



The Influence of Work Discipline, Work Environment and Work Motivation on Employee Performance Through Job Satisfaction in Employees of Perumda Tirtanadi Medan

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ABSTRACT

Employee performance is a key element in determining the success of an organization, especially in regional companies engaged in public services such as PERUMDA Tirtanadi Medan. Employee performance at PERUMDA Tirtanadi Medan is not optimal, indicated by many employees who still get sufficient, moderate and poor scores in the annual performance assessment. This study aims to determine the effect of work discipline and work motivation on employee performance mediated by job satisfaction. This study was conducted on 154 non-leadership employees at PERUMDA Tirtanadi Medan. Data analysis used in this study is the outer model and inner model with SmartPLS software. The results of the study indicate that work discipline has a positive and significant effect on job satisfaction, the work environment has a positive and significant effect on job satisfaction, work motivation has a positive and significant effect on job satisfaction, work discipline has a positive and significant effect on employee performance, the work environment has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance. So it can be suggested to conduct regular salary reviews to remain competitive and in accordance with the workload.

INTRODUCTION

Human resources play a crucial role in helping organizations achieve their objectives. As one of the key components of managerial tools, the presence and quality of human resources greatly influence the improvement of employee performance, which in turn enables an organization to realize its vision and mission. In organizational development, employee performance serves as a vital element for success because it directly relates to the results and outputs produced.

Rachmaniza (2020) emphasizes that performance lies at the heart of human resource management issues, and any shortcomings in this area deserve serious attention. Employees are the driving force of an organization, and neglecting performance issues can disrupt the organizational system. Therefore, sustaining and improving employee performance is essential for the organization's long-term viability.

In the case of PDAM Tirtanadi, research on employee performance reveals that achievements have yet to fully meet the company's performance appraisal targets. Organizations that actively manage and improve employee performance tend to see a positive impact on their overall performance. High individual performance contributes to the company's success, as employees with strong work ethics help in meeting corporate targets. Conversely, if performance declines, the organization's goals become harder to achieve. The following section presents an overview of employee performance assessments at PDAM Tirtanadi Medan for the year 2023.

Assessment	Year 2023										Employee
	AB (Excellent)	%	B (Good)	%	C (Fair)	%	S (Moderate)	%	K (Deficient)	%	
Loyalty	121	48,7%	98	39,5%	23	9,2%	4	1,6%	2	0,8%	248
Work Achievement	70	28,2%	105	42,3%	44	17,7%	20	8%	0	0%	248
Responsibility	111	44,7%	84	33,8%	31	12,5%	16	6,4%	6	2,4%	248
Obedience	92	37%	81	32,6%	50	20,1%	21	8,4%	4	1,6%	248
Honesty	126	50%	77	31%	42	16,9%	3	1,2%	0	0%	248
Cooperation	89	35,8%	104	41,9%	30	12%	19	7,6%	6	2,4%	248
Initiative	78	31,4%	84	33,8%	62	25%	20	8%	4	1,6%	248
Leadership	96	38,7%	81	32,6%	53	21,3%	15	6%	3	1,2%	248
Average Rating	97	39,1%	89	35,8%	41	16,5%	14	5,6%	3	1,2%	248

Table 1.1 shows that PDAM Tirtanadi Medan City's 2023 employee performance remains below expectations, with only 39.1% rated AB (Very Good), 35.8% B (Good), 16.5% C (Fair), and the rest S (Moderate) or K (Poor). Contributing factors include low work discipline, suboptimal work environment, weak motivation, and limited job satisfaction.

Work discipline issues involve tardiness, non-compliance with standards, and incomplete tasks. The work environment faces challenges in lighting, air circulation, layout, facilities, supervision, and communication. Motivation is hindered by inadequate wages, job security, and recognition, while job satisfaction is affected by high salary deductions, skill-role mismatches, poor supervision, perceived unfair promotions, and limited peer support.

THEORETICAL REVIEW

Employee Performance

Performance refers to the degree to which an employee achieves the expected quality and quantity of work in line with their assigned responsibilities. It reflects the individual's ability to deliver measurable results in completing tasks set by the organization. Bintoro and Daryanto (2017) define performance as an indicator of whether organizational goals have been achieved, noting that managers often give attention to it only when problems become significant.

Job Satisfaction

Job satisfaction can be described as an employee's emotional response toward their work, encompassing feelings of support or dissatisfaction related to job conditions, work situations, relationships with colleagues, and the work environment. It reflects attitudes shaped by cooperation, rewards, and both physical and psychological factors, as well as the overall experiences encountered in the workplace (Mangkunegara, 2017; Agustini, 2019; Afandi, 2018; Handoko, 2020).

Work Discipline

Work discipline refers to efforts aimed at fostering employee awareness and willingness to comply with company regulations. It serves as both a managerial tool to guide behavioral change and a form of training designed to improve knowledge, attitudes, and cooperation, ultimately enhancing employee performance (Hendrayani, 2020; Zahara & Hidayat, 2017).

Work Environment

The work environment encompasses all conditions surrounding employees that can influence their performance, including lighting, noise levels, temperature, humidity, ventilation, cleanliness, safety, and the adequacy of work equipment (Sukanto & Indroyo, 2018; Afandi, 2018).

Work Motivation

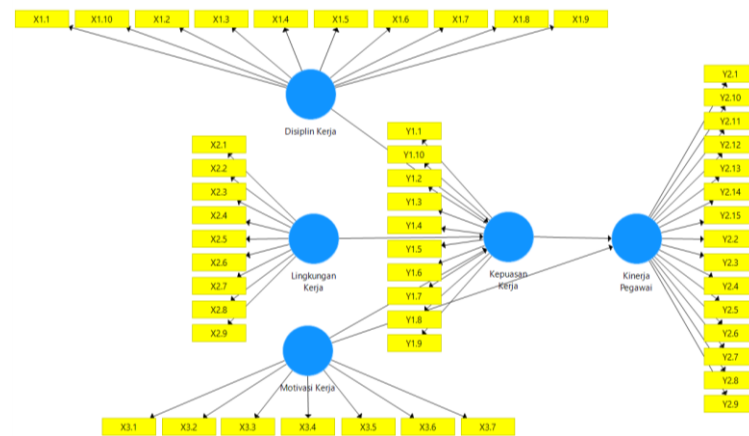
Motivation can be seen as the driving energy that encourages a person to utilize their abilities, skills, and knowledge in order to reach optimal results. It not only initiates action but also directs and sustains it toward specific objectives—such as improving productivity, maintaining commitment, and ensuring consistent attendance. In the workplace context, motivation shapes how employees approach their tasks and influences their overall performance (Umpung, 2020; Kurnia & Nugroho, 2019).

Research Method

This study adopts a quantitative approach with a causal research design, aiming to examine the cause-and-effect relationship between independent and dependent variables (Sugiyono, 2022). Data were collected through surveys by distributing questionnaires to the selected respondents. The population consisted of 248 non-managerial permanent employees at PDAM Tirtanadi Medan City. Using a simple random sampling technique, each member of the population had an equal chance of being selected, based on middle-to-low job level criteria. Applying the Slovin formula, the final sample comprised 154 non-managerial employees.

RESEARCH RESULTS

The majority of respondents, 34% each, were employees aged 38–41, 42–45, 46–49, and 50–53 years. This distribution reflects PERUMDA Tirtanadi’s lengthy recruitment and training process, with older employees viewed as a more secure long-term investment. Most respondents – 129 people or 84% – were male, as the organization requires more male employees for field-based positions. In terms of education, 108 respondents (70%) held a bachelor’s degree (S1), in line with the company’s minimum requirement for certain positions, as S1 graduates are considered to possess strong foundational knowledge for the job. Hypothesis testing was conducted using the Inner Model (structural model) analysis to determine whether each hypothesis could be accepted or rejected, primarily by examining the p-values. The analysis was performed with SmartPLS 3.0 (Partial Least Squares), and the results were obtained through bootstrapping. The hypothesis testing results are presented in the following figure.



DISCUSSION

Work Discipline has a positive and significant effect on Job Satisfaction in PERUMDA Tirtanadi Medan Employees

The path coefficient analysis shows that work discipline has a positive and significant impact on job satisfaction at PERUMDA Tirtanadi Medan. A mean score of 4.37 indicates that discipline is generally good but still requires improvement, with the lowest score (4.31) on the statement “Always follow directions from superiors.” These findings align with previous studies (Pridana & Setia, 2017; Hafidzh & Hartono, 2022; Dirman & Setyaningrum, 2023; Windi & Lahamid, 2024; Suryandini, 2021), which confirm that better work discipline is associated with higher job satisfaction.

Work Discipline has a positive and significant effect on Job Satisfaction in PERUMDA Tirtanadi Medan Employees

The path coefficient analysis confirms that work discipline has a positive and significant impact on job satisfaction at PERUMDA Tirtanadi Medan. Discipline fosters an orderly work environment, boosts productivity, and minimizes stress and conflict, while reflecting both personal responsibility and adherence to organizational rules.

Survey results from 154 respondents show a mean score of 4.37 for work discipline, indicating room for improvement. The lowest mean score, 4.31, was recorded for the statement “Always follow directions from superiors,” suggesting that some employees still demonstrate lower discipline levels. These findings are consistent with prior studies (Pridana & Setia, 2017; Hafidzh & Hartono, 2022; Dirman & Setyaningrum, 2023; Windi & Lahamid, 2024; Suryandini, 2021), which conclude that greater work discipline leads to higher job satisfaction.

Work Discipline has a positive and significant effect on Job Satisfaction in PERUMDA Tirtanadi Medan Employees

The path coefficient results indicate that work discipline has a positive and significant effect on job satisfaction at PERUMDA Tirtanadi Medan. Discipline supports an orderly work environment, enhances productivity, and reduces stress, reflecting both personal responsibility and adherence to organizational rules.

From the survey of 154 respondents, the work discipline variable recorded a mean score of 4.37, showing the need for improvement. The lowest score, 4.31, was for the statement “Always follow directions from superiors,” indicating that some employees still display low discipline. These results align with previous studies (Pridana & Setia, 2017; Hafidzh & Hartono, 2022; Dirman & Setyaningrum, 2023; Windi & Lahamid, 2024; Suryandini, 2021) which found that higher work discipline leads to greater job satisfaction.

Work Discipline has a positive and significant effect on Employee Performance PERUMDA Tirtanadi Medan

The path coefficient analysis shows that work discipline has a positive and significant impact on employee performance at PERUMDA Tirtanadi Medan. Strong discipline enables employees to work systematically, meet deadlines, and achieve targets, thereby improving productivity and work quality. Conversely, low discipline can cause delays and reduce efficiency, making it essential for organizations to enforce clear rules, maintain consistent supervision, and apply balanced sanctions and rewards.

From 154 respondents, the work discipline variable had a mean score of 4.37, categorized as high but still requiring improvement. The lowest score, 4.31, was for the statement “Always follow directions from superiors.” These results are consistent with previous studies (Hafizh & Hartono, 2022; Hafizah, 2023; Putri et al., 2022), which found that higher work discipline leads to improved employee performance.

Work Environment has a positive and significant effect on Employee Performance PERUMDA Tirtanadi Medan

Based on the statistical testing results of the path coefficients test, it shows that the work environment has a positive and significant effect on employee performance. The work environment is very important in influencing employee performance because it can build a sense of security and comfort from within.

The work environment is an important factor that directly affects the level of employee performance. A conducive work environment both physically and psychologically can increase the comfort, concentration, and enthusiasm of employees in carrying out their duties. Factors such as adequate lighting, cleanliness of the workspace, comfortable room temperature, and adequate supporting facilities contribute to work efficiency.

The results of this study are in line with research conducted by Andri and Kuswati (2024); Zahro et al (2024); Hurriyah (2024) which states that the work environment affects employee performance, which means that the more ideal the work environment, the higher employee performance. Conversely, the worse the work environment of an employee, the lower his performance. However, the results of this study are not in line with research conducted by Kitta et al (2023); Miuna and Isnowati (2022) state that work discipline has no effect on performance.

Work Motivation has a positive and significant effect on Employee Performance PERUMDA Tirtanadi Medan

The path coefficient analysis confirms that work motivation has a positive and significant influence on employee performance at PERUMDA Tirtanadi Medan. High motivation encourages employees to be more active, confident, and proactive, thereby improving productivity and work quality. Conversely, low motivation can reduce morale, increase errors, and raise turnover risk.

From 154 respondents, the mean score for work motivation was 4.10, with the lowest score found in the statement "*Motivated to work because I need a work policy*" (mean = 3.53), indicating areas for improvement. These findings are consistent with Seran et al. (2023), Rifai et al. (2021), and Richard et al. (2022), who assert that higher motivation correlates with better performance, but differ from Saputra et al. (2023), who found no such relationship.

Job Satisfaction has a positive and significant effect on Employee Performance

The path coefficient analysis indicates that job satisfaction has a positive and significant effect on employee performance. High job satisfaction can enhance motivation, loyalty, and commitment, while dissatisfaction may reduce performance.

From 154 respondents, the mean score for job satisfaction was 4.29, indicating a generally high level but with room for improvement. The lowest score appeared in the statement "*Satisfied with the promotion*" (mean = 4.29), suggesting that some employees still experience low satisfaction. These findings align with Andri and Kuswati (2024), Zahro et al. (2024), and Putri et al. (2022), who confirm that higher job satisfaction is associated with improved performance.

Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction in PERUMDA Tirtanadi Medan Employees

Statistical testing results indicate that work discipline positively and significantly influences employee performance through the mediating role of job satisfaction. This finding suggests that improved work discipline can indirectly enhance performance at PERUMDA PDAM Tirtanadi by increasing employee job satisfaction.

Work Environment has a positive and significant effect on Employee Performance through Job Satisfaction on PERUMDA Tirtanadi Medan Employees

The results of statistical testing on the indirect effect show that the work environment has a positive and significant impact on employee performance through the mediation of job satisfaction. This implies that improvements in the work environment can indirectly enhance performance at PERUMDA PDAM Tirtanadi by increasing employee job satisfaction.

Work Motivation has a positive and significant effect on Employee Performance through Job Satisfaction in PERUMDA Tirtanadi Medan Employees

The results of statistical testing on the indirect effect indicate that work motivation has a positive and significant impact on employee performance through the mediation of job satisfaction. This finding suggests that higher work motivation can indirectly enhance employee performance at PERUMDA PDAM Tirtanadi by increasing job satisfaction.

SUGGESTIONS

Based on the research findings, PERUMDA Tirtanadi Medan is advised to enhance employee performance through relevant technical and soft skills training, effective work monitoring systems, and performance-based incentives and rewards. Job satisfaction can be increased by periodically reviewing salary structures, providing modern work equipment, and implementing fair and transparent promotion mechanisms. Work discipline may be strengthened through the dissemination of standard operating procedures (SOPs), the application of progressive sanctions, and the recognition of disciplined behavior. Furthermore, the work environment should be improved by upgrading facilities, conducting communication training, and fostering a collaborative work culture. Employee motivation can also be enhanced through equitable incentive policies and regular recognition of outstanding employees.

For future research, it is recommended to include additional variables such as leadership, career development, and work-life balance, as well as to adopt qualitative or mixed-method approaches to enrich the findings. Expanding the research scope to other organizations or regions and employing instruments with established validity and reliability would further strengthen the study. Future research may also examine the moderating role of job satisfaction in the relationships between variables to develop a more comprehensive model.

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