



Work Environment and Work Discipline on Employee Performance: Mediating Role of Motivation and Job Satisfaction

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Abstract

Purpose: This study aims to examine the influence of work environment and work discipline on employee performance through work motivation and job satisfaction as intervening variables at the East Java Customs and Excise Regional Office 1.

Research Methodology: This study employed a quantitative approach with a causal research design. The population consisted of 68 employees, and total sampling was applied. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to evaluate direct and indirect relationships among variables.

Results: The findings show that work environment and work discipline significantly improve work motivation and job satisfaction. However, work environment and work discipline do not significantly affect employee performance directly. Work motivation also has no significant effect on performance, while job satisfaction has a significant positive effect on employee performance. The mediation analysis indicates that job satisfaction significantly mediates the relationship between work environment and performance, but does not mediate the relationship between work discipline and performance. Meanwhile, work motivation does not mediate the relationship between work environment and work discipline with employee performance.

Conclusions: Employee performance is primarily influenced by job satisfaction rather than motivation. Improving workplace conditions and employee satisfaction is essential for enhancing organizational performance.

Limitations: This study is limited to one government institution with a relatively small sample size, limiting broader generalization.

Contributions: This study contributes empirical evidence regarding the role of job satisfaction as a mechanism linking organizational factors and employee performance in the public sector.

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

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1. Introduction

Employees are an important resource for organizations because they possess the talent, energy, knowledge, and creativity required to achieve organizational goals. In the context of modern organizations, human resources are not merely operational assets but strategic elements that determine

organizational sustainability and effectiveness ([Thatrak, 2021](#)). The increasing complexity of organizational demands requires institutions to continuously improve employee capabilities and performance to ensure that organizational objectives can be achieved effectively. The importance of human resources is also aligned with increasingly competitive organizational environments; therefore, organizations must recognize employee potential by implementing appropriate management strategies to improve performance ([Agustian, Pohan, Zen, Wiwin, & Malik, 2023](#)).

Employee performance represents one of the primary indicators of organizational success because it reflects employees' ability to complete tasks, achieve predetermined targets, and contribute to organizational effectiveness ([Vuong & Nguyen, 2022](#)). High-performing employees are essential for organizations because their productivity directly affects the achievement of institutional objectives. In public sector organizations, employee performance has an even more significant role because it is closely related to the quality of public services, accountability, and institutional credibility. Therefore, identifying factors that influence employee performance is an important issue in human resource management studies ([Diamantidis & Chatzoglou, 2019](#)).

The East Java Customs and Excise Regional Office 1 is one of the government institutions that plays an important role in supporting national economic activities through customs and excise services. As part of the national customs administration system, this institution is responsible for implementing policies, providing services, and ensuring compliance with regulations related to international trade and state revenue. The effectiveness of this institution largely depends on the performance of its employees. However, based on field observations, employee performance at the East Java Customs and Excise Regional Office 1 experienced a decline throughout 2023 ([Purnomo, 2022](#)). Employees were unable to consistently achieve predetermined performance targets, and performance indicators showed a decreasing trend in several evaluation periods. This condition indicates that organizational performance improvement requires further attention, particularly regarding factors influencing employee effectiveness.

Several factors are considered to contribute to declining employee performance, including work environment, work discipline, work motivation, and job satisfaction. The work environment is an important factor because employees spend a significant amount of time performing organizational activities within their workplace. A supportive work environment can create comfort, encourage collaboration, and increase employee productivity ([Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022](#); [Emmanuel, 2021](#)). However, observations at the East Java Customs and Excise Regional Office 1 indicate that employees perceive the workplace environment as less supportive due to uncomfortable physical conditions, such as excessive heat and noise, as well as less harmonious relationships among employees. These conditions may reduce employee concentration and negatively affect performance.

In addition to the work environment, work discipline is another factor that influences employee performance. Work discipline reflects employees' commitment to organizational rules, responsibilities, attendance, and compliance with established procedures. Effective discipline encourages employees to complete tasks according to organizational expectations and maintain consistent performance ([Syarifuddin, 2023](#)). However, observations indicate that employee discipline at the East Java Customs and Excise Regional Office 1 remains a concern, as reflected by relatively high levels of absenteeism and employee tardiness. Low discipline may hinder task completion and reduce organizational productivity ([Tasya, Akbar, & Lina, 2024](#)).

Work motivation also plays an important role in determining employee performance. Motivation encourages employees to demonstrate greater effort, persistence, and commitment in completing their responsibilities. Employees with high motivation tend to show stronger enthusiasm and willingness to achieve organizational targets ([Haryono & Sulistyo, 2020](#)). However, observations reveal that employees at the East Java Customs and Excise Regional Office 1 experience challenges related to motivation, as indicated by unfinished tasks exceeding expected deadlines and perceptions regarding inadequate alignment between workload and compensation received. These conditions may reduce employees' willingness to provide optimal performance.

Furthermore, job satisfaction is considered an important psychological factor affecting employee behavior and performance. Employees who are satisfied with their work are generally more enthusiastic, committed, and willing to contribute to organizational success. Conversely, low job satisfaction may reduce work enthusiasm and employee involvement ([Vorina, Simonič, & Vlasova, 2017](#)). At the East Java Customs and Excise Regional Office 1, observations indicate that employees experience dissatisfaction due to limited promotion opportunities and the absence of an adequate reward system for employees who successfully achieve organizational targets. These conditions may influence employee perceptions of organizational support and reduce their motivation to improve performance.

Previous studies have examined the relationships between work environment, work discipline, motivation, job satisfaction, and employee performance. However, empirical findings remain inconsistent regarding the mechanisms through which organizational factors influence employee performance. Some studies indicate that work environment and discipline directly improve performance, while others suggest that these relationships may occur through psychological mechanisms such as motivation and job satisfaction. Therefore, further investigation is needed to understand whether motivation and job satisfaction function as intervening variables in explaining the relationship between organizational conditions and employee performance, particularly within public sector institutions ([Ogbonnaya, 2019](#)).

Based on these considerations, this study aims to analyze the influence of work environment and work discipline on employee performance through work motivation and job satisfaction as intervening variables at the East Java Customs and Excise Regional Office 1. This research is expected to provide theoretical contributions to human resource management literature by expanding understanding of employee performance determinants and practical contributions by providing insights for organizations in developing strategies to improve employee effectiveness and institutional performance.

2. Literature Review and Hypothesis/es Development

2.1 Employee Performance

Employee performance is one of the most important indicators in determining organizational effectiveness and sustainability. Performance reflects the extent to which employees are able to complete their responsibilities, achieve predetermined targets, and contribute to organizational objectives ([Thatrak, 2021](#)). In public sector organizations, employee performance has a strategic role because it is closely related to service quality, institutional accountability, and the achievement of government programs. Employee performance is not only determined by individual ability but also influenced by organizational and psychological factors ([Atatsi, Stoffers, & Kil, 2019](#)). Employees require adequate support, clear work procedures, and positive workplace conditions to achieve optimal performance. Previous studies emphasize that performance is a multidimensional construct involving work quality, productivity, responsibility, efficiency, and the ability to complete assigned tasks. In this context, organizations need to identify factors that encourage employees to improve their performance continuously. Research has shown that workplace conditions, discipline, motivation, and satisfaction are among the important determinants influencing employee performance ([Sedarmayanti, 2017](#)).

In government institutions such as the East Java Customs and Excise Regional Office 1, employee performance becomes increasingly important because employees are responsible for implementing public services and supporting institutional objectives. Therefore, understanding the factors that influence employee performance is essential for developing effective human resource management strategies.

2.2 Work Environment

The work environment refers to the physical and social conditions surrounding employees during the process of completing their work. It includes workplace facilities, physical comfort, organizational atmosphere, communication patterns, and relationships among employees. A supportive work environment enables employees to perform their duties more effectively by reducing workplace stress and increasing psychological comfort ([Darmadi, 2020](#)). From the perspective of organizational behavior, the work environment functions as an organizational resource that influences employee attitudes and behaviors. Employees who perceive their workplace positively tend to demonstrate higher enthusiasm, stronger commitment, and greater willingness to contribute to organizational goals. A comfortable physical environment, harmonious relationships, and adequate workplace support can strengthen employees' motivation and satisfaction. Research indicates that workplace environment conditions are associated with improved employee outcomes, including performance and psychological attachment to the organization ([Ende & Firdaus, 2021](#)). In public sector organizations, the work environment is particularly important because employees often face complex administrative responsibilities and high demands for service quality. An unfavorable work environment may reduce employee concentration and productivity, whereas a supportive environment can encourage better work outcomes.

2.3 Work Discipline

Work discipline represents employees' compliance with organizational rules, procedures, responsibilities, and established work standards. Discipline reflects employees' awareness and commitment to carrying out their duties appropriately. Effective discipline ensures that employees maintain punctuality, complete tasks according to procedures, and demonstrate responsible behavior ([Djari, JA, & Firdaus, 2017](#)).

Theoretically, work discipline functions as a behavioral control mechanism that helps organizations maintain consistency and effectiveness. Employees with strong discipline tend to have clearer work orientations because they understand organizational expectations and performance standards. However, discipline should not only be viewed as punishment or control but also as a mechanism for developing professional behavior ([Prasetyo & Marlina, 2019](#)). Previous studies have demonstrated that work discipline is closely associated with employee motivation and organizational effectiveness. A well-implemented discipline system can encourage employees to become more responsible and committed to their work. Nevertheless, the relationship between discipline and performance may depend on other organizational factors, such as leadership, motivation, competence, and satisfaction ([Muna & Isnowati, 2022](#)).

2.4 Work Motivation

Work motivation refers to internal and external forces that encourage employees to perform work activities and achieve organizational goals. Motivation influences employees' willingness, effort, persistence, and commitment in completing their responsibilities. Employees with higher motivation are generally expected to demonstrate greater enthusiasm and involvement in organizational activities ([Engidaw, 2021](#)). Motivation theory suggests that employees require both intrinsic and extrinsic encouragement to maintain high levels of performance. Intrinsic motivation may arise from achievement, responsibility, and personal growth, while extrinsic motivation may come from recognition, compensation, and organizational support ([Howard, Gagné, Morin, & Van, 2017](#)).

Although motivation is frequently considered an important predictor of employee performance, previous findings indicate that its effect may vary depending on organizational conditions. Motivation may not directly improve performance when employees face limitations related to resources, work systems, or organizational support ([Chen, Hao, Ding, Feng, Li, & Liang, 2020](#)). Therefore, motivation should be examined together with other organizational factors to understand its role in improving performance. Research in organizational contexts has highlighted the relationship between motivation, satisfaction, and employee performance.

2.5 Job Satisfaction

Job satisfaction refers to employees' positive evaluation and emotional response toward their work, including satisfaction with workplace conditions, organizational policies, recognition, compensation, and career opportunities. Employees with high job satisfaction tend to demonstrate stronger commitment, positive attitudes, and greater willingness to contribute to organizational success. According to organizational behavior perspectives, job satisfaction represents an important psychological mechanism connecting organizational conditions with employee outcomes. When employees perceive that their organization provides adequate support and favorable working conditions, they are more likely to experience satisfaction and develop positive work behaviors ([Hermawan, Sedarmayanti, Jubaedah, & Mulyaningsih, 2020](#)). Job satisfaction has frequently been associated with employee performance because satisfied employees tend to demonstrate higher engagement and commitment. However, the strength of this relationship may depend on organizational context. In some organizations, satisfaction may directly improve performance, while in others, additional factors such as motivation, competence, and leadership may determine whether satisfaction is translated into actual performance improvement ([Fransen, Boen, Vansteenkiste, Mertens, & Vande, 2018](#)).

2.6 Relationship between Work Environment and Work Motivation

A supportive work environment can increase employee motivation by creating favorable conditions for employees to achieve organizational goals. When employees experience workplace comfort, supportive relationships, and adequate facilities, they are more likely to develop positive attitudes and stronger motivation. The relationship between work environment and motivation can be explained through the Job Demands–Resources (JD-R) perspective, which suggests that organizational resources help employees manage work demands and encourage positive work behaviors ([Bakker, Demerouti, & Sanz-Vergel, 2023](#)). Therefore, a supportive environment provides psychological and physical resources that strengthen employee motivation.

2.7 Relationship between Work Discipline and Work Motivation

Work discipline is closely related to employee motivation because disciplined employees demonstrate stronger responsibility and commitment toward organizational objectives. Clear rules and consistent procedures can provide employees with direction and certainty regarding expected behaviors. However, discipline must be implemented fairly to ensure that employees perceive organizational rules positively. When discipline is supported by recognition and organizational support, it may strengthen employee motivation rather than merely controlling behavior ([Chen, Hao, Ding, Feng, Li, & Liang, 2020](#)).

2.8 Relationship between Work Environment and Job Satisfaction

The work environment plays an important role in shaping employee satisfaction. Employees who work in comfortable and supportive environments are more likely to develop positive perceptions toward their jobs. Physical conditions, workplace relationships, and organizational support influence employees' overall evaluation of their work experience. Therefore, improving workplace conditions can become an effective strategy for increasing job satisfaction. In government organizations, where employees frequently deal with administrative complexity and public responsibilities, a positive work environment is essential for maintaining employee satisfaction ([Nasution & Maqhfirah, 2017](#)).

2.9 Relationship between Work Discipline and Job Satisfaction

Work discipline can influence job satisfaction by creating clarity, consistency, and fairness in organizational processes. Employees who understand their responsibilities and work within a structured system may experience greater confidence and satisfaction. However, discipline needs to be balanced with appreciation and support. Excessive control without recognition may reduce

satisfaction, while fair and transparent discipline can strengthen employees' positive perceptions of the organization ([Susanti, 2022](#)).

2.10 Relationship between Job Satisfaction and Employee Performance

Job satisfaction is considered an important factor influencing employee performance because satisfied employees are more likely to demonstrate commitment and willingness to achieve organizational goals. Satisfaction can encourage employees to invest greater effort and maintain better work quality. Nevertheless, satisfaction alone may not always guarantee improved performance. Performance also depends on employee competency, organizational systems, and available resources. Therefore, examining job satisfaction as a determinant and mediator of performance provides a deeper understanding of how organizational factors influence employee outcomes ([Hendri, 2019](#)).

2.11 Mediating Role of Motivation and Job Satisfaction

Motivation and job satisfaction can function as psychological mechanisms explaining how organizational factors influence employee performance. Work environment and work discipline may not always directly improve performance but may first influence employees' psychological conditions, which subsequently affect their work outcomes ([Forson, Ofosu-Dwamena, & Opoku, 2021](#)). The mediating role of motivation and job satisfaction remains an important research area because previous studies have produced different findings depending on organizational context. Some studies show that motivation and satisfaction strengthen the relationship between organizational factors and performance, while others indicate that direct effects are stronger ([Al-Ansi, Jaboob, & Awain, 2023](#)). These differences highlight the need for further investigation, particularly in public sector organizations. Based on the literature review, this study proposes that work environment and work discipline influence employee performance both directly and indirectly through work motivation and job satisfaction.

3. Research Methodology

3.1 Research Design

This study used quantitative research methods. The quantitative approach was selected because this research aims to examine the relationships among research variables through numerical data measurement and statistical analysis. This approach enables researchers to objectively test the proposed hypotheses regarding the influence of work environment and work discipline on employee performance through work motivation and job satisfaction as intervening variables ([Bell, Bryman, & Harley, 2022](#); [Khan, Sarstedt, Shiau, Hair, Ringle, & Fritze, 2019](#)).

This study uses a causal research design. The causal design was applied because the research focuses on identifying the cause-and-effect relationships between variables. In this research model, work environment (X_1) and work discipline (X_2) are positioned as independent variables, work motivation (Z_1) and job satisfaction (Z_2) serve as intervening variables, while employee performance (Y) functions as the dependent variable. Through this design, the study examines both direct and indirect relationships among variables to understand the mechanisms influencing employee performance ([Khan et al., 2019](#)).

3.2 Population and Sampling Technique

The research population consisted of employees at the East Java Customs and Excise Regional Office 1, totaling 68 people. To determine the number of samples, this study used the Total Sampling technique, a sampling technique in which the number of samples is the same as the population. Therefore, all 68 employees of the East Java Customs and Excise Regional Office 1 were selected as respondents.

The use of total sampling was considered appropriate because the population size was relatively small and manageable. By involving the entire population, this study was able to obtain comprehensive

information regarding employee perceptions and experiences related to workplace conditions, discipline, motivation, satisfaction, and performance.

3.3 Data Collection Procedure

This study used primary and secondary data. Primary data were obtained directly from respondents through questionnaires distributed to employees of the East Java Customs and Excise Regional Office 1. The questionnaire was developed based on indicators representing each research construct, including work environment, work discipline, work motivation, job satisfaction, and employee performance ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2022](#)).

The data collection technique used by the author was a questionnaire. Respondents were asked to provide their perceptions regarding the research variables using a Likert scale measurement ([Joshi, Kale, Chandel, & Pal, 2015](#)). This approach was selected because it allows researchers to measure employee perceptions systematically and quantitatively. In addition to primary data, secondary data were obtained from relevant documents, organizational information, and previous studies related to human resource management and employee performance. The combination of primary and secondary data supported a more comprehensive analysis of the research problem.

3.4 Data Analysis Technique

The analytical technique chosen to analyze the data and test the hypotheses in this research was Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach. SEM-PLS was selected because it is appropriate for examining complex relationships involving multiple constructs, including direct effects and mediation relationships ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2022](#)).

The data analysis consisted of two main stages. First, the measurement model evaluation (outer model) was conducted to assess the quality of the research instruments. This evaluation included validity and reliability testing to ensure that the indicators used accurately measured each construct. Second, the structural model evaluation (inner model) was performed to examine the relationships between constructs. The structural model analysis involved evaluating path coefficients, t-statistics, and p-values to determine the significance of direct relationships among variables.

4. Results and Discussions

Model analysis using partial least squares (PLS) with the Smart PLS program gives the following results:

4.1 Hypothesis testing

Table 1. Table 1 Relationships Between Constructs

Variable Relationships	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work Environment (X_1) $\rightarrow$ Motivation (Z_1)	0.457	4,571	0,000	Significant
Work Discipline (X_2) $\rightarrow$ Motivation (Z_1)	0.457	4,591	0,000	Significant
Work Environment (X_1) $\rightarrow$ Job Satisfaction (Z_2)	0.517	3,074	0.002	Significant
Work Discipline (X_2) $\rightarrow$ Job Satisfaction (Z_2)	0.347	2,079	0.038	Significant
Work Environment (X_1) $\rightarrow$ Performance (Y)	0.038	0.238	0.812	Not significant
Work Discipline (X_2) $\rightarrow$ Performance (Y)	0.317	1,761	0.079	Not significant

Variable Relationships	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Motivation (Z_1) → Performance (Y)	0.143	0.722	0.471	Not significant
Job Satisfaction (Z_2) → Performance (Y)	0.516	2,748	0.006	Significant
Work Environment (X_1) → Motivation (Z_1) → Performance (Y)	0.065	0.619	0.536	Not significant
Work Discipline (X_2) → Motivation (Z_1) → Performance (Y)	0.065	0.740	0.459	Not significant
Work Environment (X_1) → Job Satisfaction (Z_2) → Performance (Y)	0.266	1,989	0.047	Significant
Work Discipline (X_2) → Job Satisfaction (Z_2) → Performance (Y)	0.179	1,656	0.098	Not significant

Table 1 presents the results of hypothesis testing using the Partial Least Squares (PLS) approach through the SmartPLS program. The structural model analysis was conducted to examine the direct and indirect relationships among work environment, work discipline, work motivation, job satisfaction, and employee performance. The significance of each relationship was determined based on the t-statistic and p-value values, where a relationship is considered significant when the p-value is below 0.05.

The results indicate that work environment has a positive and significant effect on work motivation, with an original sample value of 0.457, t-statistic of 4.571, and p-value of 0.000. Similarly, work discipline has a positive and significant effect on work motivation, with an original sample value of 0.457, t-statistic of 4.591, and p-value of 0.000. Furthermore, work environment significantly influences job satisfaction, with an original sample value of 0.517, t-statistic of 3.074, and p-value of 0.002, while work discipline also has a significant positive effect on job satisfaction, with an original sample value of 0.347, t-statistic of 2.079, and p-value of 0.038.

However, the direct effects of work environment and work discipline on employee performance are not statistically significant, with p-values of 0.812 and 0.079, respectively. Work motivation also does not significantly influence employee performance, with a p-value of 0.471. In contrast, job satisfaction has a positive and significant effect on employee performance, with an original sample value of 0.516, t-statistic of 2.748, and p-value of 0.006. The mediation analysis shows that work environment and work discipline do not significantly influence employee performance through work motivation, with p-values of 0.536 and 0.459, respectively. Meanwhile, work environment has a significant indirect effect on employee performance through job satisfaction, with an original sample value of 0.266, t-statistic of 1.989, and p-value of 0.047. Conversely, work discipline does not significantly affect employee performance through job satisfaction, with a p-value of 0.098. These findings indicate that job satisfaction plays an important mediating role, particularly in explaining how the work environment contributes to employee performance.

4.2 Discussion

4.2.1 The Effect of Work Environment on Work Motivation

The results of this study indicate that the work environment has a positive and significant effect on employee motivation at the East Java Customs and Excise Regional Office 1. This finding is supported by the path coefficient value of 0.457, t-statistic of 4.571, and p-value of 0.000, indicating that improvements in the work environment significantly increase employee motivation. A supportive work environment provides employees with better conditions to perform their duties, including physical comfort, positive workplace relationships, and organizational support (Gagné, Parker, Griffin, Dunlop, Knight, Klonek, & Parent-Rocheleau, 2022).

Theoretically, the work environment represents an important organizational resource that influences employees' psychological conditions. Employees who perceive their workplace as comfortable and

supportive tend to develop stronger enthusiasm and willingness to complete their responsibilities. A positive work environment can reduce workplace stress, increase feelings of belonging, and encourage employees to contribute more actively to organizational objectives ([Bakker, Demerouti, & Sanz-Vergel, 2023](#)). In the context of the East Java Customs and Excise Regional Office 1, this finding indicates that improving workplace conditions can become an important strategy for increasing employee motivation. The previous problems identified, such as uncomfortable workplace conditions, excessive noise, and less harmonious relationships among employees, may reduce employee enthusiasm. Therefore, creating a supportive working atmosphere is essential to encourage employees to perform their duties with greater commitment.

4.2.2 The Effect of Work Discipline on Work Motivation

The findings demonstrate that work discipline has a positive and significant effect on employee motivation. The relationship is supported by a path coefficient of 0.457, t-statistic of 4.591, and p-value of 0.000. This result indicates that employees with stronger discipline tend to demonstrate higher motivation in carrying out their work responsibilities. Work discipline reflects employees' willingness to comply with organizational rules, maintain attendance, complete tasks according to procedures, and demonstrate responsibility. A disciplined organizational environment creates clarity regarding expectations and encourages employees to develop more structured work behavior. Therefore, discipline does not only function as a control mechanism but also contributes to developing positive employee attitudes @km. At the East Java Customs and Excise Regional Office 1, improving employee discipline may support increased motivation by creating a more organized and accountable workplace. Issues related to absenteeism and employee tardiness indicate the importance of strengthening disciplinary practices. However, discipline should be implemented fairly and consistently so that employees perceive organizational rules as supportive rather than merely restrictive.

4.2.3 The Effect of Work Environment on Job Satisfaction

The analysis shows that the work environment has a positive and significant effect on job satisfaction, with a path coefficient of 0.517, t-statistic of 3.074, and p-value of 0.002. This finding confirms that workplace conditions play an important role in shaping employees' satisfaction with their jobs. Employees evaluate their work experiences not only based on their responsibilities but also based on the environment in which they perform their activities. A comfortable workplace, supportive colleagues, effective communication, and adequate facilities can increase employees' positive perceptions toward their organization ([Raziq & Maulabakhsh, 2018](#)). When employees feel supported by their workplace, they are more likely to experience satisfaction and develop stronger organizational attachment. This finding is particularly relevant for the East Java Customs and Excise Regional Office 1 because observations showed that some employees perceived the workplace environment as less comfortable. Therefore, improving physical workplace conditions and strengthening interpersonal relationships among employees can become effective approaches to increase job satisfaction.

4.2.4 The Effect of Work Discipline on Job Satisfaction

The results indicate that work discipline has a positive and significant effect on job satisfaction, with a path coefficient of 0.347, t-statistic of 2.079, and p-value of 0.038. This finding suggests that disciplined employees tend to experience higher satisfaction because they have clearer work structures, responsibilities, and expectations. A well-managed discipline system can create fairness and consistency within organizations. When employees understand organizational standards and receive equal treatment regarding rules and responsibilities, they are more likely to perceive their workplace positively. Thus, discipline contributes not only to behavioral regulation but also to employees' psychological evaluation of their work environment ([Bakker, Demerouti, & Sanz-Vergel, 2023](#)). For the East Java Customs and Excise Regional Office 1, improving discipline through clear procedures, consistent supervision, and fair implementation of policies may enhance employee satisfaction. Nevertheless, disciplinary practices should be accompanied by appreciation and

organizational support to ensure that employees perceive discipline as part of organizational improvement.

4.2.5 The Effect of Work Environment on Employee Performance

The findings show that the work environment does not have a significant direct effect on employee performance. The relationship produces a path coefficient of 0.038, t-statistic of 0.238, and p-value of 0.812. Although the work environment contributes to motivation and job satisfaction, it does not directly improve employee performance. This result indicates that performance improvement requires more than providing a comfortable workplace. Employee performance is a complex outcome influenced by multiple factors, including competency, workload, leadership, organizational systems, and individual capabilities ([Hersona & Sidharta, 2017](#)). Therefore, a positive work environment may create supportive conditions, but employees still require appropriate resources and management systems to translate these conditions into measurable performance outcomes. In the context of the East Java Customs and Excise Regional Office 1, improving workplace conditions remains important; however, these efforts should be integrated with employee development, performance monitoring, and effective managerial practices to achieve higher performance.

4.2.6 The Effect of Work Discipline on Employee Performance

The analysis indicates that work discipline does not significantly influence employee performance directly, with a path coefficient of 0.317, t-statistic of 1.761, and p-value of 0.079. This finding suggests that although discipline is necessary for maintaining organizational order, it does not automatically lead to improved performance. Discipline primarily ensures that employees comply with organizational standards, but performance achievement depends on additional factors such as skills, work methods, motivation, and organizational support ([Dieva & Swasti, 2024](#)). Employees may demonstrate high discipline in following procedures but still require adequate competencies and resources to produce optimal results. For the East Java Customs and Excise Regional Office 1, improving discipline should therefore be combined with training programs, performance evaluation, and reward mechanisms. A comprehensive human resource strategy is needed so that discipline can contribute more effectively to employee performance.

4.2.7 The Effect of Work Motivation on Employee Performance

The results demonstrate that work motivation does not significantly affect employee performance, with a path coefficient of 0.143, t-statistic of 0.722, and p-value of 0.471. This finding indicates that motivation alone is insufficient to explain variations in employee performance. Although motivation encourages employees to make efforts, performance outcomes depend on whether employees have adequate skills, resources, authority, and organizational support. High motivation without proper work systems may not necessarily produce improved performance ([Rangachari, 2020](#)). Therefore, organizations need to consider both psychological and structural factors when developing performance improvement strategies. In this study context, improving employee motivation should be accompanied by clearer career opportunities, effective performance management, and appropriate recognition systems to ensure that motivation can be translated into actual performance improvements.

4.2.8 The Effect of Job Satisfaction on Employee Performance

The findings reveal that job satisfaction has a positive and significant effect on employee performance, with a path coefficient of 0.516, t-statistic of 2.748, and p-value of 0.006. This indicates that employees who experience higher satisfaction tend to demonstrate better performance. Job satisfaction influences employees' willingness to contribute, commitment toward organizational goals, and enthusiasm in completing tasks. Employees who feel valued and satisfied with their work conditions are more likely to demonstrate positive work behavior and maintain better performance ([Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022](#)). At the East Java Customs and Excise Regional Office 1, improving job satisfaction through career development opportunities, recognition systems,

and fair organizational practices may become an effective strategy to enhance employee performance. This finding emphasizes that psychological factors play an important role in achieving organizational effectiveness.

4.2.9 The Mediating Role of Work Motivation

The mediation analysis shows that work motivation does not significantly mediate the relationship between work environment and employee performance. The indirect effect has a path coefficient of 0.065, t-statistic of 0.619, and p-value of 0.536. Similarly, work motivation does not significantly mediate the relationship between work discipline and employee performance, with a path coefficient of 0.065, t-statistic of 0.740, and p-value of 0.459. These findings indicate that although work environment and discipline influence motivation, motivation is not an effective mechanism for explaining improvements in employee performance ([Widarko & Anwarodin, 2022](#)). This result suggests that organizations should not rely solely on motivation-based approaches. Performance improvement requires integrated strategies involving employee capability development, organizational support, and effective management systems.

4.2.10 The Mediating Role of Job Satisfaction

The results show that job satisfaction significantly mediates the relationship between work environment and employee performance. The indirect effect produces a path coefficient of 0.266, t-statistic of 1.989, and p-value of 0.047. This finding indicates that a supportive work environment improves performance by increasing employee satisfaction ([Tasya, Akbar, & Lina, 2024](#)). Employees who experience positive workplace conditions are more likely to feel satisfied, and this satisfaction encourages them to demonstrate better performance. Therefore, job satisfaction serves as an important mechanism connecting organizational conditions with performance outcomes. However, job satisfaction does not significantly mediate the relationship between work discipline and employee performance, with a path coefficient of 0.179, t-statistic of 1.656, and p-value of 0.098. This indicates that although discipline improves satisfaction, the resulting satisfaction is not sufficient to significantly improve performance.

5. Conclusions

This study concludes that organizational factors, particularly work environment, work discipline, and job satisfaction, play important roles in explaining employee behavior and performance at the East Java Customs and Excise Regional Office 1. The findings demonstrate that work environment and work discipline significantly improve employee motivation and job satisfaction, indicating that supportive workplace conditions and disciplined work practices contribute to creating positive employee attitudes. However, these factors do not directly improve employee performance, suggesting that performance outcomes are influenced by more complex mechanisms beyond organizational conditions alone. The results further indicate that work motivation does not significantly contribute to employee performance, while job satisfaction becomes a significant determinant of performance improvement. This finding highlights that employees who experience greater satisfaction with their work tend to demonstrate better performance through stronger commitment, positive work attitudes, and greater willingness to contribute to organizational goals.

Regarding the mediation mechanism, this study confirms that job satisfaction significantly mediates the relationship between work environment and employee performance. This indicates that a supportive work environment improves performance primarily by increasing employee satisfaction. Conversely, work motivation does not mediate the relationship between work environment and work discipline with employee performance, and job satisfaction does not significantly mediate the relationship between work discipline and performance. These findings provide practical implications for the East Java Customs and Excise Regional Office 1 by emphasizing the importance of improving workplace conditions, strengthening employee satisfaction, and developing human resource strategies that support sustainable performance improvement. Organizations should focus not only on

disciplinary and motivational approaches but also on creating a work environment that enhances employees' positive experiences and satisfaction.

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Author Contributions

S contributed to the conceptualization, research design, methodology, data collection, data analysis, interpretation of findings, and preparation of the initial manuscript. SOP contributed to supervision, validation of the research framework, critical review, improvement of the manuscript structure, and final editing. NA contributed to data interpretation, literature review development, and manuscript refinement. All authors reviewed and approved the final version of the manuscript and agreed to be accountable for all aspects of the research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The authors confirm that the research was conducted independently and objectively, and no financial, institutional, or personal relationships influenced the research design, data collection, analysis, interpretation of results, or preparation of the manuscript.

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