

THE EFFECT OF WORK ENVIRONMENT, WORK MOTIVATION, AND WORK DISCIPLINE ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN ASN EMPLOYEES AT RSUD DR. R.M DJOELHAM BINJAI

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ABSTRAK

This research aims to analyze the influence of work environment, work motivation, and work discipline on the performance of civil servants (ASN) at RSUD Dr. R.M. Djoelham Binjai, with job satisfaction as an intervening variable. The study focuses on understanding how these factors affect employee performance, while also considering job satisfaction as a crucial mediator. The research utilizes a quantitative approach, with data collected through surveys administered to 57 ASN employees from the nursing department at RSUD Dr. R.M. Djoelham Binjai. Data analysis was performed using statistical methods such as validity and reliability tests, assumption tests (normality, multicollinearity, and heteroscedasticity), and hypothesis testing, including the Sobel test for mediation analysis. The findings of this study reveal that both work environment and work discipline have a positive and significant impact on employee performance, with job satisfaction playing a key role in mediating these effects. Furthermore, work motivation, while having a significant positive influence on job satisfaction, did not have the same direct impact on performance. The study highlights the importance of creating a supportive work environment and fostering strong work discipline to enhance the overall performance of ASN employees. These results provide practical implications for RSUD Dr. R.M. Djoelham Binjai's management in improving the work environment, employee motivation, and discipline, which in turn would contribute to better job satisfaction and enhanced organizational performance.

Keyword: Work Environment, Work Motivation, Work Discipline, Employee Performance, Job Satisfaction

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INTRODUCTION

General Regional Public Hospital (RSUD) Dr. R.M. Djoelham Binjai, as a government-owned health service institution, holds a significant responsibility in providing high-quality healthcare services to the public. As a center for public service, the operational success of the hospital heavily depends on the performance of its employees, especially ASN (Civil Servant Apparatus), who play a key role in executing administrative, technical, and medical service functions. Optimal ASN performance not only improves the quality of services received by patients but also strengthens the hospital's image as a reliable healthcare provider.

Table. 1 Performance Data of RSUD Dr. R.M. Djoelham Binjai for 2021-2023.

Tahun	Jumlah Pegawai	Kriteria			
		Sangat Baik	Baik	Cukup	Buruk
2022	300	-	300	-	-
2023	335	-	335	-	-
2024	350	-	350	-	-

Source: E-Kinerja of the General Regional Public Hospital (RSUD) Dr. R.M. Djoelham Binjai

The performance of ASN (Civil Servant Apparatus) is one of the key factors in achieving organizational goals, especially in public service sectors like hospitals. Optimal performance can be achieved through various factors, including work environment, work motivation, and work discipline. These three factors are interrelated and play an important role in supporting ASN performance to provide quality service that meets public expectations.

The work environment is an element that significantly influences ASN's comfort and productivity at work. A conducive work environment includes physical, social, and psychological factors that support the well-being and job satisfaction of employees. A good work environment involves adequate facilities, harmonious relationships among employees, and supportive leadership. ASN working in a positive environment will feel more comfortable, motivated, and capable of performing their duties better. On the other hand, a poor work environment, such as inadequate facilities or conflicts among employees, can decrease performance and increase stress levels at work.

Work motivation is a psychological factor that drives ASN to achieve individual and organizational goals. Motivation can come from internal factors (such as the need for achievement, recognition, or personal satisfaction) or external factors (such as financial incentives, recognition from superiors, or career opportunities). ASN with high work motivation will be more enthusiastic in performing their tasks, willing to exert more effort, and more innovative in finding solutions to problems faced. Conversely, poorly motivated ASN tend to work just to meet minimal obligations, which ultimately affects the quality of their performance.

Work discipline also plays a vital role in shaping ASN behavior and work ethics. Discipline refers to adherence to rules, procedures, and standards established by the organization. Disciplinary ASN exhibit a professional attitude in carrying out tasks, maintaining integrity, and respecting time and responsibilities. Good work discipline ensures that tasks are completed on time, according to the set standards, and minimizes errors that may occur during the work process. Without strong discipline, ASN's work effectiveness will decrease, negatively impacting the overall performance of the organization.

Human resources in an organization are the most decisive component of organizational performance. Proper resource management is key to positively influencing performance. Performance is the quality and quantity of work achieved by an employee in carrying out tasks according to the responsibilities assigned to them. The better an employee's performance, the more likely the organization's goals will be achieved. Conversely, poor employee performance makes it harder to achieve organizational goals (Handoko, 2013).

Government Regulation Number 53 of 2010 on employee discipline serves as a basis for employees to achieve discipline, in order to create competent, professional, and ethical employees. This regulation outlines employee obligations, prohibitions, and disciplinary sanctions that can be imposed on employees who have committed violations, with the goal of fostering regret and efforts to avoid repeating mistakes and improve behavior.

Job satisfaction is the positive feeling that employees have towards their work, reflecting the extent to which an individual's expectations are met. ASN who are satisfied with their jobs tend to be more motivated, productive, and loyal to the organization. In the hospital setting, job satisfaction is crucial because satisfied ASN not only perform their tasks but also actively engage in improving the quality of services they provide. Therefore, job satisfaction can enhance ASN's intrinsic motivation to deliver better service, contributing to improved performance.

Table. 2 Dimensions and Indicators of Core Duties and Functions of Employee Performance Data at the Human Resources and Development Agency

No	Dimension	Indicator
1	Employee Work Targets (SKP)	1. Quantity
		2. Quality
		3. Time
2	Work Behavior	1. Service Orientation
		2. Accountability
		3. Competence
		4. Harmony
		5. Loyalty
		6. Adaptability
		7. Collaboration

Source: Government Regulation of the Republic of Indonesia No. 46 of 2011 on the Performance Appraisal of Civil Servants

Based on the employee performance data of General Regional Public Hospital (RSUD) Dr. R.M. Djoelham Binjai, as presented in Table. 2 it can be observed that the performance metrics of RSUD Dr. R.M. Djoelham Binjai have been structured according to regulations. This, of course, has a positive impact on the hospital's performance. Certainly, improving performance is highly expected to enhance employee discipline. According to Sinambela (2019), "rules are necessary to create good discipline in the workplace, because the discipline of an office or workplace is considered good if most employees comply with existing regulations." According to Sutrisno (2019), "Discipline indicates a condition or attitude of respect that employees have towards the rules and regulations of the organization."

LITERATURE REVIEW

Job Satisfaction

According to Handoko in Sutrisno (2016), "job satisfaction is a pleasant or unpleasant emotional state for employees in viewing their work. Job satisfaction reflects a person's feelings about their job, which is evident in employees' positive attitudes toward work and everything they encounter in the work environment."

According to Pratiwi (2019), job satisfaction is a set of energetic forces that originate from within and outside the individual to initiate work-related behavior in form, direction, intensity, and duration.

Winardi (2016) states that "Job satisfaction is the result of several internal or external processes for an individual, which give rise to attitudes of enthusiasm and persistence in carrying out certain activities."

From these definitions, job satisfaction can be interpreted as a positive feeling or attitude possessed by individuals toward their work, arising from evaluations of various aspects of the job, such as work environment, salary, relationships with coworkers, organizational policies, and career development opportunities. According to Afandi (2021), the indicators of job satisfaction are. Work, the content of work performed by an individual can be a factor in job satisfaction. Wages, the amount of pay received by an individual as a result of doing their job and whether it is perceived as fair. Supervision, someone who continuously provides orders or guidance in carrying out the work. Coworkers, individuals who always interact in carrying out their work and can make work enjoyable or not.

Work Environment

In general, the work environment is defined as the place where employees perform their duties and jobs. According to Basuki and Susilowati (2005:40), the work environment includes everything around that can influence, directly or indirectly, individuals or groups in carrying out their activities.

According to Sukanto and Indriyo (2000:151), "the work environment is everything around workers that can affect them in working, including lighting arrangements, noise control, workplace cleanliness, and workplace security settings."

According to Alex S. Nitisemito (1996:109) in his book *Personnel Management*, "the work environment is everything around workers that can influence them in carrying out their assigned tasks." Sedarmayati (2009:21) defines the work environment as all the tools and materials faced, the surrounding environment where a person works, work methods, and work arrangements, both individually and in groups.

From these expert definitions, it can be concluded that the work environment encompasses all aspects surrounding employees that can influence their performance and effectiveness in carrying out tasks. According to Moeheriono (2012), there are five main indicators of work environment quality. Workplace. Cleanliness. Lighting. Calmness. Work relationships.

To build a positive work environment, companies must pay attention to these indicators to enhance employee performance. Based on Sedarmayanti (2019:22), the indicators of work environment include. Lighting, providing sufficient light in each employee's workspace to affect their working conditions. Air temperature, related to the degree of air temperature in each workspace; proper temperature settings provide comfort. Noise, indicating how sensitive employees are to surrounding sounds, which can affect their activities.

Work Motivation

Focusing on employee motivation is highly beneficial for organizational interests, especially regarding its impact on the performance of individuals or groups within the organization. According to Hasibuan (2017:92), motivation is defined as everything that drives, channels, and supports human behavior, making them willing to work hard and enthusiastically to achieve the best possible results.

Heriyana (2018) states that motivation is a process that explains the strength, direction, and persistence of a person in achieving a goal.

Mangkunegara (2009:93) explains that "work motivation is an internal or external drive that encourages individuals to achieve goals and fulfill needs at work."

From these definitions, work motivation can be concluded as a drive or desire originating within oneself that makes someone enthusiastic, committed, and willing to achieve goals and work. According to Mangkunegara (2009:93), work motivation

indicators are. Responsibility. Work achievement. Opportunity for advancement. Recognition of performance. Challenging work.

Work Discipline

According to Hasibuan (2019:193), "work discipline is the awareness and willingness of a person to comply with all company regulations and prevailing social norms." Sutrisno (2016:89) states that discipline is behavior that aligns with existing work procedures or rules and includes attitudes and actions consistent with organizational regulations, whether written or not.

Hasibuan in Barnawi and Muhammad (2012:112) defines work discipline as an individual's ability to work regularly, diligently, persistently, and according to the established rules without violating them. Rivai (2011:825) mentions that work discipline is a tool used by managers to communicate with employees to encourage behavior changes and as an effort to increase awareness and willingness to comply with company regulations. According to Soejono (2010:67), the indicators of work discipline are. Punctuality. Proper use of office equipment. Responsibility. Compliance with rules.

Work Performance

According to Fahmi (2017), "Performance is the result of a process measured over a specific period based on predetermined agreements or standards." Kasmir (2016) states, "Performance is the result and work behavior achieved in completing assigned tasks and responsibilities within a certain period."

Mangkunegara (2017) defines performance as the quality and quantity of work achieved by an employee in carrying out duties according to assigned responsibilities. Sutrisno (2016) states, "Performance is employee work results in terms of quality, quantity, time, and cooperation to achieve organizational goals." Torang (2014) explains, "Performance is the quantity or quality of individual or group work results within an organization based on norms, procedures, and applicable standards."

Thus, performance is a process evaluated within a specific timeframe according to predetermined standards, including work results and behaviors.

According to Mangkunegara (2017), performance indicators are. Work quality. Work quantity. Task implementation. Responsibility.

METHOD

Research Approach

The approach used in this study is an associative approach, which aims to determine the existence of a relationship or influence between the independent and dependent variables. The independent variables in this study include Work Environment, Work Motivation, Work Discipline, and Job Satisfaction, while the dependent variable is Performance. This study employs a quantitative approach with structured data analysis techniques, aiming to test the hypotheses that have been formulated previously.

Time and Place of Research

This research is conducted at the Dr. R.M. Djoelham General Hospital (RSUD) Binjai, located at Jl. Jenderal Gatot Subroto No.9, Satria, Binjai City, North Sumatra 20741. The study lasts for four months, starting from the preparation phase to data collection through questionnaires distributed to employees at the hospital.

Population and Sample

The population in this study consists of all State Civil Apparatus (ASN) employees recorded at the Dr. R.M. Djoelham General Hospital (RSUD) Binjai, totaling 350 individuals. The sample for this study is selected using a purposive sampling method, with 57 respondents from the Nursing Department. The sample selection is based on certain criteria that align with the research objectives, using the Slovin formula to determine the appropriate sample size.

RESULTS AND DISCUSSION

Table. 3 Characteristics of Respondents Based on Age

No.	Age Range	Frequency	Percentage (%)
1.	< 30 Years	0	0.0%
2.	31–39 Years	4	7.0%
3.	40–50 Years	38	66.7%

No.	Age Range	Frequency	Percentage (%)
4.	51–60 Years	15	26.3%
Total		57	100.0%

Source: Processed Primary Data, 2025

From the table above, it can be seen that the majority of respondents are aged 40–50 years, with a total of 38 employees (66.7%). Meanwhile, there are 0 employees (0%) aged under 30 years, 4 employees (7%) aged 31–39 years, and 15 employees

Table. 4 Characteristics of Respondents Based on Gender

No.	Gender	Frequency	Percentage (%)
1.	Male	9	15.8%
2.	Female	48	84.2%
Total		57	100.0%

Source: Processed Primary Data, 2025

From the table above, it can be seen that the majority of respondents are female, with a total of 48 employees (84.2%). Meanwhile, the number of male respondents is 9 employees (15.8%).

Table. 5 Characteristics of Respondents Based on Educational Level

No.	Educational Level	Frequency	Percentage (%)
1.	SPK (Nursing School)	2	1.3%
2.	Diploma	19	11.03%
3.	Bachelor's Degree (S1)	30	52.64%
4.	Master's Degree (S2)	6	10.53%
Total		57	100.0%

Source: Processed Primary Data, 2025

From the table above, it can be seen that the majority of respondents hold a Bachelor's Degree (S1), totaling 30 employees (52.64%). Meanwhile, respondents with Diploma education amount to 19 employees (11.03%), those with a Master's Degree (S2) total 6 employees (10.53%), and respondents with an SPK (Nursing School) education are 2 employees (1.3%). A total of 30 employees or (52.64%) hold a Bachelor's Degree (S1), and respondents with a Master's Degree (S2) total 6 employees or (10.53%).

Table. 6 Validity Test Results

Variabel	Indikator	Kuesioner	r-hitung	r table	Hasil
Lingkungan Kerja (X1)	1	X1.1	0,407	0,268	Valid
	2	X1.2	0,401	0,268	Valid
	3	X1.3	0,561	0,268	Valid
	4	X1.4	0,377	0,268	Valid
	5	X1.5	0,392	0,268	Valid
	6	X1.6	0,411	0,268	Valid
Motivasi Kerja (X2)	1	X2.1	0,578	0,268	Valid
	2	X2.2	0,547	0,268	Valid
	3	X2.3	0,409	0,268	Valid
	4	X2.4	0,409	0,268	Valid
	5	X2.5	0,429	0,268	Valid
	6	X2.6	0,633	0,268	Valid
Disiplin Kerja (X3)	1	X3.1	0,719	0,268	Valid
	2	X3.2	0,531	0,268	Valid
	3	X3.3	0,424	0,268	Valid
	4	X3.4	0,613	0,268	Valid
	5	X3.5	0,538	0,268	Valid
	6	X3.6	0,533	0,268	Valid
Kinerja (Y)	1	Y.1	0,320	0,268	Valid
	2	Y.2	0,567	0,268	Valid
	3	Y.3	0,540	0,268	Valid
	4	Y.4	0,504	0,268	Valid
	5	Y.5	0,484	0,268	Valid
	6	Y.6	0,417	0,268	Valid
Kepuasan Kerja (Z)	1	Z.1	0,396	0,268	Valid
	2	Z.2	0,483	0,268	Valid
	3	Z.3	0,489	0,268	Valid
	4	Z.4	0,478	0,268	Valid
	5	Z.5	0,353	0,268	Valid
	6	Z.6	0,494	0,268	Valid

Source: Processed Primary Data, 2025

Based on the results of the instrument validity test presented in the table above, all statement items are declared valid, as they meet the significance requirement of < 0.05 . Therefore, it can be concluded that all items in this research questionnaire are valid and suitable for use as a research instrument. Consequently, this research instrument can be fully utilized for further testing.

Table.7 Reliability Test Results

Variabel Penelitian	Conbrach's Alpha	Hasil
Lingkungan Kerja (X ₁)	0,618	Reliabel
Motivasi Kerja (X ₂)	0,787	Reliabel

Disiplin Kerja (X_3)	0,795	Reliabel
Kinerja (Y)	0,730	Reliabel
Kepuasan Kerja (Z)	0,706	Reliabel

Source: Processed Primary Data, 2025

Based on Table 4.6, it is found that all research variables have a Cronbach's Alpha value > 0.60 . Therefore, it can be concluded that all statements regarding motivation, environment, performance, and discipline are reliable, making all statement items suitable for use in this study.

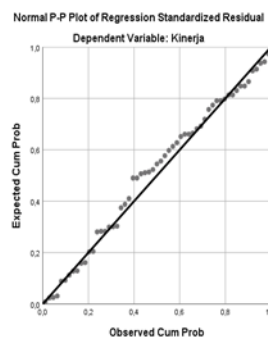


Figure.1 P-PLOT Test

By observing the normal plot graph above, it can be concluded that the data is scattered around the diagonal line and follows the direction of the diagonal line. This indicates that the residual data is normally distributed.

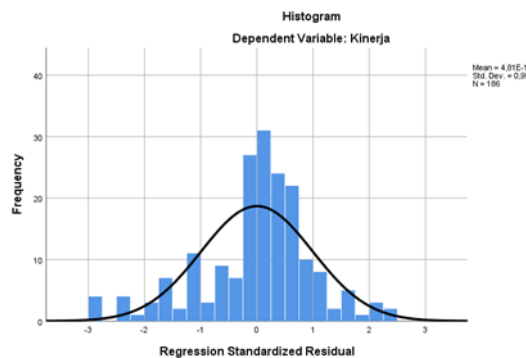


Figure.2 Histogram Sub Model I

Similarly, the results of the histogram graph shown in the figure above indicate that the residual data is normally distributed, as seen from the bell-shaped curve that is almost perfect (symmetric).

Table. 8 Tabel Uji Multikolinieritas Sub Model I

Model		Unstandardized Coefficients B	Coefficients Std. Error	Collinearity Statistics Tolerance	VIF
1	(Constant)	5,929	3,273		
	Lingkungan Kerja	,602	,156	,304	3,290
	Motivasi Kerja	,175	,148	,387	2,581
	Disiplin Kerja	,679	,126	,674	1,485

Source: Processed Primary Data, 2025

The results of the multicollinearity test indicate the following VIF and tolerance values. Leadership Style (X1) has a VIF value of 1.042 and tolerance of 0.960. Work Motivation (X2) has a VIF value of 1.097 and tolerance of 0.912. Work Discipline (X3) has a VIF value of 1.140 and tolerance of 0.877. According to the criteria, if the VIF value < 10 and the tolerance > 0.10, then there is no indication of multicollinearity. Since the calculated VIF and tolerance values meet these criteria, it can be concluded that the independent variables do not exhibit multicollinearity. Therefore, the model satisfies the classical assumption requirements for regression analysis.

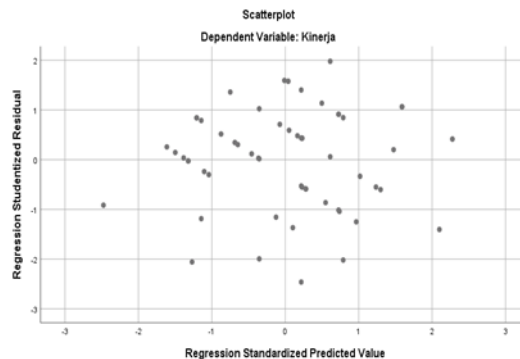


Figure.3 Heteroskedasticity Test Results for Sub Model I

The scatterplot in the figure above shows that the points are scattered randomly and evenly spread both above and below the Y-axis at 0, without forming any specific pattern. This indicates that there is no heteroskedasticity in the regression model. Therefore, it can be concluded that the regression model satisfies the classical assumption requirements.

**Table.8 Results of t-Test Sub Model I
Coefficients^a**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	5,929	3,273		1,812	,076
	Lingkungan Kerja	,602	,156	,702	1,398	,692
	Motivasi Kerja	,175	,148	,189	1,186	,241
	Disiplin Kerja	,679	,126	,653	5,399	,000

a. Dependent Variable: Kinerja

In Sub-Model I, hypothesis testing was conducted to examine the effect of independent variables (Work Environment, Work Motivation, and Work Discipline) on the dependent variable. The hypothesis test utilized significance values (Sig.) and t-values.

1. Hypothesis Testing for Work Environment:

- **Null Hypothesis (H₀):** There is no significant effect of the Work Environment on the dependent variable.
- **Alternative Hypothesis (H₁):** There is a significant effect of the Work Environment on the dependent variable.
- Based on the table, the significance value for the Work Environment is 0.692, which is greater than the significance level of 0.05. Therefore, H₀ is accepted, meaning there is no significant effect of the Work Environment on the dependent variable.

2. Hypothesis Testing for Work Motivation:

- **Null Hypothesis (H₀):** There is no significant effect of Work Motivation on the dependent variable.
- **Alternative Hypothesis (H₁):** There is a significant effect of Work Motivation on the dependent variable.
- Based on the table, the significance value for Work Motivation is 0.241, which is greater than the significance level of 0.05. Thus, H₀ is accepted, indicating that there is no significant effect of Work Motivation on the dependent variable.

3. Hypothesis Testing for Work Discipline:

- **Null Hypothesis (H₀):** There is no significant effect of Work Discipline on the dependent variable.
- **Alternative Hypothesis (H₁):** There is a significant effect of Work Discipline on the dependent variable.

- The significance value for Work Discipline is 0.000, which is smaller than the significance level of 0.05. Therefore, H_0 is rejected, meaning Work Discipline has a significant effect on the dependent variable.

From this hypothesis test, it can be concluded that only Work Discipline has a significant effect on the dependent variable, while Work Environment and Work Motivation do not show significant effects at the 0.05 significance level.

Path Analysis Equation

Based on the hypothesis testing results, the following path analysis equation is formulated:

$$Z = 5.929 + 0.702X_1 + 0.189X_2 + 0.653X_3$$

This equation indicates that variable **Z** is influenced by three independent variables: **X₁**, **X₂**, and **X₃**. The coefficients accompanying each variable represent the magnitude of their respective effects on **Z**.

- The constant **5.929** represents the baseline value of **Z** when all independent variables are zero.
- The coefficient **0.702** for **X₁** indicates that for every one-unit increase in **X₁**, **Z** increases by **0.702**, assuming other variables remain constant.
- The coefficient **0.189** for **X₂** suggests that for every one-unit increase in **X₂**, **Z** increases by **0.189**, assuming other variables remain constant.
- The coefficient **0.653** for **X₃** shows that for every one-unit increase in **X₃**, **Z** increases by **0.653**, assuming other variables remain constant.

From these results, it can be concluded that **X₁** has the greatest influence on **Z**, followed by **X₃** and **X₂**. This indicates that the variable **X₁** contributes the most to shaping the value of **Z** compared to the other variables.

Path Analysis of Sub-Model I

The purpose of the path analysis for Sub-Model I is to measure the relationship between the three independent variables—Work Discipline, Work Motivation, and Work Environment—and the dependent variable, Performance. Several key findings from the resulting model are as follows:

1. **Correlation Coefficient (R):** The R-value of 0.692 indicates a strong relationship between the independent variables (Work Discipline, Work Motivation, and Work Environment) and the dependent variable (Performance). This means that approximately 69.2% of the variation in Performance can be explained by these three factors.
2. **R Square (Coefficient of Determination):** The R Square value of 0.478 suggests that around 47.8% of the variation in Performance can be explained by Work Discipline, Work Motivation, and Work Environment. This indicates that the model has a fairly good predictive ability, though there are other factors not accounted for in this analysis.
3. **Adjusted R Square:** The Adjusted R Square value of 0.449 provides a more realistic estimation of the extent to which the independent variables explain the variation in Performance, taking into account the number of variables included in the model. This value is slightly lower than R Square, indicating that other factors may also influence Performance but have not been included in this model.
4. **Standard Error of the Estimate:** The Standard Error of the Estimate of 1.06249 reflects the average prediction error within the model. The smaller this value, the more accurate the model is in predicting Performance.

Overall, the analysis results show that Work Discipline, Work Motivation, and Work Environment have a significant impact on Performance, though there is room to improve the model by considering other factors that may also influence Performance.

Thus, the structural model path diagram for Sub-Model I is obtained as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.692a	0.478	0.449	1.06249

- a. **Predictors:** (Constant), Work Discipline, Work Motivation, Work Environment
- b. **Dependent Variable:** Performance

Discussion of Research Findings

Effect of Work Environment on Performance

The work environment influences employee performance in providing healthcare services. Based on respondents' answers, the work environment variable has a significant positive impact on performance. The regression coefficient for the work environment variable is **0.702**, indicating that a good work environment strongly contributes to improving employee performance.

Effect of Motivation on Performance

Motivation is defined as a condition that can stimulate and sustain employee behavior in improving performance to achieve certain goals or career advancement. Regarding its effect on performance, the higher the employees' work motivation, the better their performance. Based on respondents' answers, the motivation variable has a significant positive impact on employee performance. The regression coefficient for the motivation variable is **0.189**, showing that work motivation positively influences performance.

The research results indicate that the motivation of hospital employees at **RSUD DR. R.M. Djoelham** has a positive effect on their performance improvement.

Effect of Work Discipline on Performance

Work discipline refers to employees' behavior and attitude in adhering to rules and achieving targets. Disciplined employees tend to be more responsible in providing patient services. Based on respondents' answers, the work discipline variable has a significant positive effect on performance. The regression coefficient for the work discipline variable is **0.653**, demonstrating that work discipline has a positive impact on performance.

This study shows that the discipline of hospital employees at **RSUD DR. R.M. Djoelham** positively affects their performance improvement.

Effect of Work Environment, Motivation, and Discipline on Performance

Simultaneously, **Work Environment, Work Motivation, and Work Discipline** influence employee performance. The regression coefficient for these variables is **0.478**, indicating that the combined effect of work environment, motivation, and discipline positively influences performance.

Effect of Work Environment on Job Satisfaction as an Intervening Variable

In this study, job satisfaction serves as an intervening variable linking the work environment and employee performance. This means that the work environment not only directly affects performance but also influences job satisfaction, which ultimately impacts employee performance. The regression coefficient for the job satisfaction variable is **0.225**, indicating that job satisfaction has a positive effect on the work environment.

Effect of Motivation on Job Satisfaction as an Intervening Variable

In this study, job satisfaction acts as an intervening variable bridging the relationship between work motivation and employee performance. This means that work motivation not only directly influences performance but also enhances job satisfaction, which ultimately leads to improved employee performance.

Effect of Work Discipline on Job Satisfaction as an Intervening Variable

This study found that work discipline positively affects job satisfaction. The regression coefficient for work discipline is **0.396**, indicating that work discipline has a positive effect on job satisfaction. Since work discipline significantly impacts job satisfaction, the hospital should reward disciplined employees to strengthen their engagement. If job satisfaction is proven to be a significant mediator, the hospital must focus on job satisfaction as a strategy to improve employee performance indirectly.

Effect of Work Environment, Motivation, and Discipline on Job Satisfaction as an Intervening Variable

In this study, job satisfaction acts as an intervening variable, meaning that Work Environment, Work Motivation, and Work Discipline can directly affect employee performance.

The **Regression Coefficient Analysis for Sub-Model I** illustrates the relationship between the independent variables **Work Environment, Work Motivation, and Work Discipline** and the dependent variable **Performance**. The regression coefficients for this model are as follows:

1. **Constant (Intercept):** The constant value is **5.929**, meaning that if all independent variables (Work Environment, Work Motivation, and Work Discipline) are zero, the estimated Performance value would be **5.929**.
2. **Work Environment:** The coefficient of **0.602** indicates that for every one-unit increase in Work Environment, Performance increases by **0.602**, assuming other variables remain constant. The standard error for this coefficient is **0.156**, indicating the precision of this estimate.
3. **Work Motivation:** The coefficient of **0.175** shows that for every one-unit increase in Work Motivation, Performance increases by **0.175**, assuming other variables remain constant. The standard error for this coefficient is **0.148**.
4. **Work Discipline:** The coefficient of **0.679** suggests that for every one-unit increase in Work Discipline, Performance increases by **0.679**, assuming other variables remain constant. The standard error for this coefficient is **0.126**, indicating a fairly accurate estimate.

Overall, the analysis results show that the three independent variables (**Work Environment, Work Motivation, and Work Discipline**) have a positive effect on **Performance**, with **Work Discipline** having the most substantial impact. This indicates that these factors significantly contribute to enhancing employee performance.

CONCLUSION

Overall, **Work Environment and Work Discipline** positively impact **Job Satisfaction**, with **Work Discipline** having the most significant influence. However, **Work Motivation** has a negative impact on **Job Satisfaction**, which may suggest that certain motivational factors do not align with increasing job satisfaction. Further research may be needed to explore the underlying reasons for this negative relationship.

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