



Journal of Economics, Management, Entreprenuer, and Business

| ISSN (Online) [2797-1511](https://doi.org/10.52909/jemeb.v5i1.234) | ISSN (Print) [2797-1503](https://doi.org/10.52909/jemeb.v5i1.234) |
<https://creativecommons.org/licenses/by/4.0/>
DOI: <https://doi.org/10.52909/jemeb.v5i1.234>



The Effect Of Work Motivation, Work Discipline And Work Environment On Employee Performance Through Job Satisfaction As An Intervening Variable On Teachers At State Vocational High School 2 Kaimana

Adriyan Indra Jaya Walid¹, Slamet Riyadi²

¹ Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia

² Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia

Corresponding Author: adriyan.indrajaya@gmail.com¹

Abstract: *This study aims to analyze the direct and indirect influence of work motivation, work discipline, and work environment on employee performance through job satisfaction as an intervening variable. This study was conducted on teachers at SMK Negeri 2 Kaimana. The study population was 48 teachers at SMK Negeri 2 Kaimana, with a sample size of 48, using a census sampling technique. The analysis model used in this study was Partial Least Squares (PLS). The results of the study showed a direct influence of work motivation, work discipline, and work environment on job satisfaction. Work motivation, work discipline, work environment, and job satisfaction all directly influence employee performance. Work motivation significantly influences employee performance through job satisfaction. Work discipline significantly influences employee performance through job satisfaction. The work environment significantly influences employee performance through job satisfaction*

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

INTRODUCTION

Employee performance is the result of the quality and quantity of work achieved by employees in carrying out their duties according to the responsibilities assigned to them (Mangkunegara, 2017:67). Job satisfaction is an emotional attitude that is enjoyable and shows love for one's work. This attitude is reflected in work morale, discipline, and work performance (Hasibuan, 2016:202 ; Yusuf et al., 2023).

Motivation is essentially a drive that creates a passion for work, encouraging a person to cooperate, work effectively, and integrate with all efforts to achieve goals (Ridho & Pratomo, 2023:2370). Discipline is a management activity that enforces organizational standards.

Disciplined employees tend to carry out all activities in accordance with regulations, standards, and their assigned duties and responsibilities (Handoko, 2015:208 ; Febrian et al., 2022).

The work environment is divided into two categories: the physical work environment, such as the building or workspace, work equipment, and the non-physical environment, such as the work environment, the relationship between superiors and subordinates, and the relationships between fellow employees (Sari & Karnadi, 2019).

Teacher morale at State Vocational High School 2 Kaimana may be affected by a lack of attention and appreciation from the principal. This is evident in the occasional late arrival to class, giving the impression that they are underappreciated. During the implementation of tasks, such as the learning process in class, late arrivals are still common, causing students to become uncontrolled and disruptive to others.

LITERATURE REVIEW

Work Motivation

Work Motivation: Internal and external motivation that influences the spirit and enthusiasm of teachers in carrying out their duties at State Vocational School 2 Kaimana, which is measured through appreciation, effort intensity, perseverance, and work enthusiasm.

Work Discipline

Work Discipline: teachers' compliance and obedience to the rules, regulations, and work standards applicable at State Vocational School 2 Kaimana, which is measured through teacher attendance, use of work time, completion of tasks, and compliance with instructions.

Work Environment

Work environment: A physical and non-physical condition that affects the comfort and safety of teachers in working at SMK Negeri 2 Kaimana, which is measured through work facilities, interpersonal relationships, and organizational culture.

Employee Performance

Employee Performance: the work results achieved by teachers in carrying out their duties at State Vocational School 2 Kaimana, which are measured through the implementation of learning, increasing student achievement, and contributing to school development.

Research Hypothesis

The Research Hypothesis are:

1. It is suspected that work motivation influences job satisfaction among teachers at State Vocational High School 2 Kaimana.
2. It is suspected that work discipline influences job satisfaction among teachers at State Vocational High School 2 Kaimana.
3. It is suspected that the work environment influences job satisfaction among teachers at State Vocational High School 2 Kaimana.
4. It is suspected that work motivation influences teacher performance among teachers at State Vocational High School 2 Kaimana.
5. It is suspected that work discipline influences teacher performance among teachers at State Vocational High School 2 Kaimana.
6. It is suspected that the work environment influences teacher performance among teachers at State Vocational High School 2 Kaimana.

7. It is suspected that job satisfaction influences teacher performance among teachers at State Vocational High School 2 Kaimana.
8. It is suspected that work motivation influences employee performance through job satisfaction as an intervening variable among teachers at State Vocational High School 2 Kaimana.
9. It is suspected that work motivation influences employee performance through job satisfaction as an intervening variable among teachers at State Vocational High School 2 Kaimana.
10. It is suspected that work motivation influences employee performance through job satisfaction as an intervening variable for teachers at State Vocational School 2 Kaimana.

METHOD

Variable Identification and Measurement

The research variables used two variables independent and dependent. The independent variables included work motivation, work discipline and work environment. The dependent variable included employee performance. The mediation variable included job satisfaction.

Population and Sample

The population in this study was all the teachers at STATE VOCATIONAL SCHOOL 2 Kaimana, totaling 96 people. The sample size was determined using total sampling, with all the teachers at STATE VOCATIONAL SCHOOL 2 Kaimana, totaling 96 people.

Analysis Method

The data analysis method used was Partial Least Squares (PLS). PLS is a new analytical technique pioneered by Herman Wold. PLS is commonly referred to as soft modeling. With PLS, structural equations can be modeled with relatively small sample sizes, eliminating the need for multivariate normality assumptions. The measurement model is used to test the validity and reliability of the measuring instrument, and the structural model is used to test causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

RESULTS AND DISCUSSION

Calculating Path Coefficient I

Coefficients^a

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
I (Constant)	40.900	4.123		9.920	.000
Motivasi kerja	.394	.064	.161	1.613	.042
Disiplin Kerja	.398	.068	.168	1.618	.048
Lingkungan Kerja	.401	.089	.269	2.692	.008

a. Dependent Variabel: Kepuasan_Kerja

The coefficient of model I refers to the results of the regression analysis of model one in the coefficient section in table 4.11 above, it can be seen that the significant value of the two independent variables, namely the Work Motivation variable (X1) obtained a sig of 0.042, the Work Discipline variable (X2) obtained a sig of 0.048, and the Work Environment variable (X3) obtained a sig of 0.008. From the results of the test, both independent variables obtained a sig value smaller than α ($5\% = 0.05$), so it can be concluded that the Work Motivation variable (X1),

Work Discipline (X2) and the Work Environment variable (X3) have an effect on Job Satisfaction (Z).

Calculating Path Coefficient II

Coefficients^a

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
1 (Constant)	3.021	1.559		1.937	.056
Motivasi kerja	.060	.017	.080	3.513	.001
Disiplin Kerja	.070	.018	.084	3.713	.003
Lingkungan_Kerja	1.022	.024	.687	41.852	.000
Kepuasan_Kerja	.080	.027	.069	2.921	.004

a. Dependent Variabel: Kinerja_Pegawai

The coefficient of model II refers to the results of the regression analysis of model one in the coefficient section in table 4.13 above, it can be seen that the significant value of the two independent variables, namely the Work Motivation variable (X1) obtained a sig of 0.001, Work Discipline (X2) obtained a sig of 0.003, the Work Environment variable (X3) obtained a sig of 0.000 and the Job Satisfaction variable (Z) obtained a sig of 0.004. From the results of the test, the two independent variables and 1 intervening variable obtained a sig value smaller than α ($5\% = 0.05$), so it can be concluded that the Work Motivation variable (X1), the Work Discipline variable (X2), the Work Environment variable (X3) and the Job Satisfaction variable (Z) have an effect on Employee Performance (Y).

DISCUSSION

Based on the data analysis using SPSS software and path calculations, the discussion in this study is as follows:

1. Analysis of the influence of the Work Motivation variable (X1) on the Job Satisfaction variable (Z). The analysis yielded a significance value of 0.042, which is less than α (0.05). Therefore, it can be concluded that there is a direct, significant influence of the Work Motivation variable (X1) on the Job Satisfaction variable (Z).
2. Analysis of the influence of the Work Discipline variable (X1) on the Job Satisfaction variable (Z). The analysis yielded a significance value of 0.03, which is less than α (0.05). Therefore, it can be concluded that there is a direct, significant influence of the Work Motivation variable (X1) on the Job Satisfaction variable (Z).
3. Analysis of the influence of the Work Environment variable (X2) on the Job Satisfaction variable (Z). The analysis results obtained a significance value of 0.008, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Work Environment variable (X2) on the Job Satisfaction variable (Z).
4. Analysis of the influence of the Work Motivation variable (X1) on the Employee Performance variable (Y). The analysis results obtained a significance value of 0.001, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Work Motivation variable (X1) on the Employee Performance variable (Y).

5. Analysis of the influence of the Work Discipline variable (X2) on the Employee Performance variable (Y), from the results of the analysis obtained a significance value of 0.003, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Work Environment variable (X2) on the Employee Performance variable (Y).
6. Analysis of the influence of the Work Environment variable (X3) on the Employee Performance variable (Y), from the results of the analysis obtained a significance value of 0.000, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Work Environment variable (X2) on the Employee Performance variable (Y).
7. Analysis of the influence of the Job Satisfaction variable (Z) on the Employee Performance variable (Y), from the results of the analysis obtained a significance value of 0.004, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Work Motivation variable (X1) on the Employee Performance variable (Y).
8. Analysis of the influence of the Work Motivation variable (X1) through the Job Satisfaction variable (Z): it is known that the direct influence of the Work Motivation variable (X1) on the Employee Performance variable (Y) is 0.080, while the indirect influence of the Work Motivation variable (X1) through the Job Satisfaction variable (Z) on the Employee Performance variable (Y) is the multiplication of the beta value of the Work Motivation variable (X1) on the Job Satisfaction variable (Z) with the beta value of the Work Motivation variable (X1) on the Employee Performance variable (Y) which is $0.161 \times 0.069 = 0.011$, then the total influence given by the Work Motivation variable (X1) on the Employee Performance variable (Y) is the direct influence plus the indirect influence which is $0.080 + 0.011 = 0.091$. Based on the calculations above, it is known that the direct influence of the Work Motivation variable (X1) on the Employee Performance variable (Y) is 0.080, and the indirect influence of the Work Motivation variable (X1) on the Employee Performance variable (Y) through the Job Satisfaction variable (Z) is 0.091, this means that the value of the indirect influence is greater than the direct influence, these results indicate that indirectly the Work Motivation variable (X1) through the Job Satisfaction variable (Z) has a significant influence on the Employee Performance variable (Y).
9. Analysis of the influence of the Work Discipline variable (X2) through the Job Satisfaction variable (Z): it is known that the direct influence of the Work Discipline variable (X2) on the Employee Performance variable (Y) is 0.687, while the indirect influence of the Work Discipline variable (X2) through the Job Satisfaction variable (Z) on the Employee Performance variable (Y) is the multiplication of the beta value of the Work Discipline variable (X2) on the Job Satisfaction variable (Z) with the beta value of the Work Discipline variable (X2) on the Employee Performance variable (Y) which is $0.687 \times 0.269 = 0.184$, then the total influence given by the Work Discipline variable (X2) on the Employee Performance variable (Y) is the direct influence plus the indirect influence which is $0.687 + 0.184 = 0.871$. Based on the calculations above, it is known that the direct influence of the Work Discipline variable (X2) on the Employee Performance variable (Y) is 0.687, and the indirect influence of the Work Discipline variable (X2) on the Employee Performance variable (Y) through the Job Satisfaction variable (Z) is 0.871, this means that the value of the indirect influence is greater

than the direct influence, these results indicate that indirectly the Work Discipline variable (X2) through the Job Satisfaction variable (Z) has a significant influence on the Employee Performance variable (Y).

10. Analysis of the influence of the Work Environment variable (X3) through the Job Satisfaction variable (Z): it is known that the direct influence of the Work Environment variable (X3) on the Employee Performance variable (Y) is 0.687, while the indirect influence of the Work Environment variable (X3) through the Job Satisfaction variable (Z) on the Employee Performance variable (Y) is the multiplication of the beta value of the Work Environment variable (X3) on the Job Satisfaction variable (Z) with the beta value of the Work Environment variable (X3) on the Employee Performance variable (Y) which is $0.687 \times 0.269 = 0.184$, then the total influence given by the Work Environment variable (X3) on the Employee Performance variable (Y) is the direct influence plus the indirect influence which is $0.687 + 0.184 = 0.871$. Based on the calculations above, it is known that the direct influence of the Work Environment variable (X3) on the Employee Performance variable (Y) is 0.687, and the indirect influence of the Work Environment variable (X3) on the Employee Performance variable (Y) through the Job Satisfaction variable (Z) is 0.871, this means that the value of the indirect influence is greater than the direct influence, these results indicate that indirectly the Work Environment variable (X3) through the Job Satisfaction variable (Z) has a significant influence on the Employee Performance variable (Y).

CONCLUSION

The conclusion of this study is as follows:

1. Work motivation has a positive and significant effect on employee performance at SMK NEGERI 2 Kaimana.
2. Work discipline has a positive and significant effect on employee performance at SMK NEGERI 2 Kaimana.
3. The work environment has a positive and significant effect on employee performance at SMK NEGERI 2 Kaimana.
4. Work motivation has a positive and significant effect on employee job satisfaction at SMK NEGERI 2 Kaimana.
5. Work discipline has a positive and significant effect on employee job satisfaction at SMK NEGERI 2 Kaimana.
6. The work environment has a positive and significant effect on employee job satisfaction at SMK NEGERI 2 Kaimana.
7. Job satisfaction has a positive effect on employee performance at SMK NEGERI 2 Kaimana.
8. Work motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable for teachers at SMK NEGERI 2 Kaimana.
9. Work discipline has a positive and significant effect on employee performance through job satisfaction as an intervening variable for teachers at State Vocational High School 2 Kaimana.
10. The work environment has a positive and significant effect on employee performance through job satisfaction as an intervening variable for teachers at State Vocational High School 2 Kaimana.

REFERENCES

Aprilita. 2017. *"Pengaruh Disiplin Kerja Dan Stress Kerja Terhadap Kinerja Pegawai Rumah Sakit Wates Husada Gresik".*

D. P. Putri, M. Al Musadieq, and C. W. Sulistyo, "Pengaruh Servant Leadership dan Organizational Citizenship Behaviour Terhadap Kinerja Karyawan (Studi Pada Karyawan Auto2000 Malang Sutoyo)," *J. Adm. Bisnis*, vol. 58, no. 2, pp. 1–10, 2018. R. P. Setyaningrum, M. Setiawan, and S. Surachman, "Organizational.

Febrian, W. D., Ardista, R., Kutoyo, M. S., Suryana, Y., Febrina, W., Kusnadi, K., Suryawan, R. F., Purba, T. Y. B., Turi, L. O., Sudiarti, S., Libriantono, B., Perwitasari, E. P., & Irwanto, I. (2022). *Manajemen Sumber Daya Manusia*. In S. S. Atmodjo (Ed.), *Eureka Media Aksara*. Eureka Media Aksara.

Ghozali, Imam, 2011, Structural Equation Modeling Metode Alternatif Dengan Partial Least Square (PLS) Edisi 3, Badan Penerbit Universitas Diponegoro. Semarang.

Ghozali, Imam, Hengky Latan. 2015. Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris. BP Undip. Semarang Harnanto. 2017. *Akuntansi Biaya: Sistem Biaya Historis*. Yogyakarta: BPFE.

Ismail, A., Mohamad, M.H., Mohamed, H.A., Rafiuddin, N.M., Zhen, K.W.P., 2011., Transformational and Transactional Leadership Styles as a Predictor of Individual Outcomes. *Theoretical and Applied Economics*, Vol. 17 No. 6(547), pp. 89 – 104.

Mangkunegara, Anwar Prabu. 2017. *Manajemen Sumber Daya Manusia* Perusahan, Bandung. Remaja Rosdakarya.

Nitisemito, Alex S. 2015. *Manajemen Personalia*, Edisi Ketiga, Ghalia Indonesia.

Nugrahaningsih, Hartanti (2017). *"Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening pada PT. Tempura Mas."* *Journal. Uta45jakarta*.

Prasetyo, Ery Teguh, and Puspa Marlina. (2019). *"Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja Pegawai."* *Jurnal Inspirasi Bisnis Dan Manajemen*.

Raymond A. Noe, dkk. (2011). *Manajemen Sumber Daya Manusia: Mencapai Keuggulan Bersaing*. Jakarta: Salemba Empat.

Robbins, S.P., dan T.A. Judge. 2018. *Perilaku Organisasi*, Jakarta: Salemba Empat.

Riva'i, Veitzal. 2015. *Kepemimpinan Dan Perilaku Organisasi*. PT. Rajagrafindo Persada, Jakarta.

Safitri, Dwi Ayu. 2018. *"Pengaruh Lingkungan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada PT. Ardiles Cipta Wijaya Surabaya".*

Santosa, F., Adrianto, S., & Khadir, A. (2019). Servant Leadership Dan Budaya Organisasi Sekolah Terhadap Kinerja Guru Pada Sekolah Menengah Atas Negeri Di Kota Padang. *Jurnal Ilmu Administrasi Publik*, 4(2), 130–136.

Sayidah, N. (2018). *METODOLOGI PENELITIAN Disertai Dengan Contoh Penerapannya Dalam Penelitian*. Zifatama Jawara.

Sedarmayanti, 2015. *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Dan Manajemen Pegawai Sipil, Cetakan Keenam*. Bandung, Pt. Refika Aditama.

Siagian, S.P. 2015. *Manajemen Sumber Daya Manusia*. Edisi Satu. Cetakan ke dua puluh tiga, Jakarta: Bumi Aksara.

Siagian, Tomy Sun, and Hazmanan Khair. 2018, " *Pengaruh Motivasi kerja dan lingkungan kerja terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening.*" *Jurnal Manajemen* 1(1):59-70.

Sihombing, S., Astuti, E. S., Mussadieq, M., Hamied, D., & Rahardjo, K. (2018). The effect of servant leadership to rewards, organizational culture, and its implication to employee's

performance. *International Journal of Law and Management*, 60(2), 505–516. <https://doi.org/10.1108/IJLMA-12-2016-0174>

Slamet R., Raditya, B., Indrasari, M., (2019). Effect of Compensation and Work Environment on Employee Performance (Study at PT Segar Murni Utama, Mojokerto Regency). *Proceedings of the Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia, 30–31*. <https://doi.org/10.4108/eai.30-7-2019.2287822>

Sugiyono. 2015. Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung : ALFABETA.

Yunus, E., Raditya Purnomo, B., Indrasari, M., Haryati, E., & Hashmi, A. R. (2018). The Effect of Salary Satisfaction, Work Satisfaction and Organizational Commitment To Work Intention. *Journal Didaskalia*, 1(1), 45–53. <https://doi.org/10.33856/didaskalia.v1i1.54>

Yusuf, M., Febrian, W. D., Sinta, A. K., Juminawati, S., Kutoyo, M. S., Simbolon, E., Jumawan, J., Widjaja, A., Zen, A., Rajab, M., Supardi, S., Soesilo, Y., Nuraeni, N., Susanto, P. C., Prayoga, R., Tahir, A. M. S., Irzani, I., Suryawan, R. F. S., Pratikno, Y., & Safariningsih, R. T. H. (2023). Manajemen (Teori & Aplikasi). In S. S. Atmodjo (Ed.), *Eureka Media Aksara*. Eureka Media Aksara.