

The Influence of Discipline and Work Ethics, as well as Work Environment, on Employee Performance through Job Satisfaction as an Intervening Variable among Employees of the East Kutai Regional House of Representatives

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ABSTRACT

This study aims to analyze the impact of work discipline, work ethics, and work environment on job satisfaction, as well as their effect on employee performance among employees of the East Kutai Regency DPRD. The research employs a quantitative approach with a descriptive format, utilizing a saturated sampling technique on a population of 101 employees. Data were collected through fieldwork research and library research. The findings reveal that work discipline has a significant positive effect on job satisfaction, while work ethics shows a positive but insignificant effect. The work environment significantly enhances job satisfaction. Additionally, job satisfaction significantly influences performance, as do work discipline, work ethics, and work environment. Notably, work discipline positively impacts performance through job satisfaction, while work ethics has a positive but insignificant effect through job satisfaction. The study's limitations include the relatively small sample size and focus on a specific population, which may limit the generalizability of the results to broader contexts. Organizations should focus on improving work discipline and the work environment to enhance job satisfaction, ultimately boosting employee performance. This research contributes to understanding the relationships between work discipline, work ethics, work environment, job satisfaction, and employee performance, particularly within the context of local government institutions in Indonesia.

Keywords: *Work discipline, work ethics, work environment, job satisfaction, performance.*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja, etos kerja, dan lingkungan kerja terhadap kepuasan kerja, serta pengaruhnya terhadap kinerja pegawai pada pegawai DPRD Kabupaten Kutai Timur. Penelitian ini menggunakan pendekatan kuantitatif dengan format deskriptif dengan menggunakan teknik sampling jenuh pada populasi 101 karyawan. Data dikumpulkan melalui penelitian lapangan dan penelitian kepustakaan. Hasil penelitian menunjukkan bahwa disiplin kerja berpengaruh positif signifikan terhadap kepuasan kerja, sedangkan etos kerja berpengaruh positif namun tidak signifikan. Lingkungan kerja secara signifikan meningkatkan kepuasan kerja. Selain itu, kepuasan kerja juga berpengaruh signifikan terhadap kinerja, begitu pula disiplin kerja, etos kerja, dan lingkungan kerja. Disiplin kerja berpengaruh positif terhadap kinerja melalui kepuasan kerja, sedangkan etos kerja berpengaruh positif namun tidak signifikan melalui kepuasan kerja. Keterbatasan penelitian ini mencakup ukuran sampel yang relatif kecil dan fokus pada populasi tertentu, yang mungkin membatasi kemampuan generalisasi hasil pada konteks yang lebih luas. Organisasi harus fokus pada peningkatan disiplin kerja dan lingkungan kerja untuk

meningkatkan kepuasan kerja, yang pada akhirnya meningkatkan kinerja karyawan. Penelitian ini memberikan kontribusi untuk memahami hubungan antara disiplin kerja, etos kerja, lingkungan kerja, kepuasan kerja, dan kinerja pegawai, khususnya dalam konteks institusi pemerintah daerah di Indonesia.

Kata kunci: Disiplin kerja, etos kerja, lingkungan kerja, kepuasan kerja, kinerja.

INTRODUCTION

Government institutions are currently under pressure to continue developing by improving the performance of their employees. Several factors are related to this performance improvement, such as increasing attention to human resources. This is because human resources are the primary factor that drives the progress of government institutions. Therefore, in achieving the goals of these government institutions, human resources are essential.

In any organization or company, human resources are the central figures. For management activities to run smoothly, the organization must have employees with knowledge, skills, and productivity, striving to manage the company as optimally as possible to enhance employee performance. The success of an organization can be assessed based on the quality of the human resources it possesses. Thus, it is important for every employee to be directed to improve their performance, reflecting behaviors and attitudes that demonstrate their responsibility as dedicated employees.

In accordance with the mandate of the 1945 Constitution of the Republic of Indonesia, local governments are authorized to manage their own governmental affairs according to the principles of autonomy and assisting tasks. Granting extensive autonomy to regions aims to accelerate the realization of community welfare through improved services, empowerment, and community participation.

Implementing a good performance process will also provide benefits for the organization. Effective and efficient performance management can support the success of the organization, whether conducted by leaders or employees across all work units. Performance can be observed based on how an individual executes their duties, supported by independence, creativity, commitment, responsibility, and self-confidence in their work.

Observations and interviews conducted with one of the employees of the East Kutai Regency DPRD indicated that there are still some employees who delay their work, preventing timely completion of tasks, necessitating improvements in administrative work.

Work ethics significantly influence employee performance in the East Kutai Regency DPRD. One effort to improve employee performance in this organization is by applying strong work ethics. Ethics reflects an individual's character in performing their tasks, hence work ethics represents a particular habit or belief inherent in a person.

Work ethics encompasses several key points, such as arriving on time, respecting and valuing colleagues, being responsible for one's work, and maintaining

professionalism. Based on my observations regarding the work ethics of employees at the East Kutai Regency DPRD, some employees are still slow or negligent in carrying out their tasks, particularly concerning working hours. From this initial observation, the researcher noted employees who work leisurely, neglecting work hours, leading to some tasks being slow due to their work discipline, characterized by low compliance and responsibility.

Discipline is a crucial factor influencing employee performance; a direct correlation exists between discipline and performance. If the level of discipline is good, then the level of performance will also be evident. However, excessively strict enforcement of discipline can lead to work-related stress. When this phenomenon occurs, whether directly or indirectly, it significantly affects employee behavior.

Several important points regarding work discipline that companies should enforce include regulations on working hours, break times, dress code or uniform policies, inter-departmental communication protocols, and responsibilities for completing tasks.

Moreover, the work environment is equally important for enhancing performance. The work environment refers to the material and psychological conditions present within government institutions. Human life is closely connected to various environmental conditions, and there exists a strong relationship between humans and their surroundings. It is essential for individuals to continually adapt to their environment. A positive work environment can facilitate smooth operations and enhance employee motivation. Providing a good working environment allows employees to increase their enthusiasm for their work. Conversely, inadequate facilities can affect the effectiveness and efficiency of work time. A poor work environment that is unsafe and uncomfortable can lead to high levels of discomfort, ultimately resulting in decreased performance.

Based on the observations conducted by the researcher at the East Kutai Regency DPRD, the researcher is interested in conducting a study on "The Influence of Work Discipline, Work Ethics, and Work Environment on Performance through Job Satisfaction as an Intervening Variable among Employees of the East Kutai Regency DPRD."

METHODOLOGY

The research methodology employed in this study is quantitative research, which emphasizes the positive values and is typically utilized in studies involving populations and samples. Data collection is conducted through questionnaires and interviews, employing a field research approach that tests the relationships among variables while minimizing the researcher's involvement in the field context. The primary focus of this research is to examine the influence of work discipline, work ethics, and work environment on employee performance at the Kutai Timur Regional People's Representative Council (DPRD). The research is situated in the DPRD office of Kutai Timur, which serves as the research site.

Operational definitions of variables are crucial to identify the indicators associated with the research variables. For work discipline (X1), it encompasses employees' behaviors and attitudes that align with existing work regulations and procedures. This includes punctuality in attendance, completing tasks effectively, adhering to institutional rules, and being responsible and timely in carrying out duties. Work ethics (X2) refers to employees' attitudes towards work, encapsulating responsibility, positive work habits, diligence, and educational background. The work environment (X3) includes both physical factors, such as lighting, air circulation, and security in the office, and non-physical factors, like the relationships between superiors and subordinates and among coworkers.

Job satisfaction (Z) is characterized as an employee's reflection on their overall work experience, measured through various aspects, including job content, salary, promotions, supervision, and coworker relationships. Employee performance (Y) at the DPRD is evaluated based on the outcomes achieved by employees concerning their authority and responsibilities, with indicators including work quality, quantity, timeliness, effectiveness, and independence.

In terms of population and sample, the population comprises all civil servants at the DPRD Secretariat of Kutai Timur, totaling 101 individuals, including the council secretary, heads of departments, sub-department heads, and staff members. Given that the population is limited to 101 respondents, the sampling technique used is saturated sampling, meaning that the entire population is included as the sample. The research adopts a quantitative approach with a descriptive format, aimed at elucidating and summarizing various conditions and situations or variables present in the study's community context.

Data collection techniques include field research to gather primary data, which accurately reflects real-world conditions. This includes surveys, where a structured set of questions is administered to respondents, and questionnaires, which are closed-ended surveys where respondents select from predefined answers. The study employs a Likert scale for measurement, which provides five levels of agreement from "strongly disagree" to "strongly agree." Additionally, library research is conducted to gather secondary data from literature and previous research reports, particularly concerning employee data at the Kutai Timur DPRD.

For data analysis, descriptive statistical analysis is utilized to depict and summarize the data collected without making generalizations, focusing on mean values for clarity. Partial Least Squares (PLS) analysis is employed as a structural equation modeling approach that begins by defining independent variables as linear aggregates of their indicators. The parameter estimation via PLS categorizes into weight estimates for variable scoring, path estimates indicating relationships among variables, and mean estimates for the parameters.

In the outer model evaluation, metrics such as convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE) are applied to ensure the measurement's validity and reliability. The inner model assessment involves evaluating the structural relationships among variables, using

metrics such as R-squared for dependent constructs, and predictive relevance through the Stone-Geisser Q-square test. Finally, hypothesis testing, particularly for mediating variables, is conducted using Sobel's test to assess the relationships among independent and dependent variables, guided by the significance of t-statistics and probability values. If the probability value is less than 0.05, the hypothesis is accepted, confirming the mediating effects of the intervening variable.

RESULT AND DISCUSSION

A. Result

1. Descriptive Analysis Results

In this study, descriptive analysis is used to describe the results of data tabulation, such as the characteristics of the respondents. Descriptive statistics are used to analyze data by describing or illustrating the collected data as it is, without intending to make conclusions that apply generally or generalizations.

Table 1. Characteristics of Respondents by Gender

Jenis Kelamin	Jumlah Responden	Persentase Deskriptif
Perempuan	71 Orang	70,3%
Laki-laki	30 Orang	29,7%
Jumlah	101 Orang	100%

Source: Analysis Results, 2024

Based on the table above, it can be seen that there are more female respondents than male respondents. There are 71 female respondents, accounting for 70.3%, while there are 30 male respondents, accounting for 39.38%.

Table 2. Characteristics of Respondents by Age

Usia	Jumlah Responden	Persentase Deskriptif
≤ 25 Tahun	3 Orang	2,97%
26 – 35 Tahun	49 Orang	48,51%
36 – 45 Tahun	34 Orang	33,66%
> 45 Tahun	15 Orang	14,86%
Jumlah	101 Orang	100%

Source: Analysis Results, 2024

According to the table above, the majority of respondents are aged 26-35 years, totaling 49 individuals, which is 48.51%. There are 34 respondents aged 36-45, making up 33.66%, 15 respondents over 45 years old at 14.86%, and the fewest respondents, three individuals aged 25 or younger, accounting for 2.97%.

Table 3. Characteristics of Respondents by Length of Service

Masa Kerja	Jumlah Responden	Persentase Deskriptif
≤ 2 Tahun	11 Orang	10,89%
3 – 5 tahun	27 Orang	26,74%
6 – 10 tahun	34 Orang	33,66%
> 10 tahun	29 Orang	28,71%
Jumlah	160 Orang	100%

Source: Analysis Results, 2024

From the table above, it is obtained that the majority of respondents in this study have a length of service of 6-10 years, totaling 34 individuals, which is 33.66%. There are 29 respondents with more than 10 years of service, accounting for 28.71%, 27 respondents with 3-5 years of service at 26.74%, and 11 respondents with a service length of 2 years or less, which is 10.89%.

Table 4. Characteristics of Respondents by Highest Level of Education

Pendidikan Terakhir	Jumlah Responden	Persentase Deskriptif
SMA Sederajat	5 Orang	4,95%
Diploma	29 Orang	28,71%
Strata 1	51 Orang	50,5%
Magister	16 Orang	15,84%
Jumlah	101 Orang	100%

Source: Analysis Results, 2024

Based on the descriptive analysis above, it can be concluded that the majority of respondents have a Bachelor's degree (S1), totaling 51 individuals, which is 50.5%. The next highest education level is a Diploma, with 29 individuals at 28.71%. There are 5 individuals with high school or equivalent education, accounting for 4.95%, and 16 individuals with a Master's degree (S2), making up 15.84%.

2. Outer Model Test

a. Convergent Validity and Discriminant Validity Test

This stage consists of two criteria for assessing validity testing, namely convergent validity and discriminant validity. The convergent validity of the measurement model with reflective indicators is assessed based on the correlation between the scores of the component items calculated using SmartPLS. Reflective individual measurements are considered high if the loading factor value exceeds 0.6.

Table 5. Results of Convergent Validity Test

Variabel	Indikator	Disiplin Kerja	Etika Kerja	Lingkungan Kerja	Kepuasan Kerja	Kinerja
Disiplin Kerja	X11	0,908	0,142	0,136	0,903	0,124
	X12	0,938	0,08	0,086	0,934	0,089

	X13	0,877	0,073	0,098	0,841	0,091
	X14	0,871	0,09	0,097	0,816	0,094
	X15	0,963	0,094	0,082	0,944	0,095
Etika Kerja	X21	0,108	0,926	0,923	0,12	0,902
	X22	0,102	0,927	0,896	0,1	0,917
	X23	0,094	0,964	0,945	0,089	0,932
	X24	0,094	0,966	0,943	0,097	0,951
Lingkungan Kerja	X31	0,141	0,783	0,843	0,168	0,796
	X32	0,098	0,877	0,881	0,088	0,914
	X33	0,092	0,963	0,957	0,091	0,945
	X34	0,094	0,966	0,943	0,097	0,951
	X35	0,063	0,821	0,858	0,058	0,854
	X36	0,101	0,839	0,885	0,113	0,828
Kepuasan Kerja	Z11	0,894	0,147	0,15	0,913	0,124
	Z12	0,845	0,049	0,055	0,892	0,055
	Z13	0,885	0,127	0,119	0,862	0,128
	Z14	0,837	0,094	0,101	0,845	0,088
	Z15	0,86	0,094	0,082	0,895	0,096
	Z16	0,888	0,118	0,138	0,904	0,121
	Z17	0,793	0,02	0,042	0,851	0,023
Kinerja	Y11	0,1	0,844	0,881	0,107	0,867
	Y12	0,117	0,841	0,844	0,108	0,891
	Y13	0,082	0,945	0,937	0,085	0,927
	Y14	0,088	0,929	0,907	0,074	0,934
	Y15	0,098	0,795	0,827	0,095	0,839

Source: Analysis Results, 2024

Based on the table above, it can be seen that the loading factor value for each indicator of each variable is higher than the correlation of indicators from other variables, so it can be concluded that this study has a high construct of discriminant validity.

b. Composite Reliability and Average Variance Extracted (AVE)

Another method for assessing discriminant validity is to compare the square root of the Average Variance Extracted (AVE) of each construct with the correlations between other constructs in the model. The criteria for validity and reliability can also be seen from the reliability value of a construct and the AVE value of each construct. A construct is said to have high reliability if its value is 0.70 and the AVE is above 0.50.

Table 6. Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Disiplin Kerja	0,949	0,961	0,832
Etika Kerja	0,961	0,971	0,895
Kepuasan Kerja	0,952	0,96	0,776
Kinerja	0,935	0,951	0,796
Lingkungan Kerja	0,95	0,96	0,802

Source: SmartPLS Analysis Results, 2024

Based on the table above, it can be seen that the Composite Reliability value is above 0.70. Similarly, the Average Variance Extracted (AVE) value of each construct is above 0.50. Thus, all constructs meet the reliability criteria according to the recommended standards.

3. Inner Model Test

The inner model testing is conducted to see the relationship between constructs, significance values, and R-Square of the research model. The structural model is evaluated using R-Square for the dependent constructs, t-test, and significance of the structural path coefficient parameters. After modifying the model to obtain the best model, the following structural model was obtained:

Table 7. R Square Table of Research

Variabel	R Square	R Square Adjusted
Kepuasan Kerja	0.95	0.949
Kinerja	0.978	0.977

Source: Analysis Results, 2024

In assessing the model with PLS, we start by looking at the R-square for each dependent variable. The table above shows the estimated R-Square results using SmartPLS. Based on the table, this study uses two variables that are influenced by other variables, namely job satisfaction influenced by work discipline, work ethic, work environment, and performance. The performance variable is influenced by work discipline, work ethic, work environment, and work motivation.

4. Results of Direct Hypothesis Analysis

The results of the hypothesis testing are obtained from the analysis using Smart PLS. The testing conducted is the direct testing between independent and dependent variables, followed by an analysis of the testing:

Table 8. Path Coefficient Results (Direct Testing)

Variabel	Original Sampel	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disiplin Kerja -> Kepuasan Kerja	0,974	0,010	10,107	0,000
Etika Kerja -> Kepuasan Kerja	0,293	0,180	0,267	0,790
Lingkungan Kerja -> Kepuasan Kerja	0,884	0,083	13,411	0,030
Kepuasan Kerja -> Kinerja_	0,970	0,051	9,879	0,018
Disiplin Kerja -> Kinerja_	0,809	0,075	9,277	0,001
Etika Kerja -> Kinerja_	0,967	0,020	8,755	0,004
Lingkungan Kerja -> Kinerja_	0,972	0,024	4,789	0,000

Source: Smart PLS Analysis Results, 2024

In PLS, the statistical testing of each hypothesized relationship is conducted using simulations. In this case, the bootstrap method is applied to the sample. The testing with bootstrap is also intended to minimize issues of non-normality in the research data. The results of the testing with bootstrapping from the PLS analysis are as follows:

1. The Influence of Work Discipline on Employee Job Satisfaction

Based on the Path Coefficient results table (Direct Testing) above, the result shows that work discipline has a path coefficient of 0.974 with a t-statistic value of 10.107. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.000 < 0.05$ (based on the significance requirement). This result indicates that work discipline has a positive and significant influence on job satisfaction.

2. The Influence of Ethics on Employee Job Satisfaction

Based on the Path Coefficient results table (Direct Testing) above, the result shows that ethics has a path coefficient of 0.296 with a t-statistic value of 0.267. This t-statistic value is less than the t-table value (1.983), with a significant P-value of $0.790 > 0.05$ (based on the significance requirement). This result indicates that ethics has a positive but not significant influence on job satisfaction.

3. The Influence of Work Environment on Employee Job Satisfaction

Based on the Path Coefficient results table (Direct Testing) above, the result shows that the work environment has a path coefficient of 0.884 with a t-statistic value of 13.411. This t-statistic value is greater than the t-table value

(1.983), with a significant P-value of $0.030 < 0.05$ (based on the significance requirement). This result indicates that the work environment has a positive and significant influence on job satisfaction.

4. The Influence of Job Satisfaction on Employee Performance

Based on the Path Coefficient results table (Direct Testing) above, the result shows that job satisfaction has a path coefficient of 0.970 with a t-statistic value of 9.879. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.001 < 0.05$ (based on the significance requirement). This result indicates that job satisfaction has a positive and significant influence on performance.

5. The Influence of Work Discipline on Employee Performance

Based on the Path Coefficient results table (Direct Testing) above, the result shows that work discipline has a path coefficient of 0.809 with a t-statistic value of 9.277. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.000 < 0.05$ (based on the significance requirement). This result indicates that work discipline has a positive and significant influence on performance.

6. The Influence of Work Ethics on Employee Performance

Based on the Path Coefficient results table (Direct Testing) above, the result shows that ethics has a path coefficient of 0.977 with a t-statistic value of 8.755. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.004 < 0.05$ (based on the significance performance).

7. The Influence of Work Environment on Employee Performance

Based on the Path Coefficient results table (Direct Testing) above, the result shows that the work environment has a path coefficient of 0.974 with a t-statistic value of 4.789. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.000 < 0.05$ (based on the significance requirement). This result indicates that the work environment has a positive and significant influence on performance.

5. Results of Hypothesis Testing Through Intervening Variables

The results of hypothesis testing are obtained from analysis using Smart PLS. The testing conducted is indirect testing through intervening variables between independent and dependent variables as follows:

Table 9. Results of Testing through Intervening Variables

Variabel	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disiplin Kerja -> Kepuasan Kerja -> Kinerja	0,084	3,965	0,000
Etika Kerja -> Kepuasan Kerja -> Kinerja	0,02	1,423	0,155

Lingkungan Kerja -> Kepuasan			
Kerja -> Kinerja	0,019	2,12	0,034

Source: SmartPLS Analysis Results, 2024

1. The Influence of Work Discipline on Employee Performance through Job Satisfaction

Based on the results table from the testing through the intervening variable, it is known that the intervening effect of work discipline on performance through job satisfaction has a t-statistic of 3.965. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.000 < 0.05$ (based on the significance requirement). This result indicates that work discipline has a significant positive effect on performance through employee job satisfaction.

2. The Influence of Ethics on Employee Performance through Job Satisfaction

Based on the results table from the testing through the intervening variable, it is known that the intervening effect of ethics on performance through job satisfaction has a t-statistic of 1.423. This t-statistic value is less than the t-table value (1.983), with a significant P-value of $0.155 > 0.05$ (based on the significance requirement). This result indicates that ethics has a positive but not significant effect on performance through employee job satisfaction.

3. The Influence of Work Environment on Employee Performance through Job Satisfaction

Based on the results table from the testing through the intervening variable, it is known that the intervening effect of the work environment on performance through job satisfaction has a t-statistic of 2.12. This t-statistic value is greater than the t-table value (1.983), with a significant P-value of $0.034 < 0.05$ (based on the significance requirement). This result indicates that the work environment has a significant positive effect on performance through employee job satisfaction.

Discussion

1. The Influence of Work Discipline on Employee Job Satisfaction

Based on the results from the Path Coefficient table (Direct Testing), a coefficient of 0.974 was obtained, which is significant with $\sin < 0.05$. This means there is a positive and significant influence between the work discipline variable and employee job satisfaction at the East Kutai Regency DPRD Office.

The discipline formed within employees reflects their work and responsibility in executing their tasks, which can enhance job satisfaction in achieving organizational work goals. Discipline is the most crucial operational function of personnel management, as better employee discipline leads to higher work efficiency. Without good employee discipline, it is challenging for

the company to achieve optimal results. This aligns with the research conducted by Ellya Soares Yuningsih (2022), which states that work discipline significantly influences employee job satisfaction.

2. The Influence of Ethics on Employee Job Satisfaction

According to the Path Coefficient table (Direct Testing), the results show that the influence of ethics on job satisfaction yields a path coefficient of 0.296 with a significance > 0.05 . This indicates a positive but not significant influence between the ethics variable and employee job satisfaction at the East Kutai Regency DPRD Office.

Work ethics should relate to employee job satisfaction; however, for employees at the East Kutai DPRD, work ethics do not significantly influence job satisfaction because work ethics are behaviors that must be applied rather than something that enhances employee satisfaction in their work. This is consistent with the research conducted by Manda Dwipayani Bhastry (2020), which states that ethics do not have a significant influence on employee job satisfaction.

3. The Influence of Work Environment on Employee Job Satisfaction

Based on the Path Coefficient table (Direct Testing), the results show that the work environment's influence on job satisfaction has a path coefficient of 0.884 with a significance < 0.05 . This indicates a positive and significant influence between the work environment variable and employee job satisfaction at the East Kutai Regency DPRD Office.

The work environment is where employees engage in daily activities. A conducive work environment will provide a sense of security and enable employees to work optimally. Therefore, the work environment in a company is crucial to consider, as a good work environment significantly impacts employee job satisfaction in completing tasks according to targets. This is consistent with the research conducted by Windi Astuti (2023), which states that the work environment significantly influences job satisfaction.

4. The Influence of Job Satisfaction on Employee Performance

According to the Path Coefficient table (Direct Testing), the results show that job satisfaction's influence on performance yields a coefficient of 0.970 with a significance < 0.05 . This means there is a positive and significant influence between the job satisfaction variable and employee performance at the East Kutai Regency DPRD Office.

Job satisfaction is a pleasant condition or an emotionally positive state stemming from an individual's assessment of their job or work experience. Job satisfaction reflects a positive feeling about a person's work resulting from an evaluation of its characteristics. The higher the level of employee satisfaction, the better the performance that can be achieved. This aligns with the research conducted by Harry Triana (2021), which states that job satisfaction influences employee performance.

5. The Influence of Work Discipline on Employee Performance

Based on the Path Coefficient table (Direct Testing), the results show that work discipline's influence on performance yields a coefficient of 0.809 with a significance < 0.05 . This indicates a positive and significant influence between the work discipline variable and employee performance at the East Kutai Regency DPRD Office.

Essentially, every employee realizes that work discipline is a key to success that must be applied and practiced by each individual. Good work discipline will facilitate the smooth execution of tasks and lead to optimal work results within a job scope. The more disciplined an employee is, the better their performance will be. This aligns with the research conducted by Ali Arsyad (2020), which states that work discipline significantly influences employee performance.

6. The Influence of Work Ethics on Employee Performance

According to the Path Coefficient table (Direct Testing), the results show that the influence of ethics on performance yields a coefficient of 0.977 with a significance < 0.05 . This indicates a positive and significant influence between the work ethics variable and employee performance at the East Kutai Regency DPRD Office.

In general, work ethics serve to ensure that employees work well and responsibly. This ethics must also be adhered to by managerial staff to create a safe and positive environment. Work ethics are needed as individuals realize that progress has caused them to become increasingly detached from humanitarian values. High work ethics will not lead to boredom but can increase work productivity. The foundation of high work ethics is the desire to uphold the quality of work; therefore, employees with high work ethics will contribute ideas and inputs at their workplace.

These findings align with the research conducted by Muhammad Arifi (2022), which states that work ethics significantly influence employee performance.

7. The Influence of Work Environment on Employee Performance

According to the Path Coefficient table (Direct Testing), the results show that the work environment's influence on performance yields a path coefficient of 0.974 with a significance < 0.05 . This indicates a positive and significant influence between the work environment variable and employee performance at the East Kutai Regency DPRD Office.

The work environment consists of material and psychological conditions present within the organization. It is essential that the organization provides a suitable work environment, such as physical conditions (comfortable office layout, clean office environment, good air ventilation, and adequate lighting) and non-physical conditions (employee atmosphere, interpersonal relationships among employees, and relationships between employees and management). With supporting facilities for employee activities, their performance will improve, making employees more

enthusiastic about fulfilling their responsibilities, thereby influencing their performance positively.

This aligns with the research conducted by Taufiq Hidayat (2022), which states that the work environment significantly influences employee performance.

8. The Influence of Work Discipline on Employee Performance through Job Satisfaction

The research findings indicate that work discipline influences performance through the intervening variable of job satisfaction among employees at the East Kutai DPRD Office, with a significance value (p-value) of $0.000 < 0.05$. This means there is a significant positive influence of work discipline on performance through job satisfaction.

Work discipline significantly affects employee performance as it encourages employees to adhere to various standards and regulations, thereby preventing mistakes. To achieve effective employee performance, it is essential to provide job satisfaction, not solely driven by work discipline. If employee job satisfaction can be fostered, employees can perform better within the organization. Motivation provided by superiors to subordinates significantly impacts employee performance and contributes to achieving the organization's target goals. This aligns with the research conducted by Rafika Rachmaniah (2022), which states that work discipline significantly influences performance through job satisfaction.

9. The Influence of Ethics on Employee Performance through Job Satisfaction

The research findings indicate that ethics influence performance through the intervening variable of job satisfaction among employees at the East Kutai DPRD Office, with a significance value (p-value) of $0.155 < 0.05$. This means there is a positive but not significant influence of ethics on performance through job satisfaction.

Work ethics in an organization play a vital role in implementing the work system to achieve the goals of a company or organization. The influence revealed in this study is not significant because improving performance through job satisfaction does not solely depend on work ethics; several factors are more critical than work ethics. Work ethics are attitudes that employees should possess, not just for job satisfaction but also for their professionalism at work. This aligns with the research conducted by Nurhasanah (2022), which states that work ethics do not significantly influence performance through job satisfaction.

10. The Influence of Work Environment on Employee Performance through Job Satisfaction

The research findings indicate that the work environment influences performance through the intervening variable of job satisfaction among employees at the East Kutai DPRD Office, with a significance value (p-value)

of $0.034 < 0.05$. This means there is a significant positive influence of the work environment on performance through job satisfaction.

A work environment is considered good or adequate when employees can carry out activities optimally, healthily, safely, and comfortably. A satisfying work environment can enhance employee performance, while an uncomfortable work environment will decrease performance and satisfaction among employees. Besides the work environment, organizations must also focus on job satisfaction, as when employees do not feel comfortable, undervalued, or unable to develop their potential, they cannot fully concentrate on their work. This aligns with the research conducted by Meylinda Melyiatama (2022), which states that work discipline significantly influences performance through job satisfaction.

CONCLUSION

Based on the research conducted by the researcher, the analysis of the influence of servant leadership, workload, and job satisfaction through work motivation leads to the following conclusions:

1. Work Discipline has a significant positive effect on job satisfaction among employees at the East Kutai Regency DPRD Office, thus the hypothesis is accepted.
2. Work Ethics has a positive but insignificant effect on job satisfaction among employees at the East Kutai Regency DPRD Office, hence the hypothesis is rejected.
3. Work Environment significantly positively influences job satisfaction among employees at the East Kutai Regency DPRD Office, therefore the hypothesis is accepted.
4. Job Satisfaction significantly positively affects performance among employees at the East Kutai Regency DPRD Office, so the hypothesis is accepted.
5. Work Discipline significantly positively influences performance among employees at the East Kutai Regency DPRD Office, thus the hypothesis is accepted.
6. Work Ethics significantly positively affects performance among employees at the East Kutai Regency DPRD Office, leading to the acceptance of the hypothesis.
7. Work Environment significantly positively influences performance among employees at the East Kutai Regency DPRD Office, so the hypothesis is accepted.
8. Work Discipline significantly positively affects performance through job satisfaction among employees at the East Kutai Regency DPRD Office, thus the hypothesis is accepted.
9. Work Ethics has a positive but insignificant effect on performance through job satisfaction among employees at the East Kutai Regency DPRD Office, leading to the rejection of the hypothesis.

10. Work Environment significantly positively influences performance through job satisfaction among employees at the East Kutai Regency DPRD Office, hence the hypothesis is accepted.

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