaction. In addition, the work environment is proven to have a significant effect on performance and job satisfaction. On the other hand, job satisfaction plays an important role in significantly influencing performance, but job satisfaction does not function as a mediator that has significance between the work environment and performance. On the contrary, job satisfaction plays a significant role as a mediator between

work discipline and performance. The limitations of this study are that researchers do not distinguish between teachers and employees because the workload and work environment of teachers and employees are different which in turn can affect performance, and the R-Square Adjusted value of job satisfaction of 5.97 indicates a weak effect of job satisfaction. Suggestions for further researchers are to be able to separate or differentiate between teachers and employees and to add other variables that may not have been considered by the author.

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