

Influencework Discipline and Work Environment on Employee Performance With Job Satisfaction as an Intervening Variable at the Padang City Education and Culture Office

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Article Info	ABSTRACT
<p>Keywords: E-Attendance, Organizational Commitment, Employee Additional Income (TPP), Job Satisfaction and Employee Performance</p>	<p>This study aims to examine how much influence e-attendance, organizational commitment and additional employee income (TPP) have on employee performance with job satisfaction as an intervening variable at the Community and Village Empowerment Service in Sungai Penuh City. The data collection method was through surveys and distributing questionnaires, with a sample of 73 respondents. The analysis method used structural equation modeling using smartpls. The results of the study showed an insignificant effect of e-attendance on job satisfaction at the Community and Village Empowerment Service in Sungai Penuh City. There is a significant effect of organizational commitment on job satisfaction at the Community and Village Empowerment Service in Sungai Penuh City. There is a significant effect of additional employee income (TPP) on job satisfaction at the Community and Village Empowerment Service in Sungai Penuh City. There is an insignificant effect of e-attendance on employee performance at the Community and Village Empowerment Service in Sungai Penuh City. There is an insignificant effect of organizational commitment on employee performance at the Community and Village Empowerment Service in Sungai Penuh City. There is an insignificant effect of additional employee income (TPP) on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. There is a significant effect of job satisfaction on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. Job satisfaction does not mediate the effect of e-attendance on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. Job satisfaction mediates the effect of organizational commitment on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. Job satisfaction mediates the effect of additional employee income (TPP) on employee performance at the Community and Village Empowerment Service of Sungai Penuh City.</p>
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INTRODUCTION

In an agency or organization, the role of human resources is crucial in determining the effectiveness of a company's operations. Competent and qualified human resources are essential for organizations, especially in the current era of globalization. In this era, all business organizations must be ready to adapt and strengthen themselves to compete and meet future challenges. Human resources, specifically employees, must always play an active and dominant role in every organizational activity because humans are the planners, behaviorists, and determinants of the achievement of organizational goals. Effective workforce utilization is key to improving employee performance, so organizational policies are needed to motivate employees to work more productively according to established plans. Productivity is a company's benchmark for measuring employee performance. (Priansa, 2021).

Human resources are the most important resource in managing and carrying out organizational functions within an organization. Organizational functions within an organization are fully held by human resources. Organizations with good human resources will be able to carry out the company's organizational functions well. Organizational functions carried out properly by existing human resources within the organization will be able to support performance and increase the organization's productivity. Currently, HR management is changing and a stand-alone specialized function has become a function that is integrated with all other functions within the organization, to jointly achieve predetermined goals and have a very strategic planning function within the organization. In other words, the old HR function has become more strategic. All of these HR potentials influence the organization's efforts to achieve its goals. In the process of achieving goals, an evaluation of employee performance achievement is necessary.

According to (Fatimah, 2021) performance is work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The factors that influence performance are Ability and Motivation. According to (Suryanto, 2022) Factors that influence performance are knowledge, skills, competence, compensation, motivation, leadership, enthusiasm, work environment, organizational commitment and job satisfaction.. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of the talent or ability itself.

Performance is the results of work and work behavior achieved in completing assigned tasks and responsibilities within a specific period. Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and ability. Performance is the work results achieved by employees in developing their tasks and work originating from the organization. Performance is also a work result produced by an individual through an organizational or company process that can be measured concretely and compared through standards that have been determined by the company or organization.

According to (Gunadi, 2020) Job satisfaction is an employee's feeling of pleasure or displeasure in viewing and carrying out their work. Every worker expects satisfaction from their workplace. Job satisfaction is fundamentally individual, as each individual will have varying levels of satisfaction based on their values. The more aspects of a job that align with

an individual's desires, the higher the level of satisfaction. Job satisfaction is an affective or emotional response to various aspects of one's job, so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or more others.

E-attendance, or electronic attendance, is conducted via smartphone or desktop by checking in using GPS. Employees can check in by sending a selfie so that their location can be detected by the system. The use of technology is an attitude in which individuals identify themselves with the goals and expectations of the organization where they work and strive to maintain membership in the organization to achieve those goals. Technology is the entire means to provide goods necessary for the continuity and comfort of human life. Recent technological developments, including the printing press, telephone, and the Internet, have reduced physical barriers to communication and enabled humans to interact freely on a global scale. (Yusup, 2021).

Organizational commitment is the bond between an individual and an organization, allowing the individual to feel a sense of belonging to the organization. Commitment demonstrates strong belief and support for the values and goals the organization seeks to achieve. A high level of organizational commitment is essential within an organization, as it impacts a professional work environment. Organizational commitment can grow because individuals develop an emotional bond with the company, encompassing moral support and acceptance of the values inherent in serving the organization. (Yusup, 2021).

Employee supplementary income (TPP) is income received by civil servants and prospective civil servants in addition to salary and other legitimate allowances, as an effort to improve the welfare of civil servants. Employee supplementary income (TPP) is related to compensation. Compensation is all income in the form of money, goods, directly or indirectly received by employees as compensation for services rendered to the company. Compensation is a crucial component for employees to continue working optimally. With compensation that meets employee expectations, employees will work well and optimally. In providing this compensation, companies must consider influencing factors. Factors in compensation include the employee's ability to produce work performance, the cost of living in a region, the employee's position level, and the employee's education and experience. In addition, there must be appropriate wages and salaries, incentives, and allowances. (Yusup, 2021).

Community and Village Empowerment Service of Sungai Penuh City is tasked with administering government affairs in the field of empowerment. Community empowerment is an effort to increase community capacity and independence. It aims to help communities overcome poverty, underdevelopment, and powerlessness. Community empowerment, with its goal, is the desired goal of achieving social change, creating a more empowered society with power, knowledge, and the ability to better meet their needs. In the Government Agency Performance Accountability system, using strategic planning accountability instruments is the first step in measuring performance. The Community and Village Empowerment Service is tasked with assisting the Regent in carrying out government affairs within the region's authority in the field of Community and Village Empowerment. The Community and Village

Empowerment Service is responsible for formulating policies in the field of community and village empowerment.

Based on the results of research conducted by (Tsani & Nurleli, 2021) which states that absenteeism, organizational commitment and additional employee income have a significant influence on performance. Research conducted by (Wiratama et al., 2022) which states that absenteeism, organizational commitment and additional employee income have a significant influence on performance. Research conducted by (Badrianto, 2021) which states that absenteeism, organizational commitment and additional employee income have a significant influence on employee performance. Research conducted by (Prayogi, 2021) which states that absenteeism, organizational commitment and additional employee income have a significant influence on employee performance. Research conducted by (Maduningtias et al., 2022) which states that job satisfaction has a significant influence on employee performance. Research conducted by (Rahma et al., 2022) which states that job satisfaction has a significant influence on employee performance. Research conducted by (Rahma et al., 2022) which states that job satisfaction has a significant influence on employee performance.

METHOD

Structural Equation Modeling (SEM) Analysis

This study used the Structural Equation Modeling (SEM) analysis tool using the SmartPLS program. SmartPLS is a component-based approach for testing structural equation models, commonly called SEM. SmartPLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying these procedures, this algorithm aims to minimize the variance of all dependent variables, therefore the cause and direction between all variables need to be clearly defined. SmartPLS is divided into measurement models and structural models. SmartPLS is a powerful method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). SmartPLS is also more efficient with algorithmic calculations that are capable of estimating larger and more complex models with hundreds of latent variables and thousands of indicators. (Sukmawati, 2023).

Measurement Model Test (Outer Model)

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated using SmartPLS software. An indicator is considered to have good reliability if it has a value above 0.7. We can see this figure by referring to the Outer Loading table in SmartPLS. (Darwin, 2021). In this composite reliability test, there are two tables that must be observed: the values contained in the Composite Reliability table and Cronbach's Alpha, which must be greater than 0.7. For

the Discriminant Validity test, it can be seen from the cross-loading value. The correlation value of the indicator to its construct must be greater than the correlation value between the indicator and other constructs. There is another way to test Discriminant Validity by comparing the root value of the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs.

1. *Measurement Model* Validity

The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, indicating the level of validity of a statement item. Outer model testing is conducted based on the results of a questionnaire trial conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered acceptable. In research, the limit for convergent validity is above 0.7.

2. *Reliability*

Once the data validity level is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is done by looking at Composite reliability value and Crombach alpha value. A construct is said to be reliable if it provides a Crombach alpha value > 0.70.

3. R-square

Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence.

Path Coefficient and Hypothesis Testing

Inner model or structural model testing is conducted to examine the relationships between variables, their significance values, and the R-square of the research model. Model assessment using PLS begins by examining the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the substantive influence of a particular independent latent variable on the dependent latent variable.

RESULTS AND DISCCUSION

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No	Questionnaire	Amoun t	Percentage %
1	Distributed questionnaires	73	100
2	Unreturned questionnaires	0	0
	Incorrectly filled out (defective or damaged)		0
3	questionnaire	0	
4	Questionnaires suitable for data processing	73	100

Source: Survey Results, 2025

Research Data Analysis

The data processing technique in this study uses the SEM method based on Partial Least Square (PLS) which requires two stages for the assessment of a research model: the outer model and the inner model. The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, which indicate the level of validity of a statement item. Outer model testing is carried out based on the results of questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit for convergent validity values is above 0.7.

Outer Model (Structural Model) Testing Before Elimination

Based on the results Testing the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

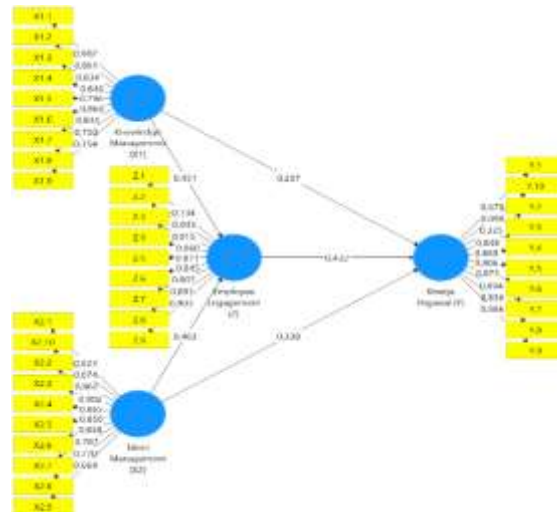


Figure 1. Outer Loadings Before Elimination

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: convergent validity, discriminant validity, and composite reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Indicators are considered to have good reliability if they have a value above 0.7. There are three criteria in the use of data analysis techniques to assess the outer model: convergent validity, discriminant validity, and composite reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit value of convergent validity is above 0.7.

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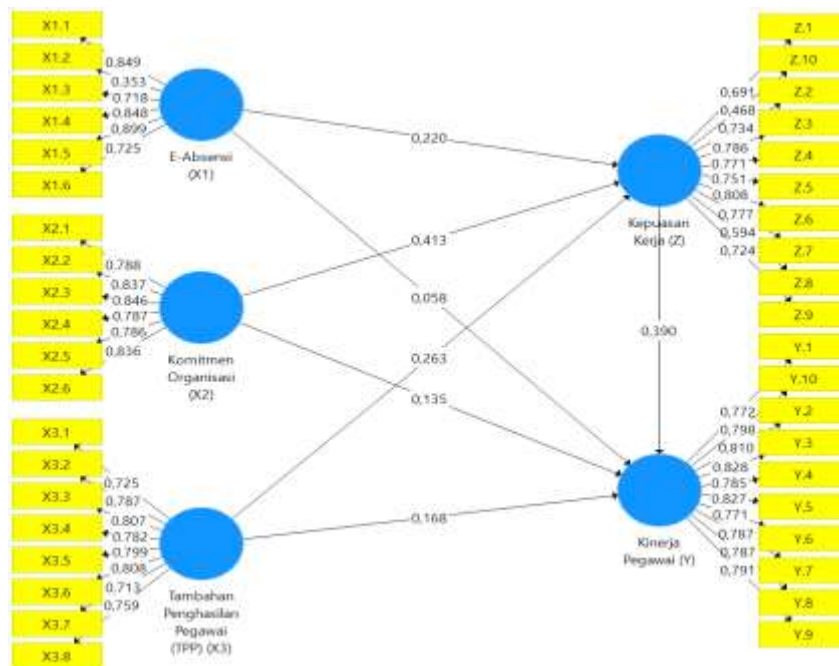


Figure 2. Outer Loadings After Elimination

Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value for each construct or variable. A construct is considered to have high validity if its value is above 0.50. The AVE values for all variables are presented below.

Table 2. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Employee Performance (Y)	0.633
E-Absenteeism (X1)	0.677
Organizational Commitment (X2)	0.662
Additional Employee Income (TPP) (X3)	0.599
Job Satisfaction (Z)	0.643

Based on Table 2, it can be concluded that all constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above the recommended 0.50 criterion.

Outer Model Testing (Structural Model)

The next testing process is testing the inner model, or structural model, which aims to determine the relationships between hypothesized constructs. The structural model is evaluated by observing the R-Square value for the endogenous construct and the influence it receives from the exogenous construct.

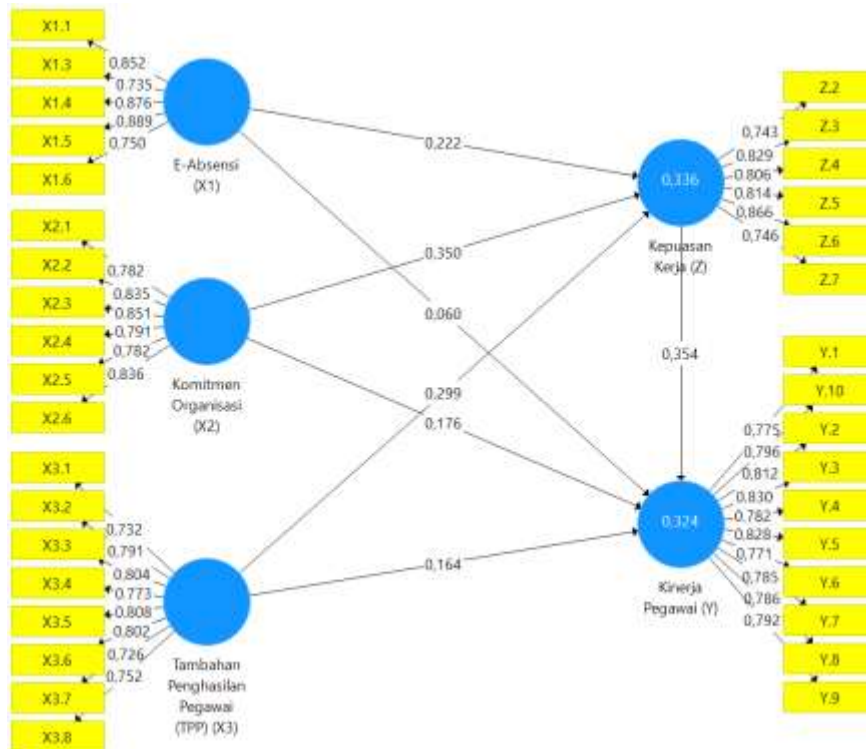


Figure 3. Structural Outer Model

Based on the image above, the structural model above can be formed into the following model equation:

- Equation Model I, is a description of the magnitude of the influence construct-attendance, organizational commitment and additional employee income (TPP) to job satisfaction with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

$$Z = 0.222X1 + 0.350X2 + 0.299X3$$

- Equation Model II, is a description of the magnitude of the influence construct-attendance, organizational commitment, additional employee income (TPP) and job satisfaction towards employee performance with each coefficient for each construct plus an error which is an estimation error.

$$Y = 0.060X1 + 0.176X2 + 0.164X3 + 0.354Z$$

Next, as explained previously, the inner model assessment will be evaluated through The R-Square value of the employee performance variable is 0.324 or 32.4%, so the contribution of the e-attendance, organizational commitment, additional employee income (TPP) and variables job satisfaction on employee performance by 32.4%, the remaining 67.6% is influenced by other variables outside this research such as work motivation, work discipline and competence.

R-Square value of variable work stress of 0.336 or 33.6%, then the contribution of the e-attendance variables, organizational commitment and additional employee income (TPP)

tojob satisfaction33.6%, the remaining 66.4% is influenced by other variables outside this research, such as work motivation, work discipline and competence..

PenHypothesis test

TestingThe hypothesis aims to answer the problems in this study, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this study can be assessed from the magnitude of the t-statistic or t-count compared to the t-table of 1.96 at 5% alpha. If the t-statistic/t-count < t-table 1.96 at 5% alpha, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at 5% alpha, then Ha is accepted. The following SmartPLS output results illustrate the estimated output for testing the structural model.

Table 4. Results for Inner Weights Direct Affect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
E-Absenteeism (X1) -> Job Satisfaction (Z)	0.222	0.225	0.134	1,654	0.099
Organizational Commitment (X2) -> Job Satisfaction (Z)	0.350	0.346	0.116	3,020	0.003
Additional Employee Income (TPP) (X3) -> Job Satisfaction (Z)	0.299	0.294	0.095	3,142	0.002
E-Absenteeism (X1) -> Employee Performance (Y)	0.060	0.055	0.111	0.537	0.591
Organizational Commitment (X2) -> Employee Performance (Y)	0.176	0.186	0.105	1,684	0.093
Additional Employee Income (TPP) (X3) -> Employee Performance (Y)	0.164	0.171	0.107	1,540	0.124
Job Satisfaction (Z) -> Employee Performance (Y)	0.354	0.343	0.122	2,915	0.004
E-Absenteeism (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.079	0.080	0.057	1,382	0.168
Organizational Commitment (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.124	0.119	0.060	2,056	0.040

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction (Z) -> Employee Performance (Y) Additional Employee Income (TPP) (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.106	0.103	0.053	2,017	0.044

CONCLUSION

From the discussion in the previous chapters, it can be drawn several conclusions that there is an insignificant effect of e-attendance on job satisfaction at the Community and Village Empowerment Service of Sungai Penuh City. There is a significant effect of organizational commitment on job satisfaction at the Community and Village Empowerment Service of Sungai Penuh City. There is a significant effect of additional employee income (TPP) on job satisfaction at the Community and Village Empowerment Service of Sungai Penuh City. There is an insignificant effect of e-attendance on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. There is an insignificant effect of organizational commitment on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. There is an insignificant effect of additional employee income (TPP) on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. There is a significant effect of job satisfaction on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. Job satisfaction does not mediate the effect of e-attendance on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. Job satisfaction mediates the influence of organizational commitment on employee performance at the Community and Village Empowerment Service of Sungai Penuh City. Job satisfaction mediates the influence of additional employee income (TPP) on employee performance at the Community and Village Empowerment Service of Sungai Penuh City.

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