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Work Discipline, Work Environment, And Organizational Culture As Determinants Of Employee Performance: The Mediating Role Of Job Satisfaction In Urban Villages Of Situbondo Regency

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Abstract

Employee performance is central to the quality of public services delivered by local government institutions. This study examines the effects of work discipline, work environment, and organizational culture on employee performance, with job satisfaction positioned as an intervening variable in urban villages across Situbondo Regency. The research used a quantitative explanatory design involving 32 civil servants from four urban villages: Ardirejo, Mimbaan, Patokan, and Dawuhan. Data were collected through questionnaires and analyzed using Structural Equation Modeling with Partial Least Squares (PLS-SEM) in SmartPLS 3.0. The results show that work discipline, work environment, and organizational culture have positive and significant relationships with job satisfaction. Work discipline, organizational culture, and job satisfaction also have positive and significant direct relationships with employee performance. In contrast, the direct relationship between work environment and performance is positive but not statistically significant. The reported indirect-effect tests indicate that job satisfaction mediates the relationships of all three organizational factors with employee performance. The findings suggest that improving public-sector performance requires an integrated approach: strengthening discipline, improving workplace conditions, cultivating constructive organizational values, and maintaining employee satisfaction. The results should be interpreted within the study's limited scope of 32 civil servants in four urban villages.

Keywords: Work Discipline; Work Environment; Organizational Culture; Job Satisfaction; Public Service.

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INTRODUCTION

Human resources are a fundamental component of public organizations because policies, facilities, and administrative systems depend on employees to be translated into effective services. In urban village offices, employees interact directly with residents and handle administrative and community-related matters. Their performance therefore affects not only internal organizational targets but also the quality and reliability of public services.

The thesis identifies several workplace conditions that may influence employee performance in the urban villages of Situbondo Regency. These include punctuality and task completion, the comfort and adequacy of the physical workplace, and differences in work habits and organizational values among employees. Reported concerns include late attendance, leaving the office before working hours end, delays in completing assigned duties, limited workplace comfort, and the need for stronger teamwork.

Three organizational factors are examined in this study. Work discipline concerns employees' compliance with working rules, punctuality, proper use of work equipment, and responsibility for assigned duties. The work environment includes physical conditions such as facilities, noise, and air circulation as well as workplace relationships. Organizational culture refers to shared values and practices reflected in innovation, attention to detail, results orientation, and teamwork. Job satisfaction is considered the mechanism through which these factors may shape employee performance.

The study is relevant because employee performance in public institutions cannot be understood solely through formal targets or managerial oversight. Employees' perceptions of their work, the conditions in which they perform their duties, and the values shared within the organization may also contribute to how effectively public services are delivered. Accordingly, this article presents an integrated examination of the three organizational factors and the mediating role of job satisfaction.

OBJECTIVES OF THE STUDY

1. To examine the effects of work discipline, work environment, and organizational culture on employee job satisfaction.
2. To analyze the direct effects of work discipline, work environment, organizational culture, and job satisfaction on employee performance.
3. To assess whether job satisfaction mediates the relationships between work discipline, work environment, organizational culture, and employee performance.

RESEARCH METHOD

This research adopted a quantitative approach with an explanatory design. The study was conducted from October to December 2025 in four urban villages in Situbondo

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Regency: Ardirejo, Mimbaan, Patokan, and Dawuhan. The population and sample consisted of 32 civil servants (ASN), selected using a purposive, non-probability sampling approach. The urban village heads were excluded from the respondent group, as they served as institutional leaders.

Primary data were gathered using questionnaires developed from indicators for each research variable. Work discipline was measured through punctuality, proper use of work equipment, work responsibility, and compliance with rules. Work environment indicators covered facilities, noise, air circulation, and working relationships. Organizational culture was assessed through innovation and risk consideration, attention to detail, results orientation, and team orientation. Job satisfaction covered promotion, the work itself, colleagues, and working conditions, while employee performance included quantity and quality of output, efficiency, discipline, initiative, accuracy, leadership, honesty, and creativity.

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. The analysis included measurement-model assessment, reliability testing, model-fit assessment, coefficient of determination, and bootstrapping to examine direct and indirect relationships. The reported adjusted R-squared values were 0.776 for job satisfaction and 0.814 for employee performance.

RESULTS AND DISCUSSION

1. Explanatory Power Of The Research Model

The model explains 77.6% of the variance in job satisfaction and 81.4% of the variance in employee performance, based on the adjusted R-squared values reported in the thesis. These values indicate that the three organizational predictors account for a substantial proportion of the variation in job satisfaction, while the combined model provides substantial explanatory information for employee performance. Other factors outside the model may account for the remaining variance.

Table 1. Coefficient of determination

Endogenous variable	R-squared	Adjusted R-squared
Job satisfaction	0.798	0.776
Employee performance	0.838	0.814

2. Direct Effects

The bootstrapping output reported in the thesis shows that work discipline has a positive and significant effect on job satisfaction ($\beta = 0.464$; $p < 0.001$). This finding suggests that punctuality, compliance with workplace rules, responsible task completion,

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and appropriate use of office facilities contribute to a more orderly work experience and stronger employee satisfaction.

Work environment also has a positive and significant relationship with job satisfaction (β = 0.462; p < 0.001). Workplace facilities, noise levels, air circulation, and relationships among colleagues are therefore relevant to how employees experience their jobs. This is particularly important in the context described in the thesis, where physical comfort and workplace conditions were identified as issues requiring attention.

Organizational culture shows the strongest reported relationship with job satisfaction among the three predictors (β = 0.609; p < 0.001). Shared values involving teamwork, responsibility, innovation, attention to detail, and an orientation toward results can help create a more cohesive workplace and strengthen employees' sense of belonging.

For employee performance, work discipline has a positive and significant direct effect (β = 0.280; p = 0.007). Organizational culture also has a positive and significant direct effect (β = 0.280; p = 0.048). Job satisfaction contributes positively and significantly to performance (β = 0.504; p = 0.003). These results support the importance of clear work standards, constructive shared values, and employees' positive experience of their jobs.

The direct effect of work environment on employee performance is positive but not statistically significant (β = 0.184; p = 0.106). This result does not mean that workplace conditions are unimportant. Rather, within this sample, work environment was more clearly associated with job satisfaction than with performance directly. Employees may continue to complete their duties despite physical constraints, while those conditions still shape their comfort and satisfaction.

Table 2. Direct path estimates from the reported bootstrapping output

Relationship	Path coefficient (β)	P-value	Decision
Work discipline → Job satisfaction	0.464	<0.001	Significant
Work environment → Job satisfaction	0.462	<0.001	Significant
Organizational culture → Job satisfaction	0.609	<0.001	Significant
Work discipline → Performance	0.280	0.007	Significant
Work environment → Performance	0.184	0.106	Not significant
Organizational culture → Performance	0.280	0.048	Significant

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Job satisfaction → Performance	0.504	0.003	Significant

3. The Mediating Role Of Job Satisfaction

The thesis reports positive and significant indirect relationships between each organizational factor and employee performance through job satisfaction. The indirect effect of work discipline is reported at 0.23 (t = 2.53; p = 0.01), indicating that discipline is associated with improved performance not only directly but also through the satisfaction employees experience when their duties and responsibilities are clear.

The indirect effect of work environment is reported at 0.23 (t = 2.20; p = 0.03). This finding is important when considered alongside the non-significant direct effect of work environment on performance. It suggests that workplace conditions may contribute to performance through employees' job satisfaction, even when the direct pathway is not statistically significant.

The indirect effect of organizational culture is reported at 0.31 (t = 2.70; p = 0.01). A constructive culture can strengthen cooperation, shared responsibility, and results orientation. These conditions may increase job satisfaction, which in turn supports employees' performance. In this model, job satisfaction therefore functions as an intervening mechanism linking organizational conditions with employee outcomes.

Table 3. Indirect-effect estimates as reported in the thesis discussion

Indirect relationship through job satisfaction	Indirect effect	T-statistic	P-value
Work discipline → Job satisfaction → Performance	0.23	2.53	0.01
Work environment → Job satisfaction → Performance	0.23	2.20	0.03
Organizational culture → Job satisfaction → Performance	0.31	2.70	0.01

4. Implications For Urban Village Management

The findings point to several practical priorities for urban village offices. First, work discipline should be reinforced through consistent attendance, punctuality, clear task allocation, and timely completion of responsibilities. Rules should be applied consistently and fairly so that discipline supports professionalism rather than becoming merely a formal requirement.

Second, workplace improvements should address the physical conditions identified in the study, particularly air circulation, room comfort, facilities, and noise. Improvements in these areas may strengthen job satisfaction and create conditions that

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support more focused work. Third, organizational culture should encourage collaboration, open communication, responsibility, innovation, and attention to service outcomes. Team-based practices can help employees develop a shared commitment to the institution's goals.

Finally, managers should treat job satisfaction as an important part of performance management. Efforts to improve performance should not focus exclusively on output targets; they should also consider employees' working experiences, relationships with colleagues, and perceptions of the work environment. This integrated approach is consistent with the mediating role identified in the study.

CONCLUSION

This study demonstrates that work discipline, work environment, and organizational culture are positively and significantly associated with job satisfaction among civil servants in the four urban villages examined in Situbondo Regency. Work discipline and organizational culture also have significant direct relationships with employee performance, while job satisfaction is positively and significantly related to performance. The direct relationship between work environment and performance is positive but not statistically significant.

The indirect-effect results reported in the thesis indicate that job satisfaction mediates the relationships of work discipline, work environment, and organizational culture with employee performance. The findings underline that public-sector performance is shaped not only by employees' formal compliance and organizational values, but also by how employees experience their work.

Urban village institutions are therefore encouraged to strengthen punctuality and accountability, improve workplace comfort, especially air circulation and facilities, develop a cooperative and results-oriented culture, and maintain positive working relationships. These actions may help improve job satisfaction and, in turn, support more effective public services. Because the study involved 32 civil servants from four urban villages, its findings should be generalized cautiously; future research may include a wider range of institutions and additional explanatory variables.

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