

## THE INFLUENCE OF MOTIVATION, WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT UNIVERSITAS PRIMA INDONESIA

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### ABSTRACT

*The purpose of this study was to determine the effect of motivation, work environment on employee performance with job satisfaction as an intervening variable at Universitas Prima Indonesia. The research method used is explanatory quantitative. Data collection techniques are using questionnaires and observations. The population and sample in this study were 140 employees of the University of Prima Indonesia, using the Simple Random Sampling techniques. This research uses multiple linear regression analysis and path analysis, which first tested the classical assumption with normality test, multicollinearity test and heteroscedasticity test. The results showed that Motivation, work environment, and work discipline had a significant effect on job satisfaction. Motivation and job satisfaction, work environment, and work discipline have a positive and significant effect on employee performance. The conclusion motivation, work environment and work discipline affect job satisfaction and employee performance.*

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

### INTRODUCTION

Higher Education is one of the formal institutions that create highly competitive human resources, which has a very large influence on the progress of the nation, along with the development of technological advances. Skills in work as well as the ability to adapt and have a dynamic mindset are big challenges for human resources today. Seeing the importance of humans in achieving company goals, separate handling of human resources is needed so that they can work in accordance with what is expected by the company, so the goals that have been set will be carried out properly and in accordance with the plan [1].

Motivation is an activity that causes a person to complete his work with enthusiasm and willingly and full of responsibility. Motivation serves as a driving force or encouragement for employees to want to work diligently in order to achieve the agency's goals properly [3]. Fact according to some employees stated that the opportunity to get promoted is very limited so that employee motivation at work sometimes decreases so that it has an impact on work discipline, and for employees who are not disciplined it also has an impact on receiving wages because attendance is not full every month.

The work environment is the entire tooling and material faces, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. The work environment is a state around the workplace both physically and non-physically that can give the impression of being pleasant, comfortable, reassure and the impression of feeling at home at work and so on [4]. Discipline is a form of self-control in the implementation of work that regularly shows the level of seriousness of the work team in an organization [5]. Discipline is one of the most important functions of human resource management because the better the discipline of an employee, the higher the productivity that can be achieved by employees.

In terms of quality, it is known that employees work as they please. For example, employees arrive late without feeling guilty. While the employee assessment is quantitative, namely the assessment of how fast the employee is doing his job [6]. The phenomenon that occurs that is felt by employees is that there are still many employees who have not been disciplined in doing their work, resulting in still needing more attention to job satisfaction which is expected that later employees can work optimally so that the University's goals are achieved optimally. Thus it can be concluded that the level of employee job satisfaction will affect performance. If job satisfaction is achieved, employee performance will be high, and vice versa [7]. Universitas Prima Indonesia is a campus that is accredited by BAN PT, with 10 faculties and 33 study programs. Based on the explanation and description of the background above, the researcher wishes to conduct a research with the title "The Influence of Motivation, Work Environment and Work Discipline on Employee Performance with Job Satisfaction as an Intervening Variable at Universitas Prima Indonesia".

### THEORETICAL BASIS

#### Performance

##### Definition Performance

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined provisions or agreements [4]. Performance is defined as the result of work achieved by a person in carrying out the tasks that are charged to him based on skills, experience, sincerity and time [8].

##### Performance Indicator

There are various employee performance factors as performance indicators, including: work quality, working quantity, efficiency in carrying out tasks, work discipline, initiative, accuracy, leadership, honesty, and creativity [9].

## Motivation

### Definition Motivation

Motivation is an encouragement to a series of processes of human behavior in achieving goals while the elements contained in motivation include elements of generating directing, maintaining, showing, intensity, being continuous and having a purpose [7]. Motivation is the thing that causes, distributes and supports human behavior so that they want to work hard and enthusiastically in order to achieve optimal results [10].

### Motivation indicator

Indicators of Motivation based on the motivation theory proposed by Abraham Maslow [11] is: physiological needs, the need for security, social needs, the need for appreciation, self-actualization needs.

## Work Environment

### Definition Work Environment

The work environment affects the activities of employees in completing their work. The work environment is a condition around the place of work, both the physical environment and the non-physical environment that can affect employees in carrying out their work [12]. Work environment is all circumstances that occur related to physical facilities, equipment used, work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. The method and arrangement of work both as individuals and as a group [9].

### Work Environment Indicator

There are several indicators of the work environment. An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable so that they can increase the work enthusiasm of employees. Here are some indicators of the work environment described [2], that is: illumination / light in the workplace, temperature / air temperature at work, humidity at work, air circulation at work, noise at work, employee relations, decoration at work, music at work, safety at work.

## Work Discipline

### Definition of Work Discipline

Discipline is a form of awareness and willingness of a person to obey all company regulations and applicable social norms. So, it is said to be disciplined if employees are aware and willing to do all their duties and responsibilities well [13]. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behaviour of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance [14].

### Work Discipline Indicator

Indicators of work discipline according to [15] as follows: attendance rate, work procedure, obedience to bosses, work awareness, responsibility

## Job Satisfaction

### Definition of Job Satisfaction

Job satisfaction is an individual's level of feeling happy as a positive assessment of the work and environment in which he works. Job satisfaction as the level of a worker's positive affection for work and job situation on work and the situation of workers, job satisfaction is only related to the attitude of workers towards their work [7]. That job satisfaction is defined as a positive feeling about one's job which is the result of an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about the job [16].

### Job Satisfaction Indicator

Developed John miner's thoughts on performance indicators to be as follows: target, quality, completion time, and obey the principle [4].

## RESEARCH METHODS

### Population, Sample and Sampling Technique

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher. In this study, the population was 216 people, all employees at Universitas Prima Indonesia, Medan. The sampling technique in this study was done by simple random sampling. The number of samples obtained is 140 people.

### Research design

This research is included in associative research with a quantitative approach. This study examines the relationship between the variables of Motivation (X1), Work Environment (X2), and Work Discipline (X3) on employee performance variables (Y) through Job Satisfaction (Z). This study uses a quantitative approach because the data used to analyze the influence between variables is expressed by numbers or a numerical scale [17].

### Data collection technique

Collecting data in this study is a questionnaire, which is a way of collecting data in the form of questions that are given directly to be filled out. Researchers distributed questionnaires to measure motivation, work environment, work discipline and job satisfaction and implications. The scale used in this questionnaire is the Likert Scale.

**Validity test**

To obtain valid and reliable data, it is necessary to test the validity and reliability of the questionnaire on the statements in the questionnaire so that it is known whether or not the questionnaire is appropriate as a tool for data collection. Validity test is used to measure the validity or validity of a questionnaire. The  $r$  table value can be obtained through Pearson's  $r$  product moment table with  $df$  (degree of freedom) =  $n - 2$ , so  $df = 140 - 2 = 138$ , then  $r$  table = 0.312. The question items are said to be valid if  $r$  count >  $r$  table can be seen from the corrected total correlation. It can be seen that all the questions asked to test the variables of work motivation (0.312), work environment (0.312), work discipline (0.321), employee performance (0.321), and job satisfaction (0.321) for the validity test.

**Reliability Test**

According to Ghozali (2018) states that a questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable from time to time. The results of the reliability test showed that motivation (0.704), work environment (0.720), work discipline (0.756), employee performance (0.815), and job satisfaction (0.753) were declared reliable.

**Classic assumption test**

This study uses the classical assumption test. There are four tests in the classical assumption test consisting of: unnormality test, multicollinearity test, autocorrelation test and heteroscedasticity test.

**RESEARCH RESULT****Characteristics of Respondents**

The identity of the respondents in this study is classified based on the respondent's gender, age, and years of service

## a. Gender

The results of this study obtained a comparison of the characteristics of respondents based on male and female sex which is presented in Table 1 as follows:

**Table 1 Respondents by Gender**

No	Age	Number of people)	Percentage (%)
1	Man	52	37.14
2	Woman	88	62.86
<b>Amount</b>		<b>140</b>	<b>100</b>

Based on Table 1, the results of the research on the characteristics of respondents by age, it was found that there were more women than men, 52 men and 88 women were found in this study. This shows that gender equality applies to the employees of Universitas Prima Indonesia where the number of male and female employees is different.

## b. Age

The large number of employees of Universitas Prima Indonesia allows the age of the employees to also vary. On the other hand, the age of the employee can affect the employee's actions or satisfaction at work. In the results of this study, it can be seen that the age of the respondents is presented in below.

**Table 2. Respondents by Age**

No	Age	Number of people)	Percentage (%)
1	30 Years	45	32.14
2	>30 Years	95	67.86
<b>Amount</b>		<b>140</b>	<b>100</b>

Based on Table 2, the results of the research on the characteristics of respondents based on age, it was found that there were 45 people (32.14%) aged 30 years at that age. Age > 30 years as many as 95 people (67.86%) this illustrates that senior employees are still more dominant in Universitas Prima Indonesia

## c. Length of work

Respondents in this study were grouped into two categories of length of service. The characteristics of these respondents can be seen in Table 3 below.

**Table 3. Respondents Based on Length of Work**

No	Age	Number of people)	Percentage (%)
1	5 Years	73	52.14
2	>5 Years	67	47.86
<b>Amount</b>		<b>140</b>	<b>100</b>

Table 3 shows that the most dominant length of service for employees at Universitas Prima Indonesia is 5 years, amounting to 73 people (52.14%), while working years >5 years are 67 people (47.86%). Based on the length of service, the respondent gives an illustration that the dominant length of work of employees is still 5 years.

**Descriptive Statistics**

Descriptive analysis presented the distribution of frequency and percentage of the variables of motivation, work environment, work discipline, employee performance and job satisfaction. Based on the data obtained the average value of motivation is high motivation. This shows that respondents feel motivated by prizes or praise given by Universitas Prima Indonesia . The results obtained good work environment, high work discipline. High employee performance and high job satisfaction. This shows that respondents have high job satisfaction with the facilities provided by the Universitas Prima Indonesia as well as the benefits that are given fairly and equitably for each employee which is one of the important factors that can affect employee performance.

**Statistical Analysis Results**

**Sub-Structure Regression Analysis Model I**

The results of the regression of sub-structural equation 1 can be seen below:

**Table 4.** Simultaneous Effect Significance Test  
(Motivation, Work Environment and Work Discipline on Job Satisfaction)

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	209,418	2	69.806	67,682	.000 <sup>b</sup>
	Residual	140,268	136	1.031		
	Total	349,686	139			

a. Predictors: (Constant), Motivation, Work Environment, Work Discipline

b. Dependent Variable: Job Satisfaction

Based on Table 4, it is found that the F count value is 67.682 with a significance level of 0.000, while the F-Table at the 5% confidence level ( $\alpha = 0.05$ ) is 2.78. Therefore, F count (67.682) > F Table (2.78) and a significance level of 0.000 < 0.005 indicates that motivation, work environment and work discipline simultaneously have a significant effect on job satisfaction of Universitas Prima Indonesia employees.

**Testing the Sub-Structure Hypothesis, I**

**a. t test (Partial Test)**

**Table 5.** Significance Test of Partial Effects (Motivation, Work Environment and Work Discipline on Job Satisfaction)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.360	1,794		2.431	.016
	Motivation	.061	.073	.080	.836	.405
	Work environment	.1.307	.100	1,657	10,348	.000
	Work Discipline	.665	.093	1.002	7.154	.000

a. Dependent Variable: Job Satisfaction

Then the multiple linear regression equation is obtained as follows:

$$Z = 0.061X_1 + 0.037X_2 + 0.665X_3$$

**b. Coefficient of Determination Test**

**Table 6. Test of Determination Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.774 <sup>a</sup>	.599	.590	1.016	1.416

a. Predictors: (Constant), Motivation, Work Environment, Work Discipline

b. Dependent Variable: Job Satisfaction

Based on Table 6, it can be seen that the R Square value obtained is 0.590, meaning that 59% of the variation in job satisfaction variables can be explained by independent variables (motivation, work environment and work discipline), while the remaining 41% is not examined in this case.

**Testing the Classical Assumptions of Sub-structure I**

**Normality test**

Based on the normal P-Plot graph, the residual data spreads along a diagonal line, so it can be concluded that the data is normally distributed. Kolmogorov Smirnov test with probability value or Asymp. Sig. (2-tailed) of 0.789, greater than the significance value, which is 0.05. This means that the assumption of normality is met.

**Multicollinearity Test**

Multicollinearity occurs or cannot be seen from the value of variance inflation factor (VIF) and tolerance value. The VIF value of the motivation variable is 3,093, the work environment is 8,689, work discipline is 6,648. Because each VIF value is less than 10, and the tolerance value for the motivation variable is 0.323, the work environment is 0.115, the work discipline is 0.150, which is greater than 0.1, so there are no severe symptoms of multicollinearity.

**Heteroscedasticity Test**

The test is known that the value of Sig Glejser motivation is  $0.013 < 0.05$ , the work environment is  $0.335 > 0.05$ , work discipline is  $0.000 < 0.05$  then heteroscedasticity occurs.

**Sub-Structure Regression Analysis Model II**

The results of the regression of substructural equation 2 can be seen in Table 7 below:

**Table 7.** Simultaneous Effect Significance Test (Motivation, Work Environment, Work Discipline and Job Satisfaction on Employee Performance)

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68,213	4	17.053	23,211	.000b
	Residual	99,187	135	.735		
	Total	167,400	139			

a. Predictors: (Constant), Motivation, Work Environment, Work Discipline, Job Satisfaction

b. Dependent Variable: Employee Performance

Based on Table 7, it is found that the Fcount value is 23,211 with a significance level of 0.000, while the FT table at the 5% confidence level ( $\alpha = 0.05$ ) is 2.78. Therefore, Fcount (23.211) > FTable (2.78) and a significance level of  $0.000 < 0.005$  indicates that motivation, work environment, work discipline and job satisfaction have an effect on employee performance.

**Testing the Sub-Structure Hypothesis II**

**a. t test (Partial Test)**

**Table 8.** Partial Effect Significance Test (Motivation, Work Environment, Work Discipline and Job Satisfaction on Employee Performance)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.660	1.546		6.247	.000
	Motivation	.062	.072	.089	.853	.395
	Work environment	.151	.062	.285	2,442	.016
	Work Discipline	.018	.113	.041	.157	.876
	Job satisfaction	.345	.092	.751	3.748	.000

a. Dependent Variable: Employee Performance

Based on Table 8, the following multiple linear regression equation is obtained.

$$Y = 0.062X_1 + 0.151X_2 + 0.018X_3 + 0.345Z$$

**b. Coefficient of Determination Test**

**Table 9. Test of Determination Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777a	.604	.579	1.666

a. Predictors: (Constant), motivation, work environment, work discipline, job satisfaction

b. Dependent Variable: employee performance

Based on Table 9 it can be seen that the R Square value obtained is 0.579, meaning that 57.9% of the variation in employee performance variables can be explained by variables (motivation, work environment, work discipline, job satisfaction), while the remaining 42.1% is not examined in terms of this.

**Testing the Classical Assumptions of Sub-structure II**

**Normality test**

It known probability value or Asymp. Sig. (2 tailed) of 0.069. Because the probability value, which is 0.069, is greater than the significance level, which is 0.05. This means that the assumption of normality is met.

**Multicollinearity Test**

Based on the VIF value of the motivation variable is 3.109, the VIF value of the work environment variable is 15,530, the VIF value of the work discipline variable is 9,150 and the VIF value of the job satisfaction variable is 2,493. Because each VIF value is not greater than 16, the tolerance value for the motivation variable is 0.322, the work environment variable is 0.064, the work discipline variable is 0.109 and the job satisfaction is 0.401, which is greater than 0.1. there is no sign of severe multicollinearity.

**Heteroscedasticity Test**

Based on the value of Sig Glejser motivation is  $0.525 > 0.05$ , the value of Sig Glejser work environment is  $0.000 < 0.05$ , the value of Sig Glejser work discipline is  $0.000 < 0.05$  and the value of Sig Glejser Employee performance is  $0.395 > 0.05$ , heteroscedasticity occurs.

**Table 10. Hypothesis Testing Results**

Variable Effect	Value Significance	Information	Hypothesis
Motivation on job satisfaction	$0.000 < 0.05$	Significantly influential	Accepted
Work environment on job satisfaction	$0.000 < 0.05$	Significantly influential	Accepted
Work discipline on job satisfaction	$0.000 < 0.05$	Positive and significant influence	Accepted
Job satisfaction on employee performance	$0.000 < 0.05$	Positive and significant influence	Accepted
Motivation on employee performance through job satisfaction	$0.003 < 0.05$	Positive and significant influence	Accepted
Work environment on employee performance through job satisfaction	$0.012 < 0.05$	Positive and significant influence	Accepted
Work discipline on employee performance through job satisfaction	$0.003 < 0.05$	Positive and significant influence	Accepted
Motivation, work environment and work discipline on job satisfaction	$0.000 < 0.05$	Positive and significant influence	Accepted
Motivation on employee performance	$0.000 < 0.05$	Significantly influential	Accepted
Work environment on employee performance	$0.000 < 0.05$	Positive and significant influence	Accepted
Work Discipline on employee performance	$0.000 < 0.05$	Positive and significant influence	Accepted

**DISCUSSION**

**Motivation has a significant effect on job satisfaction**

The results of the study prove that partially motivation has a significant effect on job satisfaction. The results showed that the hypothesis was accepted. The results of this study support research conducted by Maharjan (2012) which states that motivation has a positive effect on job satisfaction [19]. The results of this study conclude that the better the motivation given to employees, the job satisfaction of employees will increase. In this study, motivation is seen from five levels of needs, namely physiological, security, social, esteem, and self-actualization. Social needs, safety, and physiological needs are the highest measure of employee motivation, especially the family atmosphere at work, transportation facilities to work and the provision of attendance fees and performance allowances have an impact on employee job satisfaction. This condition is indicated by the high level of employee job satisfaction, especially related to the work itself and payment.

**Work environment has an effect and significant on job satisfaction**

The results of the study prove that partially the work environment has a significant effect on job satisfaction significance for motivation. The results showed that the hypothesis was accepted. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment [5]. The results of this study support previous research conducted by Mahendra (2017) employee job satisfaction is strongly influenced by the work environment. This means that employee job satisfaction can be increased through the work environment[20]. The results of this study conclude that if the employee feels comfortable and safe with the work environment where he works, then the employee will feel satisfied and show good work results and of course satisfy the company.

### **Work Discipline has a significant and significant effect on job satisfaction**

The results of the study prove that partially work discipline has a significant effect on job satisfaction. The significance for work disciplines. The results showed that the hypothesis was accepted. The results of this study support previous research conducted by Holil and Sriyanto (2011) who also get the results of their research that work discipline has a significant positive effect on employee performance [21]. The results of this study conclude that work discipline is a factor that must be owned by employees who want to achieve job satisfaction. Work discipline can be in the form of punctuality in work, obedience to the tasks assigned to him, and good use of facilities.

### **Job satisfaction has a positive and significant effect on employee performance**

The results of the study prove that partially job satisfaction has a significant effect on employee performance significance for job satisfaction. The results showed that the hypothesis was accepted. according to Robbins and Judge (2015) When productivity and satisfaction data are collected for organizations, it is found that organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. Based on research Son and Surya (2016) found that job satisfaction has a positive and significant effect on employee performance . However, the results of the research by Wirya, Andini and Telagawathi (2020) show that job satisfaction has a positive effect on employee performance [24]. The results of this study conclude that an employee's satisfaction with his work will improve the employee's performance. Therefore, Universitas Prima Indonesia should pay close attention to employee satisfaction with their work by conducting job satisfaction assessments to be evaluated.

### **Motivation has a positive and significant effect on employee performance through job satisfaction**

The results of the study prove that partially motivation has a significant effect on employee performance through job satisfaction. The results showed that the hypothesis was accepted. The formation of strong motivation, it will be able to produce good results or performance as well as the quality of the work it carries out. This means that every increase in motivation possessed by employees in carrying out their work provides an increase in their performance [25]. Motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction is a mediating variable between motivation and employee performance. The results of this study conclude that a motivated employee will perform or carry out every task given to him and will carry out each of these tasks as well as possible [26].

### **The work environment affects employee performance through job satisfaction.**

The results of the study prove that partially the work environment has a significant effect on employee performance through job satisfaction. The results showed that the hypothesis was accepted. According to research Yunanda (2017) this shows that environmental variables can be through intervening variables, namely work satisfaction in influencing employee performance, but the coefficient value without going through job satisfaction or directly on employee performance is smaller [27]. The results of this study conclude that the research results obtained that the work environment has a positive and significant effect on employee performance and the second hypothesis which states that the work environment affects employee performance at Universitas Prima Indonesia.

### **Work Discipline affects employee performance through Job Satisfaction**

The results of the study prove that partially work discipline has a significant effect on employee performance through job satisfaction. The results showed that the hypothesis was accepted. Work discipline must be owned by every employee and must be cultivated among employees in order to support the achievement of goals which is a form of compliance with work rules and also as self-responsibility to the company. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey company regulations and applicable social norms [28]. The results of this study conclude that work discipline has a high role in improving employee performance. Employees who behave in a disciplined manner will usually succeed in their work because they are able to manage what their priorities are so that their performance will also be good and with good performance they will get satisfaction for the employees themselves.

### **Motivation, Work Environment and Work Discipline have an effect on Job Satisfaction**

The results of the study prove that partially motivation, environment and work discipline have a significant effect on job satisfaction. The results showed that the hypothesis was accepted. according to Mangkunegara (2017) can be formed under the conditions of various factors such as work motivation, work environment, job satisfaction, and employee work discipline. Motivation is something that creates enthusiasm or work motivation, so that the strength or weakness of employee work motivation determines performance because a person's performance depends on the strength of his motives [2]. The results of this study conclude that the existence of work motivation is also needed by employees to increase job satisfaction. Employees who perceive their work motivation positively tend to have high job satisfaction such as working hard, maintaining hard work steps, and having self-controlled behavior in a better direction.

### **Motivation affects employee performance**

The results of the study prove that partially motivation has a significant effect on employee performance. The results showed that the hypothesis was accepted. The motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction is a mediating variable between motivation and employee performance [29]. The results of this study conclude that a person's motivation to do a job is because of a life need that must be met. These needs can be in the form of economic needs and non-economic needs. With all these needs, a person is required to be more active [30].

### **Work Environment Affects Employee Performance**

The results of the study prove that partially the work environment has a significant effect on employee performance significance for the work environment. The work environment has a relationship with performance, a work environment that makes the work

atmosphere comfortable and provides tranquility will make the work atmosphere conducive, so that it can improve one's work results for the better, because they work without distractions [31]. The work environment affects employee performance that the work environment affects employee performance if the work environment at the agency is very good. [32]. The results of this study conclude that a good environment greatly determines the performance of employees and agencies. If the work environment gets the attention of the agency, the benefits obtained are certainly very large and useful, both for the present and the future, the agency will benefit in the form of achieving goals and high productivity and for employees will get high performance.

#### Work Discipline affects Employee Performance

The results of the study prove that work discipline partially has a significant effect on employee performance significance for work discipline. The results showed that the hypothesis was accepted. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms [10]. Work discipline has a positive effect on employee performance [33].

#### CONCLUSION

Based on the results of research and discussion through proving the hypothesis on the issues raised regarding the influence of motivation, work environment and work discipline on employee performance with job satisfaction.

The conclusions of this study are as follows:

1. Motivation has a significant effect on job satisfaction
2. Work environment has an effect and significant on job satisfaction
3. Work Discipline has a significant and significant effect on job satisfaction
4. Job satisfaction has a positive and significant effect on employee performance
5. Motivation has a positive and significant effect on employee performance through job satisfaction
6. The work environment affects employee performance through job satisfaction.
7. Work Discipline affects employee performance through Job Satisfaction
8. Motivation, Work Environment and Work Discipline have an effect on Job Satisfaction
9. Motivation affects employee performance
10. Work Environment Affects Employee Performance
11. Work Discipline affects Employee Performance

#### SUGGESTION

It is hoped that Universitas Prima Indonesia can maintain and improve motivation, work environment and work discipline because it has a dominant influence in influencing employee performance with job satisfaction, including providing bonuses for employees who excel and giving sanctions to employees who violate the rules.

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