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Analysis of the Influence of Work Environment, Work Motivation, Work Discipline on Job Satisfaction and Employee Performance (Case Study at the Regional Secretariat of Ponorogo Regency)

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Abstract: This study aims to analyze the influence of a comfortable and safe work environment and the existence of motivation and discipline can increase job satisfaction so that it can increase effective work productivity to employee performance". Design/Approach: "This study applies a quantitative approach using primary data maps from 40 respondents from employees of the Ponorogo Regency Regional Secretariat. The sampling technique in this study is non-probability sampling using the purposive sampling method". Findings: "The results of this study show that a good work environment can increase employee comfort and satisfaction when they do their jobs. Employees with high work motivation are more enthusiastic and focused in carrying out their responsibilities. Work discipline also has a positive and significant effect on employee job satisfaction. Good discipline creates regularity in work, which increases employee satisfaction and improves their performance. Employees who are satisfied with their work environment, discipline, and motivation tend to be more productive and qualified. In addition, work discipline, work motivation, and work environment have a positive effect on employee performance through job satisfaction". Originality: "This research focuses on how to manage a good work environment in employees of the Regional Secretariat of Ponorogo Regency, this study has analyzed the influence of the work environment affecting job satisfaction, work motivation affecting job satisfaction and work discipline affecting performance, and with job satisfaction can increase productivity in employee performance so that it can make performance more efficient.

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

INTRODUCTION

In the context of an organization, the importance of human resources cannot be overstated. In order for management operations to be carried out effectively, it is crucial that the organization is staffed with individuals who have extensive knowledge and exceptional skills. Additionally, it is important for organizations to strive to optimize their management

practices to improve employee performance. Organizations must demonstrate proficiency in cultivating and improving performance in their workplace environment. Many factors contribute to the success of an organization; Human resources encompasses behaviors that range from planning to evaluation, and is able to utilize human resources and other resources available to the organization.

In general, each Agency strives to achieve commendable and satisfactory results in its operations. The realization of this goal requires exemplary employee performance facilitation. Nonetheless, agencies often face challenges in accurately evaluating employee performance. The importance of employee performance comes from the integral role that human resources play in the Agency Institution; Indeed, employee performance has great potential to facilitate the comprehensive operations of Agency Agencies. The latent capabilities of every human resource in the institution must be fully utilized to produce optimal output.

The findings obtained from a survey conducted at the Regional Secretariat of Ponorogo Regency revealed that there are various issues regarding performance, work environment, work discipline, and work motivation. One of the important problems that is visible is the non-compliance of employees with the work regulations set at the Ponorogo District Regional Secretariat, which is manifested in a reduced level of discipline, along with examples of employees failing to report to work on time. In addition, it is observed that when tasks are left uncompleted, they often exceed the specified working hours for various reasons. The quality of the work environment is also a significant concern in institutional institutions, including the lack of employees in maintaining cleanliness in and around the agency as well as inadequate maintenance of their workspaces and organizations. It is clear that within each office unit, there is no janitor responsible for the maintenance of the space. In addition to the above-mentioned issues, there is a need for improved employee performance. Employee performance remains suboptimal, as evidenced by the occurrence of mistakes made when carrying out their responsibilities at the agency; As a result, employee motivation also requires careful consideration.(Marya & Sodirin, 2024)

According to Maruli (2020), work motivation includes all elements that come from the intrinsic desires of the individual, since it gives rise to internal desires and aspirations that have the capacity to influence, direct, and foster behaviors that aim to achieve goals or aspirations that are in line with professional efforts. To support this idea, Ferdinatus (2020) argues that work motivation requires cultivation through a commendable personality or character, since motivation rooted in flawed principles and reasons can lead to detrimental consequences for both the individual and the organizational context.(Nining, A. et al., 2023)

Motivation is often referred to as a driver of a person's behavior because, according to Sutrisno (2015), it is a source that encourages a person to do certain activities. Both physical and mental humans are very different. Because this is important to optimize performance, a leader must know the work motivation of his employees. Ultimately, motivation is a process that results in the intensity, direction, and perseverance of individuals in an effort to achieve organizational goals. One of the factors that affect this motivation is the communication obstacles that exist between leaders and their subordinates and the weakened morale as a result of the heavy workload. Superiors must give encouragement to employees to stay enthusiastic.(Rahmawati et al., 2023)

The challenges identified in the Regional Secretariat of Ponorogo Regency undeniably require careful examination by the author, with the aim of providing solutions and constructive insights to improve the operational efficacy of civil servants in the Regional Secretariat of Ponorogo Regency. Nevertheless, the scope of the issues under the author's investigation is limited to the domains of employment regulations, organizational environment, and the performance of Secretariat personnel in Ponorogo District. Employee performance at the Regional Secretariat of Ponorogo Regency often appears as a critical concern in the employment sector. The importance of performance is crucial in any institution or organization,

as it is integral to achieving substantial results and can substantially benefit the institution or organization.

METHOD

Population and sample

In order to collect the main data for empirical analysis, this study uses a survey method. Forty people from the Regional Secretariat of Ponorogo Regency Development Administration Section became the population of this study. Using probability, specifically simple random sampling, this technique takes samples at random to ensure that all members of the population have an equal chance of being included.

Therefore, questionnaires are used by researchers to assess independent and dependent variables. The purpose of this study is to determine how much factors such as work atmosphere, motivation, and discipline influence employee job satisfaction and, furthermore, how well these factors affect workplace performance. To explain what factors affect job satisfaction and job quality, the researcher plans to conduct a quantitative test on the relationship between these variables.

Types and Data Sources

The primary data for this study came from the researcher himself, in the form of surveys and questionnaires. Once the questionnaire is sent to the respondents, they will find statements that correspond to the indications of different variables.

Data Analysis Techniques

For data analysis, processing problem formulation and hypothesis testing, this research uses SmartPLS software v.4.1.0.9. In the PLS (Partial Least Square) method. The analysis used is as follows: 1) Outer model analysis, 2) Model Inner analysis 3) Hypothesis testing.

Variable Measurement

The five variables included in this study are as follows: work environment, job satisfaction, performance, work discipline, and motivation. Here's how the indicators of each variable are measured: Indicators of a safe work environment include things like adequate lighting, pleasant weather, positive relationships between coworkers, and the presence or absence of hazards. Motivational indicators include physiological demands, a desire for protection and security, and a need to relate to others. Work discipline indicators include goals and skills, leadership examples, and service incentives. Job satisfaction indicators include salary, opportunities for advancement, supervision by leadership, benefits, operational processes, colleagues and colleagues, communication, job type, and performance-based rewards. Work quantity, quality, punctuality, efficiency, and autonomy are markers of performance.

RESULTS AND DISCUSSION

Employee performance, work happiness, work atmosphere, motivation, and discipline are the characteristics studied. The researchers in this study used a Likert scale of 5 categories. Therefore, the following is one possible interpretation of the value :

1. Strongly disagree : 20 - 36
2. Disagree : 36,1 - 52
3. Neutral / regular: 52,1- 68
4. Agree : 68,1 - 84
5. Strongly agree : 84,1 – 100

Work Environment

Table 1. Work Environment

No.	Variable Statement	Std Devitation	Percentage	Information
1	"The lighting in the workplace is enough"	0,93	78,75	Agree
2	"No noise at work"	0,85	79,25	Agree
3	"No bad smell at work"	1,06	79,5	Agree

Source: Primary Data processed

According to the data presented in Table 1, the average index of respondents' responses for each work environment indicator is 79.1%. As many as 79.25% of people who took part in the survey said that this office is completely quiet. With this statement, it is clear that the staff and employees of the Ponorogo Regional Secretariat are satisfied with their working conditions. In addition, with 78.75% of respondents falling into the "approve" category, it is clear that office lighting has a significant impact on their work activities. From what we can see, having adequate lighting and a work environment free of noise allows people to concentrate and relax, allowing them to complete their activities calmly and comfortably.

Work Motivation

Table 2. Work Motivation

No.	Variable Statement	Std Devitation	Percentage	Information
1	"I feel appreciated for the contribution I make at work"	0,98	79,5	Agree
2	"The salary I receive today is quite adequate for my living needs"	0,98	81	Agree
3	"I feel safe and comfortable when working in the office/work area"	1,01	80	Agree
4	"Teamwork at my workplace is very good and supports productivity"	0,93	81,75	Agree

Source: Primary Data processed

With the details of the answers given in table 2 above, it can be seen that the overall average value of the indicator index value for the work motivation factor is 80.5%. This shows that respondents agree with every indication of work motivation. Based on the results of the study, there are internal factors that motivate people to work, such as a sense of pride and satisfaction after completing a task or a desire to learn and improve their abilities, and external factors, such as receiving a salary, bonus, or other incentives, or opportunities for promotion, can also play a role.

Work Discipline

Table 3. Work Discipline

No.	Variable Statement	Std Devitation	Percentage	Information
1	"I always follow my work schedule on time every day"	0,92	83,5	StronglyAgree
2	"My leader ensures that the team follows the rules and policies that have been set"	1,04	83	StronglyAgree
3	"The Service Process is carried out efficiently without wasting unnecessary time"	1,07	84	StronglyAgree

Source: Primary Data processed

Table 3 displays the details of respondents' answers to the work discipline variables. The overall average index value of their answers was 83.5%, as shown in the table. The results showed that the majority of respondents strongly agreed with each of the work discipline indicators mentioned in the statement. Based on these results, it can be said that a more

disciplined approach to work will give better results. This includes things like following all rules and regulations, not procrastinating, making the most efficient use of time, delegating tasks to the right people, not wasting money, and wearing the company's official uniform.

Job Satisfaction

Table 4. Job Satisfaction

No.	Variable Statement	Std Devitation	Percentage	Information
1	"I feel that the salary I receive is fair and equal to the work I am doing"	0,72	87	StronglyAgree
2	"I feel the company provides ample opportunities for career promotion and development"	0,82	87	StronglyAgree
3	"I am satisfied with the way my leader communicates work instructions to me"	0,68	88	StronglyAgree
4	"I find it helpful in my work thanks to effective communication between colleagues on the team"	0,75	88	StronglyAgree

Source: Primary Data processed

The indicators for the job satisfaction variable had an overall average index value of 87.5% based on Table 4, which also contained details of respondents' answers. This indicates that the job satisfaction indicators collected are highly agreed by the respondents. This leads us to the conclusion that job satisfaction can lead to a sense of well-being of the individual. Some factors that contribute to job satisfaction include salaries that meet basic needs, availability of performance-based bonuses, jobs that match employees' interests and abilities, opportunities for professional development, clear lines of communication between managers and staff, and regular feedback and reviews.

Employee Performanc

Table 5. Employee Performance

No.	Variable Statement	Std Devitation	Percentage	Information
1	"I always strive to produce high-quality work"	0,66	93,5	StronglyAgree
2	"I feel satisfied with the amount of work I can complete every day"	0,74	94,25	StronglyAgree
3	"I manage my time well so that I can get the job done on time"	0,67	94	StronglyAgree
4	"I can manage my own tasks without the need for constant supervision"	0,73	93,5	StronglyAgree

Source: Primary Data processed

Using the information in Table 5, it can be seen that the average index value of the response to the indicators for employee performance factors is 93.8%. The fact that the statement includes a measure of employee performance shows that respondents strongly agree with the statement. The provision of services needed by the community, including health and population administration, is a direct result of high-quality performance. Achieving agency goals efficiently and in accordance with the plan can be done with good performance. Staff members who consistently deliver high-quality work report higher levels of job satisfaction and competence.

Analysis Results Using Partial Least Square (PLS)

The first step in processing and analyzing the data in this study is to ensure its validity and reliability. Conducting this research with the help of the SmartPls 4 application.

Outer Model Results (Measurement Model)

The purpose of the outer model analysis is to evaluate the measurement construct of the latent variables. The purpose of this analysis is to conduct reliability and validity tests. To find out how well the research indicators represent the latent variables to be studied, a validity test is carried out. There are two perspectives in validity testing: discriminant validity and outer loading. The outer loading table, as shown in table 6, is used for the validity test of the former.

Table 6. Outer Loading

	WORK DISCIPLINE	JOB SATISFACTION	EMPLOYEE PERFORMANCE	WORK ENVIRONMENT	WORK MOTIVATION
DK1	0.972				
DK2	0.970				
DK3	0.958				
KEP1		0.905			
KEP2		0.928			
KEP3		0.939			
KEP4		0.947			
KIK1			0.917		
KIK2			0.898		
KIK3			0.898		
KIK4			0.883		
LK1				0.962	
LK2				0.952	
LK3				0.946	
MK1					0.966
MK2					0.950
MK3					0.958
MK4					0.942

Source: Smartpls 4 V 4.1.0.9 Output"

All indicators of each variable are considered valid based on the results of statistical tests that have been carried out. The value of the loading factor of each indicator is greater than 0.70 proves this. According to Ghozali (2016), the data is considered valid when the loading factor is greater than 0.70. To find out more about each sign, use the cross loading table. This can be seen in table 7 below:

Table 7. Cross-Loading

	WORK DISCIPLINE	JOB SATISFACTION	EMPLOYEE PERFORMANCE	WORK ENVIRONMENT	WORK MOTIVATION
DK1	0.972	0.646	0.713	0.738	0.508
DK2	0.970	0.693	0.767	0.749	0.558
DK3	0.958	0.699	0.759	0.697	0.564
KEP1	0.599	0.905	0.663	0.600	0.617
KEP2	0.613	0.928	0.668	0.632	0.652
KEP3	0.681	0.939	0.741	0.700	0.800
KEP4	0.711	0.947	0.750	0.709	0.807
KIK1	0.732	0.673	0.917	0.734	0.414
KIK2	0.658	0.793	0.898	0.750	0.555
KIK3	0.720	0.635	0.898	0.688	0.556
KIK4	0.671	0.629	0.883	0.660	0.522
LK1	0.753	0.691	0.741	0.962	0.619
LK2	0.666	0.690	0.786	0.952	0.551
LK3	0.733	0.657	0.727	0.946	0.568
MK1	0.534	0.749	0.562	0.567	0.966
MK2	0.480	0.677	0.512	0.527	0.950
MK3	0.581	0.801	0.598	0.631	0.958
MK4	0.543	0.739	0.490	0.585	0.942

Source: Smartpls 4 V 4.1.0.9 Output"

All indicator loads on the build are higher than the cross-loads, as seen in Table 7. Thus, the criteria for the validity of discrimination have been met by this model. In addition, Table 8 displays the results of reliability tests, including Cronbach's alpha, composite reliability, and AVE scores, indicating convergent validity. An AVE number greater than 0.5 is considered original data. The validity of the construct used to construct the latent variable can be determined from Table 8, which allows us to proceed to the reliability test. Cronbach's alpha and Composite Reliability columns show how reliable the test is. To determine whether the data are trustworthy, we looked for latent variables in both categories to have values greater than 0.7. Ghozali (2016) stated that reliability testing is carried out to find out whether research indicators or questionnaires can consistently provide stable results over time.

Table 8. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
WORK DISCIPLINE	0.965	0.966	0.977	0.935
JOB SATISFACTION	0.948	0.954	0.962	0.865
EMPLOYEE PERFORMANCE	0.921	0.923	0.944	0.809
WORK ENVIRONMENT	0.949	0.950	0.967	0.908
WORK MOTIVATION	0.967	0.970	0.976	0.910

Source: Smartpls Output 4 v4.1.0.9"

The four latent variables used in this study have Composite Reliability and Cronbach's Alpha values that exceed 0.7, as shown in Table 8. These findings show that this model meets the criteria, so it can be continued to the inner model test.

Inner Model (Structural Model) Result

1. Path Coefficient Values

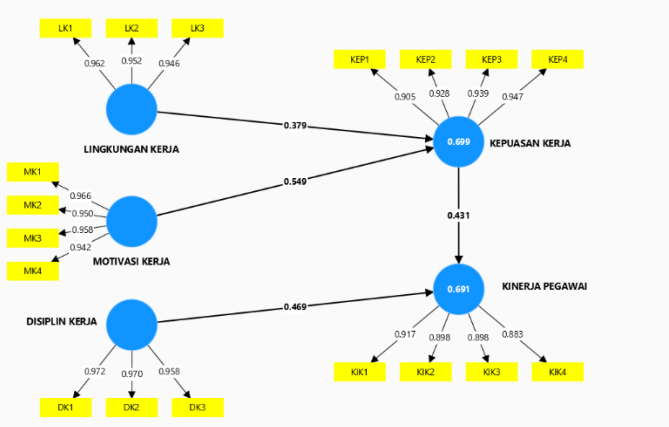


Figure 1. Path Coefficient Values

From the figure above, the path coefficient value is determined using the following equation:

η1= aξHC+ eη1

η1= 0.379 × Work Environment + 0.549 × Work Motivation + e

η2=aξHC+aξIC+eη2

$$\eta 2 = 0.431 \times \text{Job Satisfaction} + 0.469 \times \text{Work discipline} + e$$

2. R Square Value

The contribution of exogenous factors to endogenous variables is explained in Table 9. Job satisfaction contributed 0.699, or 69.9%, to employee performance, according to the data. This clearly has a significant impact on both variables.

Table 9. R-Square

	R-square	R-square adjusted
JOB SATISFACTION	0.699	0.682
EMPLOYEE PERFORMANCE	0.691	0.674

Source: Smartpls 4 V 4.1.0.9 Output"

Table 10. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
WORK DISCIPLINE -> EMPLOYEE PERFORMANCE	0.469	0.475	0.126	3.712	0.000
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.431	0.421	0.136	3.165	0.002
WORK ENVIRONMENT -> JOB SATISFACTION	0.379	0.374	0.120	3.161	0.002
WORK MOTIVATION -> JOB SATISFACTION	0.549	0.555	0.102	5.386	0.000

Source: Smartpls 4 V 4.1.0.9 Output"

The following is an explanation of the relationship between the research variables based on the data in the table:

With a path coefficient of 0.379 and a p-value of 0.002 < 0.05, the first hypothesis (H1) is supported, which states that the work environment has a significant effect on employee job satisfaction. Employee Job Satisfaction is directly proportional to the Improvement of the Work Environment.

The p-value (0.000 < 0.05) and the pathway coefficient (0.549) show that Motivation significantly and positively affects Job Satisfaction, therefore supporting the acceptance of the second hypothesis (H2). Employee output increases along with intrinsic motivation levels.

With a path coefficient of 0.469 and a p-value of 0.000 < 0.05, the third hypothesis (H3) stating that Work Discipline has a positive and significant effect on Employee Performance is acceptable. If you want to be more disciplined at work, then more work will be completed, and if you want less discipline, then less work will be completed.

The acceptance of the fourth hypothesis (H4) indicates that there is a positive and significant relationship between employee job satisfaction and employee performance, which is indicated by the path coefficient (0.431) and the p-value (0.002 < 0.05). When workers are happier in their work, they are more invested in their work and produce better results.

Discussion

Work environment affects job satisfaction

According to the previously mentioned research, the way of doing things in the workplace can affect the level of employee satisfaction with their work. Increasing employee satisfaction at the Ponorogo Regional Secretariat is greatly influenced by a comfortable and comfortable work environment, such as adequate lighting, lack of noise, and unpleasant odors. To create a work environment that supports employee productivity and well-being, management must pay

attention to these elements. Ultimately, a high level of job satisfaction will have a positive impact on the overall performance of the organization.

Work motivation affects job satisfaction

The results of the hypothesis test show that intrinsic motivation has a significant positive impact on job satisfaction. Employees report higher levels of job satisfaction when they are given additional motivation. The study looked at what drives people from five different perspectives: physiological, social, rewarding, self-actualization, and security. The most important factors in employee motivation are social needs, physiological needs, and safety. Employee happiness at work is influenced by factors such as the work environment, transportation accessibility, and payment of wages, attendance, and performance bonuses.

Discipline in the workplace affects productivity.

The findings of the research mentioned above show that companies need to take action to improve employee discipline in the workplace. Building a work culture that values discipline through strong and exemplary leadership is one approach, as is raising employee awareness of the importance of work discipline, creating clear and fair rules, and consistently implementing these rules. Incentives or rewards should be given to employees who demonstrate good work discipline, and sanctions should be given to those who violate. Punctuality, compliance with rules, and efficiency at work are all signs that work discipline has a positive impact on employee performance. Leaders who ensure that rules are followed, create an organized and productive work environment. In addition, higher productivity and better work results are supported by efficient service processes without interruption. Therefore, high work discipline directly impacts the performance of every employee and the organization as a whole.

Job satisfaction affects employee performance

Workers who enjoy their jobs are more likely to put in the extra effort and deliver better results, according to the study cited above. Workers are more motivated to work harder when they enjoy their work. Workers who enjoy their work are more likely to go out of their way to help the company. Job satisfaction has a positive impact on employee performance. A good workplace consists of clear communication from leaders, fair career opportunities, fair pay, and good interaction between colleagues. When employees feel satisfied with different parts of their job, they will be more motivated, more productive, and perform better. Ultimately, this will lead to an increase in the overall success of the organization.

CONCLUSION

Quantitative studies built on the aforementioned studies show that a pleasant workplace significantly increases workers' happiness in their jobs. Having a pleasant workplace can make workers happier and more productive, according to a study. In getting the job done, employees who have high motivation will show more enthusiasm and concentration. Discipline in the workplace also has an important and beneficial influence on workers' happiness in the workplace. When there is good discipline in the workplace, things become more organized, which makes workers happier and more productive. Workers who feel respected, valued, and inspired in the workplace are more likely to perform even better in their roles. Workplace factors such as discipline, motivation, and work atmosphere, all contribute to higher productivity by making workers happier at their jobs. This means that the Ponorogo Regency Regional Secretariat benefits from increased productivity thanks to happier workers who are more invested in their work. These findings demonstrate the need to build a culture of discipline, foster a supportive work environment, and increase employee motivation as important strategic activities to improve overall organizational performance.

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