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## THE INFLUENCE OF WORK MOTIVATION, WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT SOCIAL SERVICES OFFICE IN KUPANG CITY WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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### Abstract

*This study aims to determine the effect of work motivation, work environment and work discipline simultaneously on employee performance with satisfaction as an intervening variable at the Social Services Office of Kupang City. In this study using a quantitative approach, the data of respondents through a set of questionnaires with a sample of 60 respondents who are employees of the Kupang City Social Services Office. The analytical test tool used is SmartPLS 3 with the SEM ( Structural Equation Modeling) analysis method. The research results show, (1) Motivation has no significant effect on job satisfaction (2) Work environment has a significant effect on job satisfaction (3) Work discipline has a significant effect on job satisfaction (4) Motivation has no significant effect on employee performance (5 ) Work environment has a significant effect on employee performance (6) Work discipline has a significant effect on employee performance (7) Job satisfaction has a significant effect on employee performance (8) Job satisfaction cannot significantly mediate motivational variables on employee performance (9) Satisfaction work can significantly mediate work environment variables on employee performance (10) Job satisfaction can significantly mediate work discipline variables on employee performance.*

**Keywords:** *work motivation, work environment, work discipline, employee performance, job satisfaction.*

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### INTRODUCTION

The success or failure of an organization in maintaining its existence begins with efforts to manage human resources, especially in improving employee performance. (Hasibuan; 2009) states that human resources are the main and first element in every activity carried out. Reliable or sophisticated equipment without

the active role of Human Resources (HR) means nothing. Wibowo (2014) states that "Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interest. Employee performance is something that needs to be considered quite seriously by every organization, because employee performance with various aspects in it will have a direct impact on overall organizational performance. Bernardin in Robbins (2003: 260) suggests that performance can be said to be good if employees fulfill the following as indicators are Quality , Quantity , Timeliness of completing work , Work effectiveness , independence , work commitment

Employee performance in the organization is influenced by many factors, including the level of satisfaction felt by employees, work motivation, work environment, work discipline, and others. It often happens that employee performance decreases due to a lack of motivation, an uncomfortable and unstable work environment, a lack of employee discipline in complying with regulatory policies.

Hasibuan (2009), states that job satisfaction is a pleasant emotional attitude and loves his job. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. If the job satisfaction felt by employees is low, it will have a negative impact on the company because the employee's performance will decrease and consequently performance in the organization will be disrupted. According to Afandi (2018), indicators of job satisfaction are as follows: Work; Wages; Promotion; supervisor; Work colleague

According to Wibowo (2014) Motivation is the impetus for a series of processes of human behavior in achieving goals. Meanwhile, Mangkunegara (2015) states that motivational motives are an encouragement of needs in employees that need to be fulfilled so that employees can adapt to their environment, while motivation is a condition that moves employees to be able to achieve the goals of their motives. The work environment is one of the factors that influence employee performance. According to Afandi (2018: 29) mentions several indicators of motivation namely as follows: Remuneration; working conditions; work facilities; Work performance; Recognition from superiors , the work itself

The work environment is the whole of the tools and materials faced by the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group (Sedarmayanti, 2011). Sedarmayanti (2010) outlines seven environmental indicators work is Enlightenment; Air temperature; room color; Job security; Employment relations; And Work atmosphere.

Work discipline will make a person able to distinguish what things should be done, what must be done, what can be done and what should not be done (Hasibuan 2011). According to (Afandi, 2018) indicators of work discipline are as follows: Come and go home on time , Obey policies and regulations made by each organization or company , Make the best use of free time for work , Work responsibilities

#### **FORMULATION OF THE PROBLEM**

1. Does work motivation have a significant effect on job satisfaction at the Social Service Office of the City of Kupang?
2. Does the work environment have a significant effect on job satisfaction at the Social Service Office of the City of Kupang?
3. Does work discipline have a significant effect on job satisfaction at the Social Services Office of the City of Kupang?
4. Does work motivation have a significant effect on employee performance at the Social Services Office of the City of Kupang?
5. Does the work environment have a significant effect on employee performance at the Kupang City Social Service Office?
6. Does work discipline have a significant effect on employee performance at the Kupang City Social Service Office?
7. Does job satisfaction have a significant effect on employee performance at the Social Services Office of the City of Kupang?
8. Does work motivation have a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable?
9. Does the work environment have a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable?
10. Does work discipline have a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable?

The relationship between variables according to the conceptual framework:

##### **a. Effect of work motivation (X1) on job satisfaction (Z)**

According to Hasibuan (2010) work motivation is the provision of driving force that creates the excitement of one's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. The motivational variable has a relationship with the job satisfaction variable because if an employee feels motivated by what he does, it can increase employee job satisfaction.

Several researchers have identified a positive relationship between work motivation and job satisfaction. In research conducted by Chealsy Lawren<sup>1</sup>, Sanny Ekawati (2023) "The effect of work motivation, work compensation, work environment on job satisfaction of PT.TSadi Bogor employees" with the research results obtained Work motivation has a positive and significant influence on employee job satisfaction . If work motivation increases, then job satisfaction will also increase. Research related to the effect of work motivation on job satisfaction is Feodora Dias Amaral<sup>1</sup>, John EHJ FoEh<sup>2</sup>, Stanis Man, Diah Ayu (2023), with the title " The Influence of Work Discipline, Work Motivation and Organizational Culture Through Job Satisfaction as a Mediating Variable on Career Development ( A Study of Human Resource Management Literature Study) "with the results of the study obtained that there is an influence of work motivation on employee job satisfaction . **H1: Work motivation has a significant effect on job satisfaction at the Social Service Office of the City of Kupang;**

**b. Effect of the Work Environment (X2) on Job Satisfaction (Z)**

Job satisfaction does not come by itself, apart from the presence of will and effort within the employee. There are several factors that can influence this. One that can affect job satisfaction is the work environment. The work environment will more or less affect the physical or psychological condition of employees. So it is very important for every organization to create a work environment that can make its employees work optimally. According to Sedermayanti (2011) the work environment is the whole of the tools and materials faced by the surrounding environment where a person works, his work methods and work arrangements both as individuals and as a group.

Research conducted by Chealsy Lawren, Sanny Ekawati ( 2023) "The effect of work motivation, work compensation, work environment on job satisfaction of PT.TSA Bogor employees" with the research results that there is a significant influence between work environment on job satisfaction at PT. TSA in Bogor . Research was also conducted by Agustinus Pranata Karnadi, Riska Ayu Pramesthi, (2023) with the title "The effect of the work environment on employee performance through job satisfaction as an intervening variable at PT. Matahari Cipta Sentosa" with the results of the research that the work environment has a significant influence on job satisfaction employees at PT. Matahari Cipta Sentosa . **H2: It is suspected that the work environment has a significant effect on job satisfaction at the Social Services Office of the City of Kupang;**

**c. Effect of Work Discipline (X3) on Job Satisfaction (Z)**

Work discipline is something that must be instilled in every employee, because this concerns the employee's moral responsibility for his duties and obligations. Discipline according to Simamora (2013) is a form of self-control and routine employee training that shows internal seriousness. Discipline that is formed within employees that reflects the work and responsibilities in carrying out work can increase morale and job satisfaction to achieve organizational goals.

The results of research conducted by Rasmewahni, Willy Cahyadi, Rizki Suci Ramadhani (2023) entitled " The Effect of Work Discipline and Work Motivation on Employee Performance with Job Satisfaction as Intervening Variables at Sri Pamela Tebing Tinggi Hospital " which shows that work discipline has a positive influence and significant to employee job satisfaction at Sri Pamela Tebing Tinggi Hospital . Another study was also conducted by Sri Rahayu, Dahlia (2023), with the title " The Influence of Work Discipline, Work Motivation and Organizational Commitment on Job Satisfaction and Employee Performance at the Ogan Komering Ulu Personnel and Human Resource Development Agency" with research results showing that there is a significant influence significant difference between work discipline on job satisfaction of Personnel Agency Employees and Ogan Komering Ulu Human Resource Development . **H3: It is suspected that work discipline has a significant effect on job satisfaction at the Social Service Office of the City of Kupang;**

**d. Effect of work motivation (X1) on employee performance (Y)**

According to Robbins (2011) Motivation is an organizational goal that is conditioned by the ability of that effort to fulfill some individual needs. The formation of a strong motivation, it will be able to produce good results or

performance as well as the quality of the work carried out. This means that any increase in motivation possessed by employees in carrying out their work will provide an increase in their performance.

Research conducted by Sri Rahayu, Dahlia (2023), with the title " The Influence of Work Discipline, Work Motivation and Organizational Commitment on Job Satisfaction and Employee Performance at the Ogan Komering Ulu Personnel and Human Resource Development Agency with research results showing that partially work motivation influence on the performance of employees of the Ogan Komering Ulu Personnel and Human Resource Development Agency. Other research was also conducted by ) Rezki Nurdiansyah, Siti Mariam, Muhammad Asrar Ameido, Abdul Haeba Ramli (2020) with the title " Work Motivation, Job Satisfaction, and Employee Performance" with research results showing that work motivation has a positive effect on employee performance at PT . Bank Rakyat Indonesia (Persero) Tbk . **H4: It is suspected that work motivation has a significant effect on employee performance at the Social Services Office of the City of Kupang;**

**e. Effect of work environment (X2) on employee performance (Y)**

According to Sutrisno (2010) the work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work. This work environment includes the workplace, facilities, work aids, cleanliness, lighting, calm and work relations between employees.

Work environment as one of the factors that can affect employee performance. This is because the conditions of a good working environment can improve employee performance. The more employees feel safe with their work environment, both physical and non-physical, it will greatly affect employee performance. Research conducted by Nurul Qomariah, Deny Friyanti, Eko Budisatoto, Masram, Mu'ah (2020) entitled " The Impact of Leadership Style, Work Environment and Job Satisfaction on Employee Performance" with research results showing that there is a positive influence from work environment variables on employee performance in BPKAD employees (Regional Financial and Asset Management Agency) Bondowoso Regency . . Another study was also conducted by Andi Jurdiana Ahmad, Mappamiring and Nuryanti Mustari (2022) with the title "The Influence of the Work Environment on Employee Performance in the Education and Culture Office of Bulukumba Regency" with research results showing that the work environment has a positive effect on employee performance in the Education and Culture Office and Culture of Bulukumba Regency; **H5: It is suspected that the work environment has a significant effect on employee performance at the Kupang City Social Service Office;**

**f. Effect of Work Discipline (X3) on Employee Performance (Y)**

According to Afandi (2018) discipline is a tool used by managers to change a behavior as well as an effort to increase one's awareness and willingness to comply with all existing regulations in the organization and applicable social norms. With the existence of good work discipline from employees such as arriving on time, carrying out work according to what has been set by the organization, obeying the



established regulations. Thus, it will be able to improve employee performance so that organizational targets will be achieved.

Based on the results of research conducted by Rita Ayu Wijayanti and Winarno (2020) with the title " The Influence of the Work Environment and Work Discipline on Employee Performance with Job Satisfaction as an intervening variable in CV. Kedai Kreasi Digital in Yogyakarta "with research results showing that there is a significant influence between work discipline on employee performance at CV. Digital Creation Shop . Another study was also carried out by Reza Nurul Ichsan, Eddi Surianta and Lukma Nasution (2020) with the title "The Influence of the Work Environment on the Performance of Civil Servants (PNS) in the Adjutant General Military Area (AJENDAM) - I Bukit Barisan Medan" with research results that shows that work discipline has a significant effect on the performance of civil servants (PNS) in the Adjutant General Military Area (AJENDAM) - I Bukit Barisan Medan; **H6: It is suspected that work discipline has a significant effect on employee performance at the Kupang City Social Service Office;**

**g. Effect of Job Satisfaction (Z) on Employee Performance (Y)**

According to Robbins (2015) Job satisfaction is a general attitude towards one's work as the difference between the number of rewards received by workers, and the number of rewards that are believed to be received. Job satisfaction can determine high or low levels of employee performance. The existence of a high level of job satisfaction is expected to improve employee performance so that it can achieve the goals expected by each organization in obtaining good work results in producing good employee performance.

Research conducted by January Wau and Purwanto ( 2021), entitled " The Effect of Career Development, Work Motivation, and Job Satisfaction on Employee Performance " with research results showing that there is a significant relationship between job satisfaction and employee performance at PT. Rajawali Citra Television Indonesia, West Jakarta. Another research was also conducted by Alfian Nurrohmat and Rini Lestari (2021) with the title "The Effect of Satisfaction on Employee Performance at PT. Kahatex Bandung Regency" with results showing that job satisfaction has a significant effect on employee performance at PT. Kahatex Bandung Regency . **H7: It is suspected that job satisfaction has a significant effect on employee performance at the Social Service Office of the City of Kupang;**

**h. Effect of work motivation (X1 on employee performance (Y) through job satisfaction (Z) as an intervening variable)**

According to Darmawan (2013) Motivation is a state of mind that encourages someone who will direct and channel behavior and actions which are ultimately linked to achieving goals, both the personal goals of each member and group goals. In addition to motivation, job satisfaction can also affect employee performance. According to Dadang (2013) Job satisfaction is an emotional state that reflects the feelings of a worker towards his work. It is possible that the relationship between motivation and employee performance can be influenced by the dimensions of employee job satisfaction. This happens if motivation is supported by the hope of a better future, then high job satisfaction will be achieved. Meanwhile, when job satisfaction is high it will encourage employees to improve their performance.

Research conducted by Waryan Arya Lantara (2018) entitled "The Influence of Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Indonesia Tourism Development Corporation (ITDC)" which shows that there is a positive and significant indirect effect between work motivation on employee performance through job satisfaction as an intervening variable Intervening at PT. Indonesia Tourism Development Corporation (ITDC). Another study was conducted by Setria Feri, Adi Rahmat and Bambang Supeno (2020) with the title "The Influence of Motivation, Transformational Style and Organizational Culture on Employee Performance Through Job Satisfaction as an intervening variable (Study at PT. Champion Kurnia Djaja Technologies)" with results showing that motivation has a positive effect on employee performance through employee job satisfaction at PT. Champion Kurnia Djaja Technologies; **H8: It is suspected that work motivation has a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable ;**

**i. Effect of work environment (X2 on employee performance (Y) through job satisfaction (Z) as an intervening variable)**

Increasing job satisfaction can be done by creating a good and comfortable work environment. Such conditions will be able to make employees happy, comfortable and feel at home in the organization. A good work environment can reduce the level of saturation and stress levels of employees so that employee performance will increase. According to Sunyoto (2013) the work environment is something that exists around workers who can influence themselves in carrying out assigned tasks, for example cleanliness, air temperature, work safety, lighting and others. Everything or circumstances around that are given to employees basically aim to provide and improve employee performance and employee job satisfaction.

Research conducted by M. Ilham Fathoni, Indrayani, Mohamad Gita Indrawan and Sri Yanti (2021) entitled "The Influence of Leadership Organizational Culture and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable in the Quran Center of the Riau Archipelago Province" with research results that shows that job satisfaction mediates the influence of the work environment on employee performance at the Quran Center in the Riau Archipelago Province. Another study was also conducted by Solihatun, Akhmad Darmawan and Fatmah Bagis (2021) entitled "The Influence of Motivation and Work Environment on Employee Performance and Job Satisfaction as Intervening Variables" with results showing that job satisfaction mediates the relationship between the work environment and employee performance. **H9: It is suspected that the work environment has a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable;**

**j. Effect of work discipline (X3) on employee performance (Y) through job satisfaction (Z) as an intervening variable**

Performance can be seen in employees who have feelings in implementing changes in the workplace where employees' desires are seen through work discipline from the achievement of an organization's activities. According to Hasibuan (2014) discipline is employees who always come and go home on time,

do all their work well, comply with all organizational regulations and applicable social norms.

Based on the results of research conducted by Ipan Hilmawan (2021) entitled "The Influence of Work Discipline and Transformational Leadership Style on Employee Performance Through Job Satisfaction as an Intervening Variable (Case Study at PT. Multi Pratama Azaleaa, Kragilan, Banten)" shows that job satisfaction can mediate the effect of work discipline on employee performance at PT. Multi Primary Azalea, Kragila, Banten. Another research was also conducted by Bambang Raditya Purnomo and Hasnadia Wati Dewi (2022) entitled "The Influence of Work Discipline and Work Morale on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Starfood International International in Lamongan" with research results showing that work discipline has a significant effect on employee performance through employee job satisfaction at PT. Starfood International International in Lamongan. **H10: It is suspected that work discipline has a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable.**

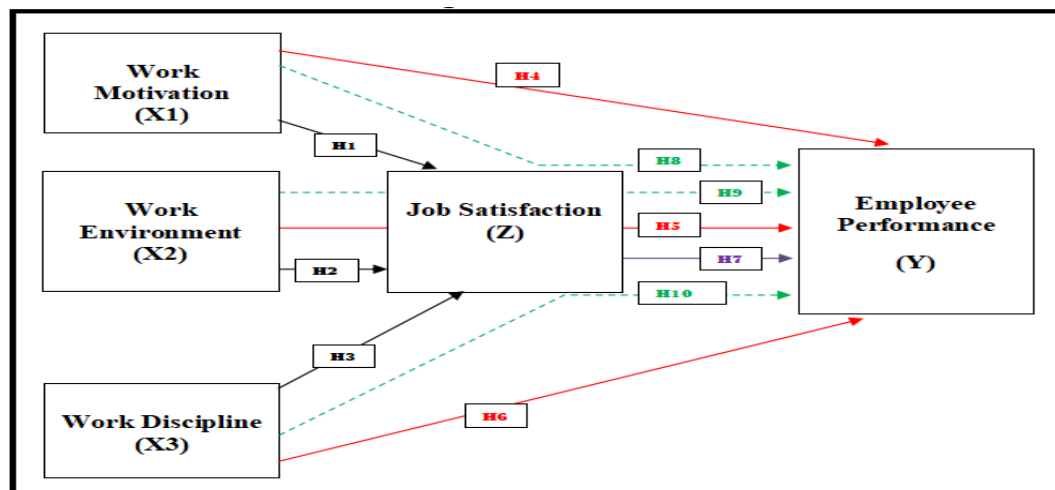


Figure 1. Conceptual Framework

## METHODS

The location of this research was carried out at the Kupang City Social Services Office, which is located on Jl. SK Lerik, Kelapa Lima, Kelapa Lima District, Kupang City, East Nusa Tenggara. The type of research used in this research is quantitative research. The population in this study were all employees at the Social Service Office of the City of Kupang with a total of 60 employees. In this study using a type of sample that is included in *Nonprobability Sampling* with saturated *Sampling technique* or often called *total sampling*. According to Sugiyono (2022: 140) total sampling is a sampling technique in which all members of the population are sampled.

The techniques used in collecting data in this study were: Literature study, observations, interviews, questionnaires / Questionnaires can be used if the number



of research respondents is quite large, the sheets given to respondents are measured with a Likert scale. Rating scale: Strongly agree (5), Agree (4), Neutral (3), Disagree (4), Strongly disagree (1).

The analytical test tool used is SmartPLS 3 with the SEM ( *Structural Equation Modeling*) *analysis method*.

## RESULTS AND DISCUSSION

### 1. Evaluation of the Measurement Model ( *Outer Model* )

#### a. Validity test

Furthermore , to evaluate convergent validity apart from the loading factor, it can be seen from the *Average Variance Extracted* (AVE) value which is said to be valid if the value is  $> 0.50$ .

Table 1. AVE (*Average Variance Extracted*) Value

Variable	AVE	Information
Work Motivation (X1)	0.856	Valid
Work Environment (X2)	0.701	Valid
Work Discipline (X3)	0.679	Valid
Job Satisfaction (Z)	0.689	Valid
Employee Performance (Y)	0.664	Valid

Source: SEM-PLS Data, 2023

All variables fulfill *the Average Variance Extracted* (AVE) value , because the AVE value is greater than 0.50, which means the value is valid and meets the requirements for the AVE value.

#### b. Reliability Test

According to Ghazali and Latan, 2015, research is said to be reliable if *the Cronbach's alpha* value is greater than 0.7. processing results using smartPLS can be seen in Table 4.27:

Table 2. *Croanbach's Alpha*

	<i>Cronbach's Alpha</i>	Information
Work Motivation (X1)	0.958	Reliable
Work Environment (X2)	0.914	Reliable
Work Discipline (X3)	0.847	Reliable
Job Satisfaction (Z)	0.850	Reliable
Employee Performance (Y)	0.874	Reliable

Source: SEM-PLS Data, 2023

All variables for *Cronbach's alpha* have values above 0.7. Thus these results are declared to have high reliability;

## 2. Evaluation of the Structural Model ( *Inner Model* )

The R- *Square value* is used to see the level of variation in changes in exogenous variables to endogenous variables. R- *Square* calculation results using SmartPLS 3

Table 3. *Square value*

	R Square	Percent (%)
Employee Performance (Y)	0.828	83%
Job Satisfaction (Z)	0.489	49%

Source: SEM-PLS Data, 2023

It can be seen that the R- *Square value* of the employee performance variable is 0.828, which means that the model is able to explain 83% for variables that affect employee performance, so the R- *Square value* for employee performance variables is included in the Strong category. While the R- *Square value* for the job satisfaction variable is 0.489, which means the model is able to explain 49% for the job satisfaction variable, so the R- *Square value* for the job satisfaction variable is included in the strong category .

## 3. Hypothesis Testing ( *bootstrapping* )

To find out whether the hypothesis is accepted or rejected can be done by paying attention to the t- *statistic* and p- *value* . If the t- *statistic* > 1.96 and p- *value* <0.05 then the hypothesis is accepted, and if the t- *statistic* <1.96 and p- *value* > 0.05 then the hypothesis is rejected.

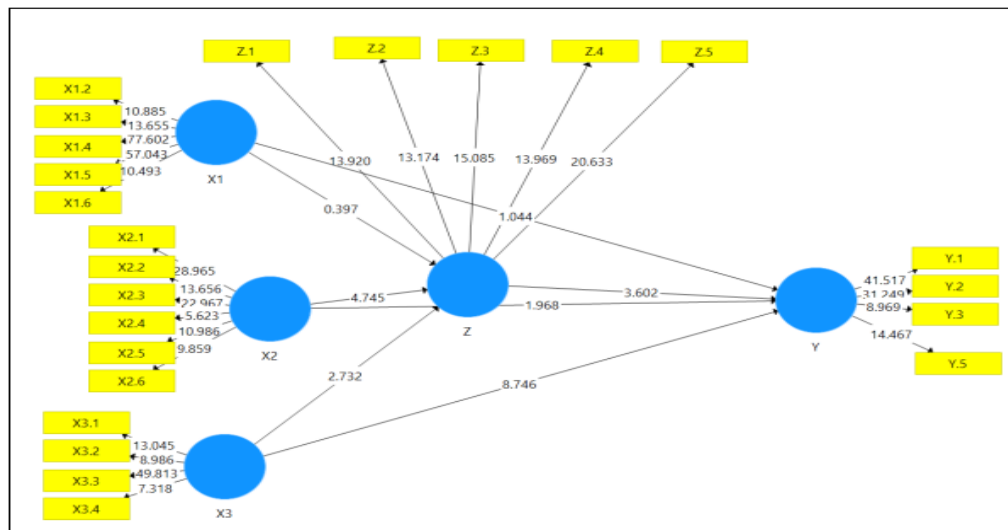


Figure 2. Analysis Bootstrapping

Source: Data processed SmartPLS 3, 2023

The following are the results of the *Bootstrapping test* :

Table 6. Hypothesis Test Results (*Bootstrapping*)

	Original Sample (O)	sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>X1 -&gt; Y</b>	-0.067	-0.062	0.062	1.085	<b>0.279</b>
<b>X1 -&gt; Z</b>	0.037	0.055	0.098	0.383	<b>0.702</b>
<b>X2 -&gt; Y</b>	0.191	0.190	0.091	2.107	<b>0.036</b>
<b>X2 -&gt; Z</b>	0.535	0.536	0.110	4,853	<b>0.000</b>
<b>X3 -&gt; Y</b>	0.600	0.604	0.071	8,407	<b>0.000</b>
<b>X3 -&gt; Z</b>	0.267	0.263	0.092	2,886	<b>0.004</b>
<b>Z -&gt; Y</b>	0.334	0.330	0.090	3,736	<b>0.000</b>

Source: SEM-PLS Data, 2023

Based on table 4.31 it can be concluded that the results of testing the hypothesis with *bootstrapping* are as follows:

**a) Work motivation affects job satisfaction (H1)**

Based on the results of testing the variable work motivation on satisfaction, it has a t-statistic value of 0.3 83 and a p-value of 0.70 2. Then **H1 is rejected**, because the t-statistic value is less than 1.96 and the p-value is greater than 0.05. it can be concluded that work motivation has no significant effect on job satisfaction at the Social Services Office of the City of Kupang;

**b) Work environment influences job satisfaction (H2)**

Based on the results of testing the work environment variable on job satisfaction, it has a t-statistic value of 4.853 and a p-value of 0.000. Then **H2 is accepted**, because the t-statistic value is greater than 1.96 and the p-value is less than 0.05. it can be concluded that the work environment affects the performance of employees at the Social Services Office of the City of Kupang;

**c) Work discipline has an influence on job satisfaction (H3)**

Based on the results of testing the work discipline variable on job satisfaction, it has a t-statistic value of 2.886 and a p-value of 0.00 4 . Then **H3 is accepted**, because the t-statistic value is greater than 1.96 and the p-value is less than 0.05. it can be concluded that work discipline has a significant effect on job satisfaction at the Social Services Office of the City of Kupang;

**d) Work motivation affects employee performance (H4)**

Based on the results of testing the variable work motivation on employee performance, it has a t-statistic value of 1.08 5 and a p-value of 0.279 , then **H4 is rejected**, because the t-statistic is less than 1.96 and the p-value is greater than 0 ,05. it can be concluded that work motivation has no significant effect on employee performance at the Social Service Office of the City of Kupang;

**e) Work environment influences employee performance (H5)**

Based on the results of testing the work environment variable on employee performance, it has a t-statistic value of 2.107 and a p-value of

0.036. Then **H5 is accepted**, because the t-statistic value is greater than 1.96 and the p-value is less than 0.05. So it can be concluded that the work environment has a significant effect on employee performance at the Social Services Office of the City of Kupang;

f) **Work discipline affects employee performance (H6)**

Based on the results of testing the work discipline variable on employee performance, it has a t-statistic value of 8.407 and a p-value of 0.000. Then **H6 is accepted**, because the t-statistic value is greater than 1.96 and the p-value is less than 0.05. So it can be concluded that work discipline has a significant effect on employee performance at the Social Services Office of the City of Kupang; And

g) **Job satisfaction affects employee performance (H7)**

Based on the results of testing the variable job satisfaction on employee performance, it has a t-statistic value of 3.736 and a p-value of 0.000. Then **H7 is accepted**, because the t-statistic value is greater than 1.96 and the p-value is less than 0.05. So it can be concluded that job satisfaction has a significant effect on employee performance at the Social Services Office of the City of Kupang.

#### 4. SEM analysis

Table 7. Mediation Test Results

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Z -> Y	0.012	0.017	0.032	0.385	<b>0.701</b>
X2 -> Z -> Y	0.179	0.178	0.066	2,708	<b>0.007</b>
X3 -> Z -> Y	0.089	0.086	0.038	2,337	<b>0.020</b>

Source: SEM-PLS Data, 2023

Based on table 4.32, the results of the mediation test can be concluded with the following hypothesis:

a) **Job satisfaction can mediate the effect of work motivation variables on employee performance (H8)**

Based on the results of testing the variable work motivation on employee performance through job satisfaction as a mediating (intervening) variable which has a t-statistic value of 0.385 and a p-value of 0.701, **H8 is rejected**, because the t-statistic value smaller than 1.96 and p-value greater than 0.05. So it can be concluded that the job satisfaction variable cannot significantly mediate the work motivation variable on employee performance at the Kupang City Social Services office;

b) **Job satisfaction can mediate the effect of work environment variables on employee performance (H9)**

Based on the results of testing the work environment variable on employee performance through job satisfaction as a mediating (intervening) variable which has a t-statistic value of 2.708 and a p-value of 0.007 then **H9 is accepted**, because the t-statistic value greater than 1.96 and p-value less than 0.05. So it can be concluded that the job satisfaction variable significantly mediates the effect of the work environment on employee performance at the Kupang City Social Services office; And

c) **Job satisfaction can mediate the influence of work discipline variables on employee performance (H10)**

Based on the results of testing the work discipline variable on employee performance through job satisfaction as a mediating (intervening) variable which has a *t*-statistic value of 2.32 7 and a *p*-value of 0.02 0 then **H10 is accepted**, because the *t*-statistic value greater than 1.96 and *p*-value less than 0.05. So it can be concluded that the variable of job satisfaction significantly mediates the effect of work discipline on employee performance at the Kupang City Social Services office.

## CONCLUSION

Based on the results of the analysis and discussion regarding the influence of work motivation, work environment and work discipline on employee performance at the Social Service Office of the City of Kupang with Job Satisfaction as an Intervening Variable, it can be concluded as follows;

1. There is no significant effect between motivational variables on job satisfaction at the Kupang City Social Service Office. This is indicated by the *t*-statistic value (0.3 83 ) < 1.96 and the *p*-value (0.70 2 ) > 0.05 . So **H1 is rejected**. This means that work motivation at the Kupang City Social Services office needs to be increased again so that employee job satisfaction also increases. Because, the higher the employee's work motivation, the employee's job satisfaction will increase. And conversely, the lower the employee's work motivation, the job satisfaction will decrease;
2. Environment work has a significant effect on job satisfaction at the Kupang City Social Service Office. This is indicated by the *t*-statistic value (4, 853 ) > 1.96 and the *p*-value (0.000) < 0.05 , then **H2 is accepted**. This means that the better the existing work environment, the employee job satisfaction will increase. Conversely, the worse the existing work environment, the job satisfaction will decrease;
3. Work discipline has a significant effect on job satisfaction at the Social Services Office of the City of Kupang. This is indicated by the *t*-statistic value (2, 886 ) > 1.96 and the *p*-value (0.00 4 ) < 0.05), then **H3 is accepted**. The higher the level of employee discipline, the employee job satisfaction will increase. Conversely, if the level of employee discipline is low, employee job satisfaction will decrease
4. There is no significant influence between motivation on employee performance at the Kupang City Social Services Office. This is indicated by the *t*-statistic value (1.08 5 ) < 1.96 and the *p*-value (0.27 9 ) > 0.05, then **H4 is rejected**. This means that work motivation at the Kupang City Social Services office needs to be increased again so that employee job satisfaction also increases. Because, the higher the employee's work motivation, the employee's job satisfaction will increase. And conversely, the lower the employee's work motivation, the job satisfaction will decrease;
5. The work environment has a significant effect on the performance of employees at the Social Service Office of the City of Kupang. This is indicated by the *t*-statistic value (2, 107 ) > 1.96 and the *p*-value (0.03 6 ) < 0.05, then **H5 is accepted**. This means that the better the existing work



environment, the employee's performance will increase. Conversely, the worse the existing work environment, the employee's performance will decrease;

6. Work discipline has a significant effect on employee performance at the Social Service Office of the City of Kupang. This is indicated by the *t-statistic value* (8,407) > 1.96 and the *p-value* (0.000) < 0.05, then **H6 is accepted**. The higher the level of employee discipline, the employee's performance will increase. Conversely, if the level of employee discipline is low, the employee's performance will decrease;
7. Job satisfaction has a significant effect on employee performance at the Social Service Office of the City of Kupang. This is indicated by the *t-statistic value* (3.736) > 1.96 and the *p-value* (0.000) < 0.05, then **H7 is accepted**. The higher the employee job satisfaction, the employee's performance will increase. Conversely, if employee job satisfaction is low, employee performance will decrease;
8. There is no significant influence between motivation variables on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable. This is indicated by the *t-statistic value* (0.385) < 1.96 and the *p-value* (0.701) > 0.05, then **H8 is rejected**. This means that work motivation at the Social Services Office of the City of Kupang needs to be increased again in order to trigger an increase in job satisfaction so that it can play a role in improving employee performance;
9. The work environment has a significant effect on the performance of employees at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable. This is indicated by the *t-statistic value* (2,708) > 1.96 and the *p-value* (0.007) < 0.05, then **H9 is accepted**. This means that a good work environment can trigger an increase in job satisfaction so that it can play a role in improving employee performance;  
And
10. Work discipline has a significant effect on employee performance at the Social Service Office of the City of Kupang with job satisfaction as an intervening variable. This is indicated by the *t-statistic value* (2.327) > 1.96 and the *p-value* (0.020) < 0.05, then **H10 is accepted**. This means that high employee work discipline can trigger an increase in job satisfaction so that it can play a role in improving employee performance.

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