

The Influence of Discipline and Work Environment on Performance with Job Satisfaction as a Mediating Variable at Candisari Hotel & Resto Kebumen

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ABSTRACT

This study aims to examine the influence of discipline and work environment on employee performance, with job satisfaction as a mediating variable. This study highlights a phenomenon occurring at Hotel Candisari & Resto there is a phenomenon of relatively low employee turnover, and there are issues related to senior employees frequently taking breaks during working hours, which impacts suboptimal performance. This study uses a quantitative approach with a survey method. Purposive sampling was employed using the criterion of employees who had worked for over one year. Through purposive sampling, the final population consisted of 107 individuals, who were then analysed using Structural Equation Modelling (SEM). The results of the study indicate that work discipline and work environment each have a positive and significant influence on employee performance. The findings of this study are related to Herzberg's Two-Factor Theory, where hygiene factors such as discipline and work environment influence job satisfaction, which ultimately drives motivation and performance.

INTRODUCTION

High-quality human resources will result in high individual performance and make a positive contribution to the company's progress in achieving its goals and objectives (Lestari et al., 2023). Human Resources (HR) are the most valuable asset and a key component in achieving company objectives. The ability to manage HR effectively will determine the level of success of an organisation (Ridlwani & Saputro, 2023). Effective management in an institution or company requires strong cooperation between both parties (Sumanti & Firmansyah, 2021). According to Hustia et al (2021), performance is a core component for every individual and company in achieving predetermined performance. Employee performance, whether good or bad, can be influenced by several factors, both from within the employee themselves and from the company itself.

Performance significantly impacts the quality of a company, as it determines the level of success of a company's operations from year to year, which is achieved through human resources that meet established work standards (Farisi et al., 2020). Employees are a crucial factor for organisations that must be prioritised, given the varying degrees of influence they have within a company (Fitrianto, 2020). The quality of human resources in improving employee productivity can be achieved through performance evaluations (Irfan, 2023). Consistent employee performance also has a positive impact on customer satisfaction, brand image enhancement, and business sustainability (Yanuariska et al., 2024).

Improving employee performance is crucial for companies. Some issues include discipline, work environment, and job satisfaction. Factors affecting employee performance include work discipline (Affini & Perkasa, 2021). Work discipline is an important component that can help employees achieve company goals (Adhelina et al., 2024). Work discipline significantly influences employee performance; discipline is implemented to encourage employees to follow various standards and rules, thereby preventing errors (Rachmaniah, 2022). Based on research by (Sanjaya & Desty Febrian 2024; Vallennia et al 2020; Yuliawati & Oktavianti 2024), it is shown that work discipline significantly influences employee performance. However, there are other studies that do not align with the opinion regarding work discipline, such as the study conducted by Tampenawas et al (2022), which indicates that work discipline has a positive but not significant effect. According to (Muna & Isnawati, 2022; Jelatu & Ibrahim, 2024), discipline does not influence employee performance.

According to Purwati & Maricy (2021), one of the many factors that can impact employee performance is the work environment, defined as the totality of tools, materials, and arrangements at a person's workplace, work methods, and work arrangements, whether individual or group-based. According to Ningsih et al (2022), the work environment encompasses everything surrounding the job that can influence employees in performing their tasks, such as employee services, working conditions, and inter-employee relationships within the company. According to (Firjatullah et al., 2023; Kasmianti & Jelatu, 2024; Uma & Swasti, 2024), the work environment has a positive and significant impact on employee performance. However, there are studies with conflicting results, such

as those by (Saputra et al., 2023; Mijaya & Susanti, 2023; Pramestya et al., 2023), which found that performance is not influenced by the work environment.

As defined by Marsiti & Wasiman (2023), job satisfaction is the collection of emotional feelings an individual has regarding their work. In this context, attitude reflects work morale, performance, and discipline. Understanding job satisfaction, measured as the level of happiness an employee feels regarding the responsibilities and tasks entrusted to them in a company, is typically influenced by a reciprocal relationship with expectations. Companies must prioritise employee satisfaction. Employee satisfaction enhances performance, which in turn boosts prosperity and productivity. According to research (Saputra & Marlius, 2023; Susanti et al., 2024), job satisfaction positively influences performance. Meanwhile, according to Elkhori & Budianto (2024), job satisfaction does not significantly influence performance.

This study took Hotel Candisari & Resto in Karanganyar Kebumen as its subject, a destination that offers comfort for travellers seeking a relaxing stay and dining experience in a beautiful atmosphere. This hotel is famous for its adequate facilities, friendly service, and strategic location, making it easy to access various tourist destinations in the surrounding area. Based on initial interviews with HRD Mr. Bambang Gatot Subiyakto, S.H., there is a phenomenon of relatively low employee turnover, and there are issues related to senior employees frequently taking breaks during working hours, which impacts suboptimal performance.

Mr. Bambang Gatot Subiyakto, S.H., further explained that this issue stems from employees' non-compliance with company regulations. The researcher is interested in studying the variable of job satisfaction, which is related to the low employee turnover rate, yet there are violations in work discipline. With sufficient job satisfaction, does this lead to employees being less disciplined in following work procedures and affecting employee performance? The researcher also aims to highlight the work environment as a supporting factor in the study. With the existing work environment, will it influence discipline and job satisfaction on employee performance at Hotel Candisari & Resto Karanganyar Kebumen? Therefore, considering the phenomena observed, this study will be titled 'The Influence of Discipline and Work Environment on Performance with Job Satisfaction as a Mediating Variable.' Based on the literature gap in previous research, various inconsistencies were found. Therefore, this study is an extension of the research gap by Hibatullah & Irawati, (2021), which examined the influence of work discipline and work motivation on employee performance with the work environment as an intervening variable at BUMD PT. Sumekar in Sumenep Regency. The researcher aims to add job satisfaction as a mediating variable between discipline and work environment on employee performance.

Additionally, this study aims to explore the relationship between work discipline and work environment on employee performance, considering the mediating variable of job satisfaction. This study is important to provide a more comprehensive understanding of how the interaction between work discipline

and work environment can influence individual performance levels, particularly in the context of the hospitality industry, such as Hotel Candisari & Resto in Karanganyar, Kebumen.

THEORETICAL REVIEW

Two-Factor Theory

The Two-Factor Theory, or Herzberg's Theory, was introduced by Frederick Herzberg In 1959. As explained by Herzberg, there are two main factors that influence an individual at work, namely needs. These factors include hygiene factors (extrinsic factors) and motivation factors (intrinsic factors). In the Two-Factor Theory approach, it is explained that a leader has the ability to control the factors that influence job satisfaction and dissatisfaction. The Two-Factor Theory implies that leaders must focus on ensuring employee job satisfaction to avoid dissatisfaction at Candisari Hotel and Restaurant. According to Ema (2024), leaders need to ensure that work discipline and the work environment can be beneficial in encouraging employee motivation to work harder and more optimally. The combination of high work discipline and a conducive work environment will influence employee performance.

The Influence of Discipline on Performance

According to research by Nopiyani & Wahyuni (2024), the level of responsibility an individual feels towards the work entrusted to them is a sign of good discipline. Regulations play an important role in creating order in the office. This is because a workplace or office will be considered disciplined if most of its employees obey the rules. Furthermore, research by Mafirda & Hayati (2024) indicates that discipline is essential for achieving corporate success. Employee discipline encompasses factors such as compliance with regulations, company policies, adherence to work schedules, and a sense of responsibility in performing job tasks. Based on research by (Sanjaya & Desty Febrian, 2024; Mafirda & Hayati, 2024; Yuliawati & Oktavianti, 2024; Vallennia et al., 2020; Nopiyani & Wahyuni, 2024), it is evident that work discipline significantly influences employee performance.

H1 : Discipline has a significant positive effect on performance.

The Influence of Discipline on Job Satisfaction

Based on research by Neny & Lubis, (2024), employee discipline is high when they enjoy their work, but low when they do not. It is expected that company employees, both individuals and organisations, have a disciplined mindset. Meanwhile, according to research by Rahayu & Dahlia, (2023), job satisfaction is an emotional attitude characterised by feelings of joy and love for what one does at work. This attitude influences employee discipline; if employees feel satisfied, their discipline will improve. Based on research by (Rahayu & Dahlia, 2023; S. Susanti et al., 2024; Akbari et al., 2024; Safrila & Oktiani, 2024; Arianty et al., 2024), it is shown that work discipline significantly influences job satisfaction.

H2 : Discipline has a significant positive effect on job satisfaction

The Influence of the Work Environment on Performance

According to research Sihalohe & Siregar, (2020), there are two types of work environments: the physical work environment, which consists of things that are physically present in the workplace and can affect workers, and the non-physical work environment, which is a pleasant work environment. Additionally, research by Tiniari et al., (2024) found that the results obtained serve as motivation for employees to strive to perform their best because the company believes it can provide a comfortable work environment. Based on research by (Jelatu & Ibrahim, 2024; Tiniari et al., 2024; Uma & Swasti, 2024; Wijayanti & Winarno, (2020) show that the work environment significantly influences performance.

H3 : The work environment has a significant positive effect on performance.

The Influence of the Work Environment on Job Satisfaction

Based on research Syafira et al., (2023), the work environment plays a role in influencing employee satisfaction in performing their jobs. If the work environment is not conducive, the results obtained will not be optimal and employee performance will decline. Conversely, when employee satisfaction is met, employee performance also improves. Additionally, good working conditions significantly impact employee job satisfaction, as a positive work environment plays a crucial role in reducing feelings of boredom and fatigue. A comfortable work environment can also reduce boredom and fatigue, which will undoubtedly increase employee satisfaction levels. Based on research (Syafira et al., 2023; Mauryta et al., 2024; Ramadhi et al., 2024; Reza et al., 2023; Uma & Swasti, 2024), the work environment significantly influences job satisfaction.

H4 : The work environment has a significant positive effect on job satisfaction.

The Influence of Job Satisfaction on Performance

Research by Augustine et al, (2022) reveals that satisfaction significantly affects performance. Therefore, theoretically, job satisfaction is closely related to employee performance. As mentioned by Nathwani (2021), low job satisfaction can lead to a decline in employee performance. As a result, there may be delays in completing tasks, strikes, absenteeism, or even employee turnover. If a company can improve employee performance, it will reap various benefits. A positive path coefficient indicates a positive correlation between the two variables. This means that higher job satisfaction leads to improved employee performance. Based on research by (Saputra & Marlius, 2023; Safrila & Oktiani, 2024; Uma & Swasti, 2024) reveals that performance is positively influenced by job satisfaction.

H5 : Job satisfaction has a significant positive effect on performance.

The Influence of Discipline on Performance through Job Satisfaction

According to research by Arianty et al. (2024), greater work discipline will improve employee performance and job satisfaction. Furthermore, research by

Abdul Muis & Amrison (2021) indicates that employee performance in a company will reach its maximum potential and continue to improve if the company is satisfied with the implementation of discipline. If many employees are absent, the company will impose penalties for absenteeism, which encourages employees to minimise their absences, thereby increasing their satisfaction. With higher work frequency, employees become more productive. Based on research by (Abdul Muis & Amrison, 2021; Arianty et al., 2024; Syafira et al., 2023; Arianty et al., 2024; Rahmawati & Trisninawati, 2024; Wijayanti & Winarno, 2020) show that work discipline significantly influences performance through job satisfaction.

H6 : Discipline has a significant positive effect on performance through job satisfaction.

The Influence of Work Environment on Performance through Job Satisfaction

Research Uma & Swasti, (2024) reveals that job satisfaction encourages employees to give their best and achieve their highest level of performance. This occurs because employees feel comfortable and satisfied with their work environment. According to research Nurlaela & Trianasari, (2021), a conducive work environment in terms of comfort and safety can improve employee performance through increased satisfaction levels at work. Thus, a comfortable and safe work environment combined with high employee satisfaction levels can result in significant improvements in employee performance. Studies by (Nurlaela & Trianasari, 2021; F. Saputra et al., 2023; Suhartono & Amalia, 2024; Uma & Swasti, 2024) show that the work environment significantly influences performance through job satisfaction.

H7 : The work environment has a significant positive effect on performance through job satisfaction.

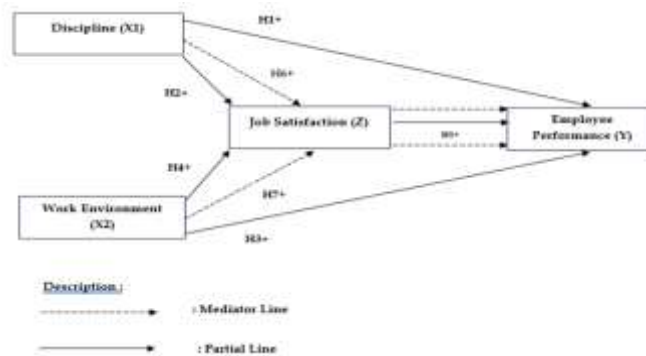


Figure 1. Framework

METHODOLOGY

A quantitative approach was used for this study. The study used primary data collected from a questionnaire. The questionnaire was administered to collect responses related to the variables of Performance (Y), Discipline (X1), Work Environment (X2) and Job Satisfaction (Z).

Analysis Method

The primary analysis method was Partial Least Squares (PLS), and data management was done using Smart-PLS software. PLS is a kind of structural

equation modeling (SEM) that is component-based. There are multiple primary tests in this study: The first is the Outer Model Test, which evaluates Convergent Validity, Discriminant Validity, and Reliability; the second is the Inner Model Test, which uses Adj. R², Q-Square, and F-Square to assess the model and calculate the percentage of variance in the independent variable; and the third is the Bootstrapping Test, which analyzes P-values and original sample estimates to determine the significance of Direct and Indirect Effects.

Population and Sample

The population in this study consisted of 128 employees of Candisari Hotel & Resto Karanganyar Kebumen. After conducting interviews, 112 respondents filled out the questionnaire. The research sample was determined using purposive sampling, a technique that involves selecting samples based on specific criteria. The criteria were employees who had worked at Candisari Hotel & Resto Karanganyar Kebumen for more than one year. Based on this sampling technique, the entire population that met the criteria, namely 107 people, was designated as the research sample.

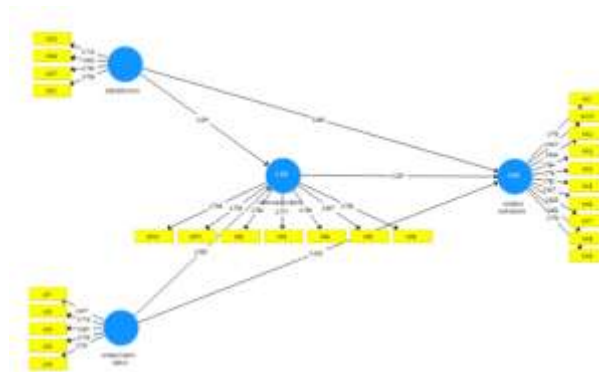
The determination of the sample size in this study refers to the approach suggested by Hair et al., (2021), namely using the '10 times rule' method and statistical power analysis. These two methods provide different guidelines in determining the minimum number of respondents needed in the PLS-SEM model. Based on the model structure in this study, the endogenous variable Employee Performance receives three direct paths, namely from the variables Discipline, Work Environment, and Job Satisfaction. Using the 10 times rule Hair et al., (2021), the minimum sample size can be calculated as $10 \times$ the number of the most numerous incoming paths, resulting in $10 \times 3 = 30$ respondents.

However, Hair et al., (2021) recommend using statistical power analysis tools like G*Power to obtain more accurate estimates. Using a moderate effect size ($f^2 = 0.15$), power of 0.80, and significance level of 0.05, the minimum number of respondents required for three predictors is 77 respondents. Thus, the minimum sample size recommended in this study is 77 respondents, based on the number of samples obtained, which is 107 samples $>$ the minimum sample size of 77 people, so it is considered adequate to continue the PLS-SEM model analysis.

RESULTS

Result of Outer Model

Validity testing was conducted as an initial step before conducting assumption testing to demonstrate a method of instrumentation or how to measure a design. The validity testing conducted for this study used convergent validity testing by observing factor loading values that exceeded the minimum limit of > 0.7 Hair et al., (2019). Meanwhile, for discriminant validity testing, Cronbach's Alpha values > 0.7 according to Hair et al., (2019) are considered reliable. Composite reliability and AVE values > 0.5 , as explained by Hair et al., (2019), indicate that the model used is valid.



Source: SMART-PLS Analysis Results (Processed)

Figure 2. Results of PLS SEM Model Analysis

Tabel 1. Reliabilitas

Constructs and Items	Cronbach's Alpha	Composite Reliability	Nilai Ave
DISCIPLINE WORK ENVIRONMENT	0,736	0,834	0,557
JOB SATISFACTION	0,817	0,870	0,573
EMPLOYEE PERFORMANCE	0,897	0,919	0,618
	0,940	0,949	0,649

Source: Outer Loading, Output Reliability & Construct Validity of SMART-PLS (Processed)

From Table 1 above, it can be concluded that the Cronbach's Alpha value of all variables is >0.7 . Furthermore, for factor loading values >0.7 and AVE values >0.5 , all variables are considered valid, which is in accordance with the research conducted by (Hair et al., 2019). Convergent validity is assessed through outer loading values and AVE. Out of the seven items in the discipline variable construct, four items are valid. Out of the ten items in the employee performance variable construct, all are valid. Out of the eleven items in the job satisfaction variable construct, seven items are considered valid. Out of the six items in the work environment variable construct, five items are considered valid, in line with the research conducted by (Ghozali, 2015).

Discriminant Validity Test

Table 2. Results of Discriminant Validity Test

Constructs	Discipline	Job Satisfaction	Employee Performance	Work Environment
Discipline				
Job Satisfaction	0,155			
Employee Performance	0,709	0,269		

Work Environment	0,115	0,803	0,021
Note: HTMT value < 0.90 (Henseler et al., 2015)			

Source: SMART-PLS Discriminant Validity Test Output (Processed)

According to Table 2, each variable's Discriminant Validity (HTMT) results reveal values less than 0.90. According to Henseler et al. (2015), this shows that the discriminant validity values satisfy the requirements. The model's discipline, job satisfaction, employee performance, and work environment constructs all have strong discriminant validity, which means that they all measure distinct things and don't overlap.

Result of Inner Model Test (Structural Model)

Since every variable in this study satisfies the outer model requirements, they can all be regarded as appropriate for testing the structural model (inner model). The Adj R2 and Q2 values for the constructions are as follows:

Table 3. Adj R-Square and Q-Square Test Output

Endogenous Construct	R Square Adj	Q-Square
Job Satisfaction	0,315	0,185
Employee Performance	0,549	0,351
Note: As a relative measure of the endogenous Q-Square construct, values of 0.02 (=small), 0.15 (=medium), and 0.35 (=large) (Hair et al, 2019)		

Source: SMART-PLS Test Output R-Square Adj (Processed)

According to Ghozali, (2018), the Adj R2 value is used to determine the amount of variation in the dependent variable that can be explained by the independent variable. The Adj R2 value ranges from 0 to 1. The closer the value is to 1, the better the independent variable's ability to provide all the information needed to predict the dependent variable. Table 3 shows that the model of the influence of discipline and work environment on performance has a value of 0.549. This means that the variables of discipline and work environment contribute to explaining performance by 54.9%. Meanwhile, the model of the influence of discipline and work environment on job satisfaction has a value of 0.315. This means that the job satisfaction construct is explained by the discipline and work environment variables by 31.5%. The Q-square value for the endogenous variable of employee performance is 0.351, indicating high predictive relevance validity. Meanwhile, the Q-square value of 0.185 for the endogenous variable of job satisfaction indicates moderate predictive relevance validity.

Table 4. F-Square Output

Constructs	Job Satisfaction	Employee Performance
Discipline	0,012	1,060

Work Environment	0,452	0,076
Job Satisfaction		0,127
Note: Guidelines for assessing f-square (effect) are that values of 0.02 (=small), 0.15 (=medium), and 0.35 (=large) (Hair et al, 2017).		

Source: SMART-PLS F-Square Test Output (Processed)

While exogenous factors related to discipline have a significant impact on employee performance, exogenous factors related to work environment and job happiness have a minor impact on the endogenous variable of employee performance. Discipline-related exogenous variables have little effect on the endogenous variable of job satisfaction, whereas work environment-related exogenous variables have a significant impact.

Direct Effect and Indirect Bootstrapping Test

The hypothesis can be accepted if the T-value of the statistic is greater than the T-table value of 1.658, or if the P-value is less than 0.05. The output of this test can be seen in the table below:

Table 5. Bootstrapping Test Output for Direct and Indirect Effects

Hypotesis	Variable and Effect	Original Sample (O)	T Statistics	P Value	Description
H1	Discipline → Employee Performance	0,690	14,157	0,000	Supported
H2	Discipline → Job satisfaction	0,091	1,267	0,206	Not Supported
H3	Work environment → Employee performance	0,222	2,201	0,028	Supported
H4	Work Environment → Job Satisfaction	0,555	6,025	0,000	Supported
H5	Job Satisfaction → Employee Performance	0,287	4,083	0,000	Supported
H6	Discipline → Job Satisfaction → Employee Performance	0,026	1,175	0,241	Not Supported
H7	Work Environment → Job	0,159	3,079	0,002	Supported

Satisfaction → Employee Performance

Source: SMART-PLS Direct Effect Bootstrapping Test Results (Processed)

Table 5 explains the extent of the influence and significance between the independent and dependent variables in this study. A hypothesis can be said to be accepted if it meets the testing criteria by looking at the T statistics value $> T$ table (1.658), the original sample indicates a positive direction or vice versa, and the P value is < 0.05 .

DISCUSSION

The Influence of Discipline on Performance

Research findings show that discipline has a significant positive influence on employee performance at Candisari Hotel & Resto Karanganyar Kebumen. This is in line with Herzberg's two-factor theory, which states that work discipline can play a role as a result of both factors. From the hygiene perspective, strict company policies, fair supervision systems, and clear work rules encourage employees to be disciplined. From the motivator perspective, employees who feel a sense of responsibility and strive for achievement tend to maintain discipline as part of their dedication. Thus, work discipline formed by these factors contributes to improved employee performance.

This discussion is similar to the findings of studies conducted by (Ratnaningrum et al., 2022; Sanjaya & Desty Febrian, 2024; Vallennia et al., 2020; Yuliawati & Oktavianti, (2024), which indicate that high levels of employee discipline have a significant impact on improving employee performance. At Candisari Hotel & Resto Karanganyar, effective steps have been taken to implement regulations within the company, thereby fostering a disciplined attitude among employees that will ultimately have a significant impact on the performance they deliver.

Discipline and Job Satisfaction

The findings of this study indicate that work discipline has a positive but insignificant effect on job satisfaction at Candisari Hotel & Resto Karanganyar Kebumen, which is in line with Herzberg's two-factor theory, whereby discipline falls under the category of hygiene factors. The presence of a good disciplinary system may only prevent dissatisfaction, but it is insufficient to create employee satisfaction if not accompanied by motivational factors such as recognition or opportunities for growth.

Therefore, it is important to understand that, within the context of Herzberg's theory, high employee discipline does not necessarily increase job satisfaction but only creates neutral working conditions. To achieve genuine job satisfaction, management must focus on fulfilling motivational factors, such as providing rewards, involving employees in decision-making, and offering clear career paths.

These results align with studies conducted by (F. Susanti & Aesah, 2022; Fajri et al., 2022; Alam & Wanialisa, 2021), which show that discipline positively influences job satisfaction, though not significantly. The level of discipline employees possess typically indicates emotional comfort, but in this study, employees felt less emotionally comfortable. Therefore, for discipline to truly have a positive impact on job satisfaction, there needs to be reinforcement from management, a positive work culture, and employee well-being. Even employees who are not disciplined (violating regulations) can still feel satisfied at work and even stay longer. This means that other factors such as comfort, work relationships, or organisational culture may play a more significant role in shaping their job satisfaction. This could be due to various factors such as work pressure, lack of recognition, and mismatch between expectations and reality at the workplace.

Work Environment and Performance

Research findings reveal that the work environment has a significant positive influence on employee performance at Candisari Hotel & Resto Karanganyar Kebumen. These results explain that a good and healthy work environment, both physically and non-physically, can have a positive and significant influence on employee performance. In this context, According to Herzberg's two-factor theory, a good work environment falls under the hygiene factor, but it can create a stable foundation for employees to perform optimally. In other words, a healthy work environment does not directly serve as a source of satisfaction, but it significantly influences performance by creating working conditions that support motivation and work effectiveness. It is important for hotel management to continuously monitor and improve the quality of the work environment, both non-physical and physical, as it has been proven to positively and significantly influence employee performance.

The findings of this study support research conducted by (Jelatu & Ibrahim, 2024; Tiniari et al., 2024; Uma & Swasti, 2024; Wijayanti & Winarno, 2020) where the positively constructed work environment at Candisari Hotel & Resto Karanganyar has a positive impact on employees, enabling them to achieve maximum and efficient performance. Employees who feel comfortable, safe, and supported at work will work more focused, professionally, and enthusiastically. Therefore, companies must continue to maintain and improve the quality of the work environment to ensure operational performance remains optimal, especially in facing the challenges of the competitive service industry.

Work Environment and Job Satisfaction

Research findings indicate that the work environment has a significant positive influence on employee job satisfaction at Candisari Hotel & Resto Karanganyar Kebumen. These findings explain that a supportive environment will provide job satisfaction for employees. This is in line with Herzberg's two-factor theory, which categorises the work environment as a hygiene factor. This means that a conducive work environment does not automatically lead to high job satisfaction, but its presence is crucial in preventing dissatisfaction and establishing a healthy psychological foundation. Thus, a healthy and supportive

work environment positively influences job satisfaction, particularly in preventing dissatisfaction and fostering a stable work atmosphere.

These findings are consistent with research conducted by (Syafira et al., 2023; Mauryta et al., 2024; Ramadhi et al., 2024; Reza et al., 2023; Uma & Swasti, 2024), indicating that Candisari Hotel & Resto has a healthy and positive work environment overall, which has led to an increase in employee job satisfaction. With a healthy work environment, employees will feel more motivated and satisfied with the results of their work due to the positive influence of the work environment.

Job satisfaction significantly affects performance

The findings of the study reveal that job satisfaction has a significant positive effect on employee performance at Candisari Hotel & Resto Karanganyar Kebumen. These results explain that job satisfaction significantly and positively affects employee performance.

In line with Herzberg's two-factor theory, job satisfaction derived from motivational factors fosters intrinsic motivation to perform better. In other words, job satisfaction not only impacts positive feelings but also serves as the primary driver of productivity, efficiency, and work quality. The management of Candisari Hotel & Resto is therefore required not only to create a comfortable work environment but also to provide recognition, opportunities for growth, and a sense of responsibility to employees as a strategy to improve performance through enhanced job satisfaction.

These findings align with research conducted by (Gross et al., 2021; S. W. Saputra & Marlius, 2023; Safrila & Oktiani, 2024; Uma & Swasti, 2024; S. Susanti et al., 2024), indicating that Candisari Hotel & Restaurant has achieved satisfactory job satisfaction levels, which in turn enhance employee performance. Job satisfaction will have an impact on work results. Where a higher level of job satisfaction will cause employee performance to increase as well. This can have a positive impact on the company's development.

Discipline affects performance through job satisfaction

The findings of the study show that discipline has a positive but insignificant effect on employee performance through job satisfaction at Candisari Hotel & Resto Karanganyar Kebumen. These results explain that discipline cannot affect employee performance through the variable of job satisfaction as a mediating variable. In the context of Candisari Hotel & Resto, discipline does not necessarily reflect job satisfaction, especially if such discipline stems from pressure or strict rules rather than from a comfortable work environment. As a result, the influence of discipline on performance through job satisfaction becomes insignificant.

When linked to Herzberg's two-factor theory, discipline cannot influence employee performance through job satisfaction, as satisfaction itself does not stem from extrinsic factors like discipline but from deeper motivational factors. This phenomenon indicates that Candisari Hotel & Resto needs to understand that

fostering discipline alone is insufficient to improve performance. This reinforces that job satisfaction is not the result of discipline and does not serve as an intermediary for the influence of discipline on performance. Thus, employees can still be satisfied and perform well even if they are not disciplined, especially if other factors such as the work environment are supportive. Management must strengthen motivational factors to increase job satisfaction, which will ultimately have a tangible impact on performance. These findings are supported by research (Febriyanti et al., 2024; Ananda & Hadi, 2023; Hilmawan, 2021; Kurnianto & Kharisudin, 2022).

This finding can serve as an important evaluation for management, indicating that work discipline must be balanced with the creation of a pleasant work environment and recognition of employee contributions, so that discipline is not merely a routine but an integral part of job satisfaction and intrinsic motivation.

Work Environment Significantly Affects Performance through Job Satisfaction

Research findings reveal that the work environment positively and significantly influences employee performance through job satisfaction at Candisari Hotel & Resto Karanganyar Kebumen. These results explain that the work environment can impact employee performance through job satisfaction as a mediating variable. At Candisari Hotel & Resto, a conducive work environment plays a crucial role in creating job satisfaction for employees, which directly impacts performance improvement. This aligns with Herzberg's two-factor theory, suggesting that a healthy work environment establishes the foundational conditions enabling employees to feel satisfied, and it is this satisfaction that motivates them to perform optimally.

Job satisfaction acts as a mediating variable, explaining how and why the work environment can impact performance. This provides a deeper understanding that improving the work environment is not only about making employees comfortable but also an indirect strategy to enhance performance through increased job satisfaction. These results align with research conducted by (Uma & Swasti, 2024; Nurlaela & Trianasari, 2021; Saputra, 2023; Suhartono & Amalia, 2024).

Employees who feel comfortable, safe, and supported by their colleagues and management will be more motivated to provide the best service to customers. Therefore, the work environment not only directly influences performance but also indirectly through job satisfaction as a mediating variable.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study reveal that job satisfaction is a key variable in mediating the impact of discipline and work environment on employee performance. To improve employee performance, the first step is to increase job satisfaction. The test results also show that the independent variables (discipline and work environment) can positively and significantly influence the dependent variable (employee performance), indicating that if discipline and work environment improve, employee performance will also improve.

There were several statement items not used in this study because they were deemed invalid, primarily due to respondents not fully understanding the

meaning of the statements in the questionnaire. For future researchers, it is recommended that statement formulation in the questionnaire use sentence structures that are easily understood by respondents.

Recommendations for Candisari Hotel & Resto Karanganyar Kebumen include re-evaluating employee job satisfaction and reassessing regulations related to employee discipline. This can serve as a reference for improving employee performance by also considering the treatment of employees to enhance job satisfaction.

FURTHER STUDY

For further research, it is recommended to not only examine the correlation between discipline and work environment on employee performance, but also to include the leadership style variable at Candisari Hotel & Resto Karanganyar Kebumen. The addition of this variable is expected to improve employee assessment of employee performance variables. Additionally, in future research, it is possible to replace the mediation variable with other motivational factors in Herzberg's Two-Factor Theory, such as recognition and responsibility, to test for other correlations.

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