



Work Discipline and Work Environment Effects on Employee Performance Through Job Satisfaction at Gondang Office

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Abstract

Purpose: This study aims to examine the effects of work discipline and work environment on employee performance through job satisfaction at the Gondang District Office, Mojokerto Regency.

Research Methodology: This study employed a quantitative research approach using a cross-sectional design. The population consisted of 60 employees of the Gondang District Office, and the census sampling technique was applied so that all employees were included as respondents. Primary data were collected using structured questionnaires and analyzed through path analysis to examine the direct and indirect relationships among the variables.

Results: The findings indicate that work discipline and work environment have significant positive effects on job satisfaction and employee performance. Job satisfaction also has a significant positive effect on employee performance. Mediation analysis shows that job satisfaction mediates the relationships between work discipline, work environment, and employee performance; however, the direct effects remain stronger than the indirect effects.

Conclusions: Employee performance can be enhanced by strengthening work discipline, creating a supportive work environment, and improving job satisfaction. These findings emphasize the importance of integrating organizational and psychological factors to achieve better employee performance.

Limitations: This study was conducted in a single public-sector organization with a relatively small sample, which may limit the generalizability of the findings.

Contribution: This study enriches the human resource management literature by providing empirical evidence on the mediating role of job satisfaction in the relationship between work discipline, work environment, and employee performance in the context of local government organizations.

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

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1. Introduction

Employee performance has become one of the most important determinants of organizational success in both public and private sector institutions. In public organizations, high employee performance contributes directly to the quality of public services, organizational effectiveness, and the achievement of government development objectives (Widodo, 2025). As public expectations regarding service quality continue to increase, government institutions are required to improve not only administrative efficiency but also the productivity and professionalism of their employees. Consequently, understanding the factors that influence employee performance has become an important concern for

both scholars and practitioners in the field of human resource management ([Riskarini, Putriana, Prakoso, & Martiza, 2025](#); [Perwitasari, Pahrudin, Wahyuni, Lermatan, & Sugiyanto, 2025](#)).

Employee performance reflects the extent to which employees accomplish their assigned duties and responsibilities in accordance with organizational standards and objectives. It represents the outcomes achieved by employees in carrying out their work effectively, efficiently, and responsibly while contributing to the achievement of organizational goals ([Karim, Morin, & Binur, 2025](#); [Haryanto, Wibisono, & Catrayasa, 2025](#)). Employee performance is commonly evaluated based on several indicators, including work quality, productivity, timeliness, responsibility, cooperation, and compliance with organizational procedures ([Lani, Hutajulu, & Mollet, 2025](#)). High-performing employees generally demonstrate greater productivity, accountability, commitment, and professionalism, whereas poor performance often leads to lower service quality, reduced organizational effectiveness, operational inefficiencies, and declining public trust, particularly in public-sector organizations where employees are directly responsible for delivering services to the community ([Hanafiah, Adiba, Dewantara, & Safarah, 2025](#); [Faeni, Faeni, Pujiati, & Cahaya, 2025](#)).

Employee performance is influenced by various organizational and individual factors, including work discipline, work environment, leadership, motivation, organizational commitment, and job satisfaction. Organizations that successfully manage these factors are more likely to achieve higher levels of employee productivity and service quality. Employees who receive adequate organizational support, work under favorable conditions, and perceive fairness in organizational policies are generally more motivated to perform their duties effectively. Conversely, inadequate workplace conditions, poor organizational support, and unclear responsibilities may reduce employees' motivation and ultimately hinder their performance. Therefore, organizations must continuously identify and manage the organizational and behavioral factors that influence employee performance in order to achieve sustainable organizational effectiveness ([Maulana, Wibisono, & Sarmini, 2025](#); [Hendrarso, Handoko, Kurnina, & Suseno, 2025](#)).

Among the factors influencing employee performance, work discipline has consistently been recognized as a fundamental determinant. Employees who consistently comply with organizational regulations, maintain punctuality, and fulfill their responsibilities according to established procedures tend to demonstrate higher levels of productivity and accountability ([Mursal, Wibisono, Ngaliman, Dewi, & Basri, 2025](#)). Similarly, a supportive work environment and higher levels of job satisfaction encourage employees to perform their duties more effectively by fostering positive attitudes, stronger organizational commitment, and greater willingness to contribute to organizational success. Consequently, understanding the relationships among work discipline, work environment, job satisfaction, and employee performance is essential for developing effective human resource management strategies, particularly in public-sector organizations that strive to improve the quality and effectiveness of public service delivery ([Sismiati, Susanto, Gunawan, & Fahriza, 2025](#); [Prawira, & Assa, 2025](#)).

Work discipline reflects employees' willingness and commitment to comply with organizational rules, maintain punctuality, fulfill responsibilities, and perform assigned tasks according to established procedures and organizational standards. It is considered one of the fundamental elements of effective human resource management because it promotes order, consistency, and accountability in the workplace. Employees with high levels of work discipline are generally more responsible, productive, and capable of achieving organizational objectives efficiently. They are more likely to complete their duties on time, follow organizational policies, and demonstrate professionalism in carrying out their responsibilities. In government institutions, work discipline is particularly important because public organizations operate under formal regulations, standardized administrative procedures, and legal frameworks that require employees to maintain consistency, transparency, and accountability in delivering public services. Effective work discipline not only enhances individual performance but also contributes to organizational credibility, public trust, and the overall quality of public service delivery. Therefore, strengthening work discipline has become an important managerial strategy for

improving organizational effectiveness and ensuring that public institutions achieve their strategic objectives.

In addition to work discipline, the work environment plays a significant role in shaping employees' attitudes, behaviors, and overall job performance. The work environment encompasses both physical and non-physical aspects of the workplace. Physical aspects include office layout, lighting, temperature, ventilation, cleanliness, workplace safety, and the availability of adequate facilities and equipment. Meanwhile, non-physical aspects involve organizational communication, leadership support, teamwork, interpersonal relationships, organizational culture, and the psychological climate experienced by employees. A supportive work environment enables employees to perform their duties more comfortably, reduces work-related stress, enhances motivation, and encourages effective collaboration among colleagues. Employees who perceive their work environment positively are generally more satisfied with their jobs, demonstrate stronger organizational commitment, and are more willing to contribute to achieving organizational goals. Conversely, an unfavorable work environment characterized by inadequate facilities, poor communication, interpersonal conflicts, or excessive work pressure may decrease employee motivation, increase job dissatisfaction, reduce productivity, and ultimately hinder organizational performance. Consequently, organizations need to continuously improve both the physical and psychological aspects of the workplace to create a healthy, supportive, and productive working environment that enhances employee well-being and organizational effectiveness.

Job satisfaction is another important factor that has attracted considerable attention in human resource management research because it is closely associated with employee attitudes, motivation, and organizational outcomes. Job satisfaction represents employees' positive emotional responses toward their jobs and reflects the extent to which their expectations, needs, and values are fulfilled by the organization. It encompasses employees' perceptions of various aspects of their work, including compensation, career development opportunities, supervision, working conditions, interpersonal relationships, and recognition for their contributions. Employees who experience higher levels of job satisfaction are generally more enthusiastic, committed, and motivated to achieve organizational goals. They tend to demonstrate greater responsibility, lower absenteeism, stronger organizational commitment, and a higher willingness to contribute beyond their formal job responsibilities. Furthermore, satisfied employees are more likely to maintain productive relationships with colleagues, adapt to organizational changes, and deliver higher-quality public services. In contrast, low job satisfaction may lead to decreased motivation, reduced productivity, increased turnover intentions, and poorer organizational performance. Therefore, job satisfaction may function not only as an important outcome of organizational practices but also as a psychological mechanism through which organizational factors, such as work discipline and the work environment, influence employee performance. Consequently, enhancing job satisfaction has become an essential managerial priority for organizations seeking to improve employee effectiveness, organizational performance, and the overall quality of public service delivery.

Although previous studies have extensively examined the relationships among work discipline, work environment, job satisfaction, and employee performance, empirical findings remain inconsistent. Several studies have reported that work discipline and work environment directly improve employee performance, whereas other studies suggest that these variables primarily influence performance indirectly through job satisfaction. Such inconsistencies indicate that the mediating role of job satisfaction requires further empirical investigation, particularly within public-sector organizations where employee behavior is strongly influenced by administrative regulations and organizational culture. The Gondang District Office in Mojokerto Regency represents a public organization responsible for delivering administrative services to the community. Preliminary observations indicate that several challenges remain in maintaining employee discipline, creating an optimal work environment, and improving employee satisfaction, which may ultimately affect organizational performance. Addressing these issues is essential to improving service quality and ensuring that organizational objectives are achieved effectively.

Based on these considerations, this study investigates the effects of work discipline and work environment on employee performance through job satisfaction at the Gondang District Office. Specifically, the study seeks to determine the direct effects of work discipline and work environment on job satisfaction and employee performance, as well as the mediating role of job satisfaction in explaining the relationship between organizational factors and employee performance. The findings are expected to provide both theoretical contributions to the human resource management literature and practical recommendations for improving employee performance in public-sector organizations.

2. Literature Review and Hypothesis/es Development

2.1 Work Discipline

Work discipline is one of the fundamental aspects of human resource management because it reflects employees' willingness to comply with organizational rules, policies, and established work procedures. It encourages employees to perform their responsibilities responsibly, maintain punctuality, and complete assigned tasks according to organizational standards. In public organizations, work discipline is particularly important because government employees are expected to demonstrate professionalism, accountability, and integrity while delivering public services ([Adil, Marhani, & Rosa, 2025](#)). Effective work discipline contributes to organizational efficiency, minimizes operational errors, and supports the achievement of organizational goals. Work discipline refers to employees' commitment to obey organizational regulations, maintain attendance, follow standard operating procedures, and fulfill their responsibilities consistently ([Kurbani, Novalia, & Nuarly, 2023](#)). Employees with high levels of discipline generally demonstrate greater responsibility, stronger commitment, and higher productivity than those with lower levels of discipline. In addition, disciplined employees tend to complete their work on time, maintain service quality, and contribute positively to organizational performance. Therefore, organizations should establish clear regulations and consistently implement disciplinary policies to encourage positive employee behavior ([Sanjaya, Wibisono, & Sajiyo, 2024](#); [Ichdan, 2024](#)).

Previous studies have shown that work discipline is closely associated with job satisfaction and employee performance. Employees who work in disciplined organizations tend to experience greater role clarity and fairness because organizational expectations and responsibilities are clearly defined. These conditions create a more orderly and supportive working environment, which enhances employees' job satisfaction. Furthermore, disciplined employees are generally more capable of achieving organizational objectives because they consistently comply with work procedures and organizational standards ([Fernando, & Surjandari, 2022](#); [Sanjaya et al., 2024](#)). Consequently, work discipline is expected to improve both employees' psychological well-being and their overall performance. Based on the theoretical arguments and previous empirical findings, this study proposes that work discipline positively influences both job satisfaction and employee performance. Therefore, the following hypotheses are formulated:

H_1 : Work discipline has a positive effect on job satisfaction.

H_2 : Work discipline has a positive effect on employee performance.

2.2 Work Environment

The work environment represents all physical and non-physical conditions surrounding employees while carrying out their daily responsibilities. It includes workplace facilities, office layout, lighting, temperature, ventilation, workplace safety, communication, interpersonal relationships, organizational climate, and managerial support ([Alfian, Wibisono, & Khaddafi, 2024](#)). A positive work environment enables employees to perform their duties comfortably, reduces work-related stress, and facilitates collaboration among coworkers. Consequently, organizations that provide supportive workplace conditions are more likely to improve employee well-being and organizational effectiveness. The physical work environment contributes directly to employees' comfort, health, and productivity ([Hamed, Hussain, Jani, Sabri, & Rusli, 2023](#); [Ali, Chua, & Lim, 2019](#)). Adequate facilities,

appropriate equipment, comfortable workspace arrangements, and safe working conditions enable employees to complete their tasks more efficiently while minimizing physical and psychological fatigue. Meanwhile, the non-physical work environment emphasizes organizational relationships, including communication between supervisors and employees, teamwork, mutual respect, organizational support, and a positive organizational climate ([Yuana, Sabilalo, Fauzih, & Halim, 2025](#); [Noya, 2024](#)). Effective communication and supportive interpersonal relationships encourage employees to share knowledge, solve problems collaboratively, and maintain harmonious working relationships ([Shobe, 2018](#); [Udin, Fitriani, & Dananjoyo, 2025](#)).

A favorable work environment not only improves employees' comfort but also strengthens their job satisfaction and work performance. Employees who perceive their workplace as safe, supportive, and conducive are generally more motivated, committed, and enthusiastic in performing their duties. Conversely, poor workplace conditions, inadequate facilities, and ineffective communication may reduce employee motivation, increase stress, and negatively affect organizational performance. Therefore, creating a supportive work environment has become an important managerial strategy for enhancing both employee satisfaction and organizational productivity ([Bahrain, Sakrani, & Maidin, 2023](#); [Al, & Al, 2023](#)).

Based on the theoretical arguments and previous empirical findings, this study proposes that a supportive work environment positively influences employees' job satisfaction and employee performance. Accordingly, the following hypotheses are formulated:

H₃: Work environment has a positive effect on job satisfaction.

H₄: Work environment has a positive effect on employee performance.

2.3 Job Satisfaction

Job satisfaction refers to employees' positive emotional responses toward their jobs and reflects the extent to which their expectations and needs are fulfilled by the organization. It represents employees' overall evaluation of various aspects of their work, including working conditions, recognition, compensation, relationships with supervisors and colleagues, career development opportunities, and organizational support ([Felya, Mursalin, & Heryati, 2024](#)). Employees who experience higher levels of job satisfaction generally demonstrate stronger organizational commitment, lower turnover intentions, reduced absenteeism, and higher productivity. Therefore, job satisfaction is considered an important indicator of employee well-being and organizational effectiveness ([Marlita, Dianingrum, Handayani, Perwitasari, & Liana, 2025](#)).

Job satisfaction is one of the most influential psychological factors affecting employee behavior because satisfied employees are more likely to enjoy their work and contribute voluntarily to organizational objectives. Employees who perceive fairness, appreciation, and adequate organizational support tend to develop stronger emotional attachment to their organizations ([Maskur, Basir, & Dewi, 2025](#)). These positive attitudes encourage employees to perform beyond minimum job requirements, maintain productive relationships with colleagues, and demonstrate greater commitment to achieving organizational goals. Conversely, employees with low levels of job satisfaction are more likely to experience reduced motivation, lower productivity, and decreased organizational commitment, which may negatively affect overall organizational performance ([Ngaliman, Astarina, & Catrayasa, 2025](#)).

According to human resource management theory, job satisfaction serves as an important mechanism linking organizational practices with employee behavior ([Larasandi & Satrya, 2025](#)). Organizational factors such as work discipline, work environment, leadership, and organizational support influence employees' perceptions of their jobs, which subsequently affect their performance outcomes. Employees who are satisfied with their work generally exhibit greater enthusiasm, responsibility, and willingness to improve their performance ([Haryanto, Wibisono, & Catrayasa, 2025](#); [Kundori, Fauziningrum, & Sukrisno, 2025](#)). Consequently, organizations that successfully enhance employee

satisfaction are more likely to achieve higher productivity and better organizational performance ([Nugroho, Said, & Said, 2025](#)). Based on the theoretical arguments and previous empirical findings, this study proposes that job satisfaction positively influences employee performance. Accordingly, the following hypothesis is formulated:

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

2.4 The Mediating Role of Job Satisfaction

Employee performance is influenced not only by organizational factors but also by employees' psychological responses to their work. Organizational practices such as work discipline and the work environment may not directly improve employee performance; instead, they first shape employees' attitudes toward their jobs ([Riskarini, Putriana, Prakoso, & Martiza, 2025](#)). One of the most important psychological mechanisms explaining this relationship is job satisfaction. Employees who perceive organizational policies as fair, experience a supportive work environment, and receive adequate organizational support are more likely to develop positive feelings toward their jobs. These positive attitudes encourage employees to perform their responsibilities more effectively and contribute to the achievement of organizational goals ([Perwitasari, Pahrudin, Wahyuni, Lermatan, & Sugiyanto, 2025](#)). From the perspective of organizational behavior, job satisfaction serves as an intervening variable that links organizational conditions with employee performance. Employees who work in disciplined organizations generally experience greater role clarity, while those working in supportive environments tend to feel more comfortable and motivated ([Widodo, 2025](#); [Haryanto, Wibisono, & Catrayasa, 2025](#)). These positive perceptions increase employees' job satisfaction, which subsequently enhances their commitment, productivity, and work performance. Therefore, organizational efforts to improve employee performance should not only focus on strengthening discipline and creating a conducive work environment but also on fostering employees' job satisfaction.

Previous empirical studies have reported that job satisfaction mediates the relationships between organizational factors and employee performance. Employees who are satisfied with their jobs are generally more willing to exert additional effort, maintain positive relationships with colleagues, and consistently achieve organizational objectives. Consequently, examining the mediating role of job satisfaction provides a more comprehensive understanding of how work discipline and the work environment influence employee performance, particularly in public-sector organizations ([Bahrain, Sakrani, & Maidin, 2023](#); [Noya, 2024](#); [Marlita, Dianingrum, Handayani, Perwitasari, & Liana, 2025](#)). Based on the theoretical arguments and previous empirical findings, this study proposes that job satisfaction mediates the effects of work discipline and work environment on employee performance. Therefore, the following hypotheses are formulated:

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

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

3. Research Methodology

3.1 Research Design

This study employed a quantitative research approach to examine the relationships among work discipline, work environment, job satisfaction, and employee performance. A quantitative design was considered appropriate because it enables researchers to measure variables objectively and statistically test the proposed causal relationships. Specifically, this study adopted an associative causal research design to determine both the direct and indirect effects among the research variables ([Sugiyono, 2019](#)). The research was conducted using a cross-sectional approach, in which data were collected from respondents at a single point in time. This design was selected because it allows researchers to examine existing organizational conditions efficiently while providing sufficient information to

evaluate the proposed research model. The study focused on identifying the influence of work discipline and work environment on employee performance through the mediating role of job satisfaction at the Gondang District Office, Mojokerto Regency.

3.2 Population and Sample

The population of this study consisted of all employees working at the Gondang District Office, Mojokerto Regency, totaling 60 employees. Because the population size was relatively small, this study employed a census sampling technique, whereby all members of the population were included as research respondents. Consequently, the sample size was equal to the population size, resulting in 60 respondents.

The use of census sampling minimizes sampling bias because every employee has an equal opportunity to participate in the study. Furthermore, this technique provides more comprehensive information regarding employees' perceptions of work discipline, work environment, job satisfaction, and employee performance within the organization.

3.3 Data Collection

Primary data were collected using a structured questionnaire distributed directly to all respondents. The questionnaire consisted of statements representing each research variable, namely work discipline, work environment, job satisfaction, and employee performance. Respondents were asked to evaluate each statement based on their actual experiences while performing their duties at the Gondang District Office.

Before data analysis, the completed questionnaires were reviewed to ensure completeness and consistency. The collected responses were then coded and entered into the statistical software for further analysis.

3.4 Measurement of Variables

The study examined four research constructs: work discipline, work environment, job satisfaction, and employee performance. Each variable was measured using several indicators presented in the questionnaire. The responses reflected employees' perceptions regarding organizational discipline, workplace conditions, job satisfaction, and individual performance. The validity and reliability of the research instrument were evaluated before hypothesis testing. Item validity was assessed using product-moment correlation analysis by comparing the calculated correlation coefficient with the critical value of the correlation table. Instrument reliability was evaluated using Cronbach's Alpha, where values greater than 0.60 indicated acceptable internal consistency.

3.5 Data Analysis

The collected data were analyzed using SPSS software through several statistical procedures. First, validity and reliability tests were conducted to ensure that the research instrument accurately measured each construct. Only valid and reliable indicators were included in the subsequent analysis. Second, path analysis was performed to examine the direct effects of work discipline and work environment on job satisfaction and employee performance. Path analysis was also employed to evaluate the indirect effects of work discipline and work environment on employee performance through job satisfaction as an intervening variable. The significance of each relationship was determined using the t-test at a significance level of 5% ($\alpha = 0.05$). A relationship was considered statistically significant when the significance value (p-value) was less than 0.05. Finally, the magnitude of both direct and indirect effects was compared to determine whether job satisfaction functioned as an effective mediating variable in explaining employee performance at the Gondang District Office ([Ghozali, 2005](#)).

4. Results and Discussions

4.1 Results

4.1.1 Instrument Validity and Reliability

Prior to hypothesis testing, the research instrument was evaluated to ensure its validity and reliability. Instrument validity was assessed using Pearson product-moment correlation analysis by comparing the calculated correlation coefficient (r_{count}) with the critical value of the correlation table ($r_{\text{table}} = 0.300$). The results indicate that all questionnaire items have correlation coefficients exceeding the minimum threshold, confirming that every indicator is valid for measuring its respective construct. Reliability testing was subsequently conducted using Cronbach's Alpha to examine the internal consistency of the measurement instrument.

Table 1. Validity and Reliability Results

Variable	Indicators	Validity	Cronbach Alpha	Description
Work Discipline	6	Valid	0.660	Reliable
Work Environment	6	Valid	0.762	Reliable
Job Satisfaction	5	Valid	0.702	Reliable
Employee Performance	5	Valid	0.622	Reliable

Table 1 shows that all questionnaire items are valid and reliable for measuring the research constructs. All indicators have correlation coefficients greater than the critical value ($r = 0.300$), while Cronbach's Alpha values for work discipline (0.660), work environment (0.762), job satisfaction (0.702), and employee performance (0.622) exceed the minimum threshold of 0.60. These results indicate that the research instrument demonstrates satisfactory validity and reliability and is suitable for further analysis.

4.1.2 Path Analysis Results (Model I: Job Satisfaction)

Table 2. Path Analysis Results for Model I (Job Satisfaction as the Dependent Variable)

Relationship	β	t-value	p-value	Decision
Work Discipline → Job Satisfaction	0.253	3.910	0.000	Supported
Work Environment → Job Satisfaction	0.840	12.956	0.000	Supported
R^2	0.667			

Table 2 indicates that both work discipline and work environment have positive and significant effects on job satisfaction. Work environment has the strongest influence ($\beta = 0.840$; $p < 0.05$), followed by work discipline ($\beta = 0.253$; $p < 0.05$). The model explains 66.7% of the variance in job satisfaction ($R^2 = 0.667$), indicating that these variables substantially contribute to employees' job satisfaction.

4.1.3 Path Analysis Results (Model II: Employee Performance)

Table 3. Path Analysis Results for Model II (Employee Performance as the Dependent Variable)

Relationship	β	t-value	p-value	Decision	Decision
Work Discipline → Employee Performance	0.168	2.019	0.047	0.047	Supported
Work Environment → Employee Performance	0.403	3.045	0.003	0.003	Supported

Relationship	β	t-value	p-value	Decision	Decision
Job Satisfaction → Employee Performance 0.005	0.375	2.914	0.005	0.005	Supported
R ²	0.542				

Table 3 demonstrates that work discipline, work environment, and job satisfaction each have positive and significant effects on employee performance. Among these variables, work environment has the strongest direct effect ($\beta = 0.403$), followed by job satisfaction ($\beta = 0.375$) and work discipline ($\beta = 0.168$). The structural model explains 54.2% of the variance in employee performance ($R^2 = 0.542$), while the remaining variance is influenced by other factors outside the research model.

4.1.4 Mediation Analysis

Table 4. Mediation Analysis Results

Relationship	Direct Effect	Indirect Effect	Conclusion
Work Discipline & Work Environment → Employee Performance	0.2125	0.0253	Direct effect > Indirect effect

Table 4 presents the mediation analysis results. The direct effect of work discipline and work environment on employee performance (0.2125) is greater than the indirect effect through job satisfaction (0.0253). These findings indicate that job satisfaction acts as an intervening variable; however, its mediating effect is relatively weak because the direct relationships remain more dominant.

4.2 Discussion

The findings indicate that work discipline has a positive and significant effect on job satisfaction at the Gondang District Office, Mojokerto Regency. This result is evidenced by a significance value of 0.000 (< 0.05) and a t-value of 3.910, which exceeds the critical value of 1.6630. These findings suggest that employees who consistently comply with organizational regulations, demonstrate punctuality, and carry out their responsibilities effectively tend to experience higher levels of job satisfaction. A disciplined work environment creates order, fairness, and accountability, enabling employees to perform their duties more confidently and comfortably. Consequently, employees are more likely to develop positive attitudes toward their jobs and the organization. This finding is consistent with the study conducted by [Mufasssir, Nur, and Tambunan \(2024\)](#), which reported that work discipline significantly influences employee job satisfaction. The consistency of these findings reinforces the argument that work discipline is an important organizational factor in enhancing employees' psychological well-being and satisfaction.

The results further demonstrate that the work environment has a positive and significant effect on job satisfaction, as indicated by a significance value of 0.000 (< 0.05) and a t-value of 12.956, which is substantially higher than the critical value of 1.6630. Among the independent variables, the work environment exhibits the strongest influence on job satisfaction, highlighting the importance of creating favorable workplace conditions. A supportive work environment, characterized by adequate facilities, effective communication, harmonious interpersonal relationships, and a safe workplace, enables employees to perform their duties comfortably while reducing workplace stress. Such conditions foster positive emotional responses toward the organization, resulting in higher job satisfaction. These findings support the study by [Akinwale, & George, 2020](#), which concluded that the work environment significantly affects employee job satisfaction in a public health service institution. The similarity of these findings suggests that workplace conditions consistently play a critical role in shaping employees' perceptions and attitudes across different organizational settings.

The analysis also reveals that work discipline has a positive and significant effect on employee performance, with a significance value of 0.047 (< 0.05) and a t-value of 2.019, exceeding the critical value of 1.6634. This finding indicates that employees who consistently adhere to organizational

regulations and fulfill their responsibilities are more capable of achieving higher levels of performance. Disciplined employees are generally more productive because they perform their duties according to established procedures, complete assignments on time, and demonstrate greater accountability in carrying out organizational responsibilities. In public organizations, such as the Gondang District Office, employee discipline is particularly important because it directly affects the quality and timeliness of public services delivered to the community. Therefore, strengthening work discipline should remain one of the organization's strategic priorities to improve employee performance and organizational effectiveness.

Furthermore, the study finds that the work environment has a positive and significant effect on employee performance, with a significance value of 0.003 (< 0.05) and a t-value of 3.045, which is greater than the critical value of 1.6634. This result indicates that employees working in supportive organizational environments tend to perform their duties more efficiently and effectively. A conducive work environment facilitates communication, encourages teamwork, minimizes work-related obstacles, and enhances employees' motivation to accomplish organizational objectives. Consequently, employees are able to achieve higher productivity and deliver better service quality. These findings are in line with the study conducted by [Kristanto, Latif, and Adi \(2023\)](#), which concluded that the work environment significantly influences employee performance at the Central Sulawesi Provincial Inspectorate Office. The consistency between these studies suggests that improving workplace conditions remains one of the most effective managerial strategies for enhancing employee performance.

Finally, the results confirm that job satisfaction has a positive and significant effect on employee performance, as indicated by a significance value of 0.005 (< 0.05) and a t-value of 2.914, which exceeds the critical value of 1.6630. Employees who are satisfied with their work generally demonstrate greater enthusiasm, stronger organizational commitment, and higher levels of productivity. They are more willing to complete assigned tasks responsibly, cooperate with colleagues, and contribute actively to achieving organizational objectives. These findings support the study conducted by [Fardiansyah, Jumady, and Djaharuddin \(2025\)](#), which emphasized that job satisfaction is one of the most important determinants of employee performance because satisfied employees tend to exhibit better work outcomes and stronger commitment to organizational success. Therefore, organizations should continuously implement policies that improve employees' job satisfaction, as this will ultimately contribute to sustainable improvements in employee performance and organizational effectiveness.

5. Conclusions

This study examined the effects of work discipline and work environment on employee performance through job satisfaction at the Gondang District Office, Mojokerto Regency. The findings reveal that work discipline and work environment have significant positive effects on job satisfaction. In addition, work discipline, work environment, and job satisfaction each significantly influence employee performance. Among the independent variables, the work environment has the strongest effect on job satisfaction, indicating that a supportive workplace plays a crucial role in improving employees' attitudes toward their jobs. Furthermore, the mediation analysis confirms that job satisfaction serves as an intervening variable in the relationships between work discipline, work environment, and employee performance, although the direct effects of work discipline and work environment on employee performance remain stronger than their indirect effects through job satisfaction.

These findings suggest that improving employee performance in public-sector organizations requires not only strengthening work discipline but also creating a conducive work environment that promotes employee satisfaction. Management should consistently enforce organizational regulations, provide adequate workplace facilities, encourage effective communication, and foster positive interpersonal relationships to enhance both job satisfaction and employee performance. This study is limited to a single public-sector institution with a relatively small sample size, which may restrict the

generalizability of the findings. Future research is recommended to involve larger samples from different organizations and incorporate additional variables, such as leadership style, organizational culture, organizational commitment, work motivation, or employee engagement, to provide a broader understanding of the factors affecting employee performance.

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Author Contributions

HD conceptualized the study, designed the research methodology, supervised the research process, interpreted the findings, conducted the statistical analysis, and reviewed and edited the manuscript. S collected the data, conducted the field survey, performed the literature review, prepared the initial manuscript draft, revised the manuscript, and managed the submission process. Both authors have read and approved the final version of the manuscript and agreed to its publication.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this article. The authors have no financial, professional, or personal relationships that could have influenced the research process, data analysis, interpretation of the findings, or publication of this manuscript.

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