

## **THE INFLUENCE OF WORK DISCIPLINE AND WORK ENVIRONMENT ON JOB SATISFACTION MEDIATED BY PERFORMANCE (STUDY AT THE LAMONGAN SURGICAL PARTNER HOSPITAL)**

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### **ABSTRACT (10 PT)**

This study aims to determine the effect of work environment and work discipline on job satisfaction mediated by performance using PLS-SEM (Study at Mitra Sehat Lamongan Surgical Hospital). The type of research used is quantitative research. The population in this study were employees of Mitra Sehat Lamongan Surgical Hospital. The sample in this study amounted to 86 respondents. The sampling technique used purposive sampling. Data collection in this study used survey methods, questionnaires and documentation. The data analysis technique used is PLS (Partial Least Square) using a supporting instrument, SmartPLS 3. The results of direct research show that first the work environment variable on job satisfaction can be seen that the t-statistic value is  $6.265 > 1.98$  and p-value 0.000. This shows that the work environment has a positive and significant effect on job satisfaction. Second, the work environment variable on performance can be seen that the t-statistic value is  $2.739 > 1.98$  and p value is 0.006. This shows that work discipline has a positive and significant effect on job satisfaction. Third, namely work discipline on job satisfaction, it can be seen that the t-statistic value is 4.503 and the p-value is 0.000. This shows that work discipline has a positive and significant effect on job satisfaction. Fourth, namely work discipline on performance, it can be seen that the t statistic value is 4.286 and the p-value is 0.000. This shows that work discipline has a positive and significant effect on performance. Fifth, namely performance on job satisfaction, it can be seen that the t statistic value is  $3.509 > 1.98$  and the p-value is 0.000. This shows that performance has a positive and significant effect on job satisfaction. The indirect effect also shows that performance as an intervening variable is able to mediate the effect of the work environment on job satisfaction positively and significantly with a significant value with a t-statistic value of  $3.116 > 1.98$  and a p-value of  $0.000 < 0.05$ . And performance as an intervening variable is able to mediate the effect of work discipline on job satisfaction positively and significantly with a t statistic value of  $2.449 > 1.98$  and a p-value of  $0.000 < 0.05$ .



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## INTRODUCTION

Human resources is a management that focuses on maximizing employee capabilities through various strategic steps in order to improve employee performance to optimize the organization. The organization's goal is to maximize profits for the organization in improving the welfare of existing employees. The availability of human resources is very important for the continuity of the company. In a company, the work environment needs to be considered because it has a direct influence on employees. This study aims to determine and prove the effect of work environment variables and work discipline has a positive and significant effect on job satisfaction and determine the effect of work environment variables and work discipline mediated by performance..

The work environment is something that is around workers that can have an impact on job satisfaction when doing their job.(Widiyaningrum, 2019). According to Sutrisno (2019) explains that work discipline is an attitude of obeying the rules and regulations set by the company. Apart from the work environment and work discipline, job satisfaction is also one of the factors where to improve employee performance. Job satisfaction is one of the employee's attitudes towards job demands related to work situations, rewards obtained, teamwork, and other things that affect physical and psychological factors. According to Sriani et al., (2022) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

The current phenomenon is the lack of employee performance that is still not optimal where this is influenced by employees who still complain due to a work environment that is still not suitable and also the linkage of work discipline that still has to be considered. From this factor, performance and job satisfaction need each other. Judging from the existence of several employees who arrive not on time, lack of a sense of responsibility in carrying out their duties, lack of hospital services, lack of conducive employee workplaces where there are several narrow work spaces so that the tasks given by employees are carried out outside the room and there is an unpleasant smell around the hospital when the rainy season occurs so that employee performance is not good.

Several previous studies have revealed that there are factors that affect job satisfaction and also employee performance, including the work environment and work discipline. According to Candra A (2020) the results showed that the variables of work discipline and work environment had an effect on the performance of the Ibn Sina Islamic Hospital Pekanbaru. From the explanation above, it can be concluded that employee performance will run optimally if you pay attention to factors that can improve employee performance, one of which is the work environment, work discipline and job satisfaction.

This study was conducted to determine whether the work environment and work discipline have a significant influence on job satisfaction and employee performance at Mitra Sehat Surgery Hospital Lamongan. Based on the description above, the researcher draws the conclusion to conduct research with the variable "Work Environment and Work Discipline on Job Satisfaction mediated by Performance (Study at Mitra Surgah Sehat Lamongan Hospital)"

## RESEARCH METHODS

The type of research used is quantitative research. According to Sugiyono (2019), quantitative research is an empirical research approach where the data collected can be measured numerically. This research tends to use scientific methods with statistical analysis to test hypotheses and answer research questions. This research is included in causal associative research because this study aims to examine and determine the causal relationship between the independent variable and the dependent variable, namely the effect of work environment and work discipline on job satisfaction mediated by performance (study at Mitra Sehat Lamongan Surgical Hospital).

## RESULTS AND DISCUSSION

### 1. Data Analysis Results

#### 1) Hypothesis Test

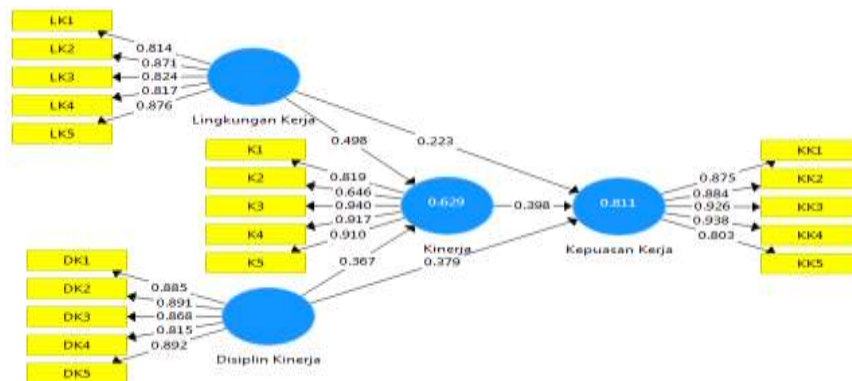


Figure 1. PLS diagram

Based on the figure above which shows the relationship between the independent variable and the dependent variable and the indicator of each variable with the research variable as well as the relationship between work environment variables and work discipline on job satisfaction through performance as a mediating variable (Study at Mitra Sehat Lamongan Surgical Hospital).

#### 2) Measurement Model (outer model)

##### a. Validity Test

##### a) Convergent validity

The *convergent* validity test is used as a measure of the indicators in each variable by looking at the *outer loading* value, where if the *outer loading value* is  $> 0.07$ , it is declared valid. The following are the test results using *SmartPLS 3* software:

**Table 1. outer loading results**

Indicator	Outer Loading Results	Rate Of Thumb	Description
X1.1	0,814	0,700	Valid
X1.2	0,871	0,700	Valid
X1.3	0,824	0,700	Valid
X1.4	0,817	0,700	Valid
X1.5	0,876	0,700	Valid
X2.1	0,885	0,700	Valid
X2.2	0,891	0,700	Valid
X2.3	0,868	0,700	Valid
X2.4	0,815	0,700	Valid
X2.5	0,892	0,700	Valid
Y.1	0,875	0,700	Valid
Y.2	0,884	0,700	Valid
Y.3	0,926	0,700	Valid
Y.4	0,938	0,700	Valid
Y.5	0,803	0,700	Valid
Z.1	0,819	0,700	Valid
Z.2	0,646	0,700	Valid
Z.3	0,940	0,700	Valid
Z.4	0,971	0,700	Valid
Z.5	0,910	0,700	Valid

Data source : processed *SmartPLS 3* (2024)

Based on the test results above, it can be seen that the variable indicators that have an *outer loading value* > 0.700 are declared valid, while the *outer loading value* > 0.50 is declared adequate or can be said to be valid because it is close to 0.700 as shown in table 4.10 *outer loading* results.

b) Discriminant Validity

Discriminant validity testing is done in two ways, the first by looking at the *cross loading* value and the second by looking at the *Average Variance Extracted (AVE)* value, using the first method through *cross loading*, if the *cross loading* value of the indicator meets discriminant validity. The following are the test results using *SmartPLS 3 software*:

**Table 2. Cross Loading**

Indicator	Work Environment (X1)	Work (X2)	Discipline	Job Satisfaction (Y)	Performance (Z)
X <sub>1.1</sub>	0,814	0,639		0,705	0,607
X <sub>1.2</sub>	0,871	0,575		0,610	0,627
X <sub>1.3</sub>	0,824	0,489		0,585	0,685
X <sub>1.4</sub>	0,817	0,517		0,602	0,542
X <sub>1.5</sub>	0,876	0,608		0,745	0,664
X <sub>2.1</sub>	0,506	0,885		0,716	0,576
X <sub>2.2</sub>	0,665	0,891		0,734	0,899
X <sub>2.3</sub>	0,652	0,868		0,812	0,652
X <sub>2.4</sub>	0,557	0,815		0,565	0,564
X <sub>2.5</sub>	0,550	0,892		0,670	0,662
Y.1	0,676	0,742		0,875	0,677
Y.2	0,608	0,727		0,884	0,710
Y.3	0,736	0,695		0,926	0,740
Y.4	0,759	0,752		0,938	0,785
Y.5	0,652	0,672		0,803	0,767
Z.1	0,625	0,564		0,715	0,819
Z.2	0,478	0,490		0,564	0,646
Z.3	0,705	0,657		0,776	0,940
Z.4	0,721	0,648		0,774	0,917
Z.5	0,622	0,625		0,694	0,910

Data source : processed *SmartPLS 3* (2024)

Based on the results in table 4.11 *cross loading* above, it shows that the *cross loading* value < 0.9, so each variable has good discriminant validity (valid). Because it can be said to be valid if the value of *Heterotrait Monotair Of Corelation (HTMT)* < 0.9.

**Average Variance Extracted (AVE)**

Apart from seeing the *cross loading* value, namely by comparing the *Average Variance Extracted (AVE)* of each variable with the correlation between variables, if the AVE value is greater than the correlation that occurs, it can be said that the variable has a good correlation. It is recommended that this measurement must be greater than 0.5. The following are the test results below:

**Table 3. Average Variance Extracted (AVE) Value**

Variables	Average Variance Extracted (AVE)	Description
Work Environment (X1)	0,707	Valid
Work Discipline (X2)	0,758	Valid

Job Satisfaction (Y)	0,786	Valid
Performance (Z)	0,728	Valid

Data source : processed SmartPLS 3 (2024)

Based on the results of table 4.12 above, it shows that the AVE value for each of the work environment, work discipline, job satisfaction and performance variables tested has an AVE value > 0.5, so it can be said that all variables in this study meet the criteria for discriminant validity as measured by the AVE test..

### b. Reliability Test

The reliability test can be seen through the results of the *Cronbach's alpha* value to measure the upper and lower *composite* reliability for the true reliability of a construct or variable. It is said to be reliable or not the answers from respondents on the questionnaire if the *composite reliability* value (greater) > 0.700..

#### a) Composite Reliability

**Table 4. Composite reliability value**

Variables	<i>Composite Reliability (rho_A)</i>	<i>Composite reliability (rho_c)</i>	Description
Work Environment (X1)	0,899	0,923	Reliable
Work Discipline (X2)	0,925	0,940	Reliable
Job Satisfaction (Y)	0,933	0,948	Reliable
Performance (Z)	0,917	0,929	Reliable

Sumber data : diolah SmartPLS 3 (2024)

Based on the results in table 4.13 above, it is known that the work environment, work discipline, job satisfaction and performance variables in this study have a *composite reliability* value > 0.700, which means that all variables in this study are reliable

#### b) Cronbach's *alpha*

**Tabel 5. Cronbach's alpha values**

Variables	<i>Cronbach's alpha</i>	Description
Work Environment (X1)	0,896	Reliable
Work Discipline (X2)	0,920	Reliable
Job Satisfaction (Y)	0,931	Reliable
Performance (Z)	0,902	Reliable

Data source : processed SmartPLS 3 (2024)

Based on table 4.14, the results of testing the *Cronbach's alpha* value, it can be seen that each variable in this study has a *Cronbach's alpha* value > 0.700, which means that all variables in this study are reliable.

### 3) Structural Model (*R-Square*)

#### a. Coefficient of Determination (R- Square)

The R-Square value criterion is said to be "weak" if the R-Square value is 0.25 < 0.5 and the R-Square criterion is said to be "moderate" if the R-Square value is 0.5 < 0.75 and the R-Square value criterion is said to be "strong" if the R-Square value is 0.75. The following are the test results using *SmartPLS 3 software* :

**Tabel 6. R-Square Value**

Variables	<i>R-Square</i>	Description
Job satisfaction (Y)	0,811	Strong
Performance (Z)	0,629	Moderate

Data source : processed SmartPLS 3 (2024)

The results in table 4.15 above show that the job satisfaction variable (Y) has a value of 0.811 or 81.1% which is included in the strong category, so that in order to increase job satisfaction, the independent variables of work environment and work discipline must be maintained. The performance variable has a value of 0.629 or 62.9% which is included in the moderate category, so that to maintain and improve performance, the independent variables of work environment and work discipline must be maintained so that performance becomes a strong category.

b. Path coefficient

This model test is a direct test between two variables, namely the independent variable and the dependent variable without going through the mediating variable to see the direction of the relationship. The interval of influence between variables can be said to have a positive effect if the sample original value > 0, but if the sample original value < 0, it is declared negative

**Table 7 Path Coefficient**

Variable Influence	Original Sample	Relationship direction
Work environment (X1) - Job satisfaction (Y)	0,223	Positive
Work environment (X1) - Performance (Z)	0,498	Positive
Work discipline (X2) - Job satisfaction (Y)	0,397	Positive
Work discipline (X2) - Performance (Z)	0,367	Positive
Performance (Z) - Job Satisfaction (Y)	0,223	Positive

Data source : processed SmartPLS 3 (2024).

Based on the results in table 4.16 above, it shows that the direction of the relationship between variables in the inner model, so that: the first relationship shows a positive relationship between the work environment and job satisfaction which explains that when the work environment increases by 1 unit, job satisfaction will also increase by 0.223 units. The second relationship shows that the positive relationship between the work environment and performance which explains that when the work environment increases by 1 unit, performance will also increase by 0.498 units. The third relationship shows that the positive relationship between work discipline and job satisfaction which explains that when work discipline increases by 1 unit, job satisfaction also increases by 0.397 units. The fourth directional relationship shows that the positive relationship between work discipline and performance which explains that when work discipline increases by 1 unit, performance also increases by 0.367 units. The fifth directional relationship shows that the positive relationship between performance and job satisfaction which explains that when performance increases by 1 unit, job satisfaction also increases by 0.223 units.

4) Hypothesis Test

The variable criteria can be declared as a significant influence, both direct and indirect effects seen with the *t-statistic* value > 1.98 can be declared as a significant influence, but if the *t-statistic* value < 1.98 then it is declared that it has no significant effect on direct and indirect effects can be influenced by the *p value*, if the *p-value* is 0 < 0.05 (5%) then the direct and indirect effects are declared significant.

**Table 8 hypothesis test**

Variables	T - Statistics ( 0/STD/DV )	P Value	Description
Work environment - Job satisfaction	6,265	0,000	Positive and significant

Work environment - Performance	2,739	0,006	Positive and significant
Performance - Job Satisfaction	3,509	0,000	Positive and significant
Work Discipline - Job Satisfaction	4,286	0,000	Positive and significant
Work Discipline - Performance	4,503	0,000	Positive and significant

Sumber data : diolah SmartPLS 3 (2024)

After testing with *SmartPLS* 3 on 86 respondents to answer the truth of the hypothesis, the results showed that:

- The work environment has a positive and significant effect on job satisfaction because the significant *p-value* is 0.000 <0.05 and the t-statistic is 6.265 > t table 1.98 so that the hypothesis is correct and accepted.
- The work environment has a positive and significant effect on performance because the significant *p-value* is 0.000 <0.05 and the t-statistic is 2.739 > t table 1.98 so that the hypothesis is correct and accepted.
- Performance has a positive and significant effect on job satisfaction because the significant *p-value* is 0.000 <0.05 and the t-statistic is 3.509 > t table 1.98 so that the hypothesis is correct and accepted.
- Work discipline has a positive and significant effect on job satisfaction because the significant *p-value* is 0.000 <0.05 and the t-statistic is 4.503 > t table 1.98 so that the hypothesis is correct and accepted.
- Work discipline has a positive and significant effect on performance because the significant *p-value* is 0.000 <0.05 and the t-statistic is 4.286 > t table 1.98 so that the hypothesis is correct and accepted.

#### 5) Mediation Test

Mediation testing is used to show the relationship between the independent variable and the dependent variable on the mediating or *intervening* variable. This indirect effect is obtained by calculating the effect of the dependent variable on the mediating variable, by multiplying the mediating variable by the independent variable (Hair *et al.*, 2020). The connecting or mediating variable in this study is performance as a mediating variable.

**Table 9 Mediation test results**

Variables	<i>T</i> <i>statistic</i>	<i>P Value</i>	Description
Work environment - Performance - Job satisfaction	3,116	0,000	Positive and significant
Work discipline - performance - Job satisfaction	2,449	0,000	Positive and significant

Sumber data : diolah *SmartPLS* 3 (2024)

Based on the results of table 4.18, the results of the mediation test show that the work environment variable on job satisfaction through performance has a statistical t value of 3.116 which means that the relationship is significant, and has a *p-value* of 0.000 which means positive value. While the work discipline variable on job satisfaction through performance has a t statistic value of 2.449 which means that the relationship is significant, and has a *p-value* of 0.000 which is positive.

## CONCLUSION

Based on the results of data analysis through PLS (Partial Least Square) using SmartPLS 3 software, it is concluded that this research is as follows:

1. The work environment has a positive and significant effect on employee job satisfaction at Mitra Sehat Lamongan Surgical Hospital, with the results of the t-statistic value of  $6.265 > 1.98$  and a p-value of  $0.000 < 0.05$ .
2. The work environment has a positive and significant effect on employee performance at Mitra Sehat Lamongan Surgical Hospital, with a t statistic value of  $2.739 > 1.98$  and a p-value of  $0.006 < 0.05$ .
3. Work discipline has a positive and significant effect on employee performance at Mitra Sehat Lamongan Surgical Hospital with a t statistic value of  $4.503 > 1.98$  and a p-value of  $0.00 < 0.05$ .
4. Work discipline has a positive and significant effect on employee performance at Mitra Sehat Lamongan Surgical Hospital, with a t statistic value of  $4.286 > 1.98$  and a p-value of  $0.000 < 0.05$ .
5. Performance has a positive and significant effect on employee job satisfaction at Mitra Sehat Lamongan Surgical Hospital, with a statistical value of  $3.509 > 1.98$  and a p-value of  $0.000 < 0.05$ .

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