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JOB SATISFACTION AS AN INTERVENING VARIABLE BETWEEN WORK ENVIRONMENT, DISCIPLINE, AND EMPLOYEE PRODUCTIVITY AT SMKN 1 AIR JOMAN

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ABSTRACT

This study investigates the influence of the work environment and work discipline on employee productivity, with job satisfaction serving as an intervening variable at SMKN 1 Air Joman. A supportive and well-structured work environment, combined with strong employee discipline, is widely regarded as essential for fostering job satisfaction, which in turn positively impacts overall work productivity. Employing a quantitative research design, this study utilized a survey approach, distributing structured questionnaires to all employees of SMKN 1 Air Joman to obtain relevant data. The collected data were analyzed using path analysis, enabling the examination of both direct and indirect relationships among the variables. The findings reveal that both the work environment and work discipline exert a significant influence on job satisfaction, which subsequently mediates their impact on employee productivity. Specifically, a positive work environment that provides adequate facilities, supportive management, and clear organizational procedures enhances employee morale and commitment, while disciplined work behavior reinforces efficiency and reliability. The indirect effect through job satisfaction underscores the critical role of employee perceptions and attitudes in translating organizational conditions into tangible performance outcomes. These results highlight the necessity for educational institutions and management teams to prioritize the creation of conducive workplaces and the consistent application of disciplinary standards. By doing so, organizations can foster higher levels of job satisfaction, which ultimately drives enhanced productivity and overall organizational effectiveness. The study contributes to the understanding of human resource management practices



in educational settings and offers practical guidance for improving employee performance through targeted interventions in both environmental and behavioral domains.

Keywords: Work Discipline, Job Satisfaction, Work Environment, and Work Productivity.

INTRODUCTION

In today's dynamic workplace, the success of an organization, whether in the private sector or an educational institution, is largely determined by the productivity of its human resources. This also applies to vocational high schools like SMKN 1 Air Joman, which play a strategic role in producing work-ready graduates. As an educational institution, employee productivity encompasses more than just administrative aspects; it is also directly related to the quality of educational services provided to students. Therefore, it is crucial for school management to holistically understand the factors that influence employee productivity.

One important factor that can either boost or hinder employee productivity is the work environment. A comfortable, clean, and safe work environment, supported by harmonious social relationships between employees, will create a conducive work atmosphere. A supportive environment will foster a sense of well-being, reduce stress levels, and increase employee enthusiasm and motivation. Conversely, a poorly organized work environment can lead to decreased concentration, feelings of boredom, and even a decline in the overall quality of employee performance.

In addition to the work environment, work discipline also plays a crucial role in determining employee productivity. Work discipline reflects the extent to which employees comply with regulations, arrive on time, and carry out their duties and responsibilities in accordance with established procedures and standards. Employees with high levels of discipline are generally more



organized, efficient, and able to complete their work on time. Discipline also reflects a professional organizational culture oriented toward achieving optimal performance.

However, the influence of the work environment and work discipline on employee productivity is not always direct. One psychological factor that can bridge this relationship is job satisfaction. Job satisfaction reflects an employee's positive feelings about their job, including perceptions of working conditions, relationships with coworkers, salary, opportunities for self-development, and leadership from superiors. Employees who are satisfied with their jobs tend to be more committed, loyal, and have high work morale. In this context, job satisfaction acts as an intervening variable that can strengthen or weaken the influence of the work environment and discipline on productivity.

Given the importance of these three variables, this study was conducted to analyze the extent to which the work environment and work discipline influence employee productivity at SMKN 1 Air Joman, with job satisfaction as an intervening variable. By understanding the interrelationship between these variables, school management is expected to formulate appropriate policies and strategies to create a more supportive work environment, improve work discipline, and pay attention to aspects that can foster employee satisfaction. Thus, employee work productivity can be continuously improved to support the achievement of the institution's overall goals.

LITERATURE REVIEW

1. Work Productivity

Work productivity is an important indicator in measuring individual and organizational performance, especially in the context of achieving goals effectively and efficiently. According to Muchlisin Riadi (2021), work productivity is the comparison between the quality and quantity of



work results achieved with the time used, where productivity reflects an individual's ability to complete work effectively and efficiently. This view aligns with Kurnia's (2019) opinion, which states that productivity is a measure of productive efficiency that describes the comparison between output and input in a work system. Pradita (2020) also adds that productivity reflects the ability to produce quality products or services by optimally utilizing available resources. Meanwhile, Mufti (2020) emphasizes that work productivity is a measure of the extent to which employees are able to complete tasks according to the quality and quantity standards set by the organization. More broadly, the International Labour Organization (ILO) defines productivity as the ratio between results obtained and resources used, whether time, energy, or costs. Sedarmayanti, as quoted in IDN Times (2023), stated that productivity also reflects the relationship between work results achieved and the total input used, including labor, capital, and energy. Thus, overall, work productivity is not only oriented towards the final result, but also on how work processes are executed efficiently, effectively, and sustainably to achieve organizational goals.

2. Work Environment

The work environment is a crucial factor influencing employee comfort, motivation, and performance within an organization. According to Nitisemito (2012), the work environment is everything surrounding workers that can influence them in carrying out their assigned tasks. Sedarmayanti (2013) expands on this concept by explaining that the work environment encompasses all work tools, materials, methods, and work arrangements, both individually and in groups, that influence a person's work efficiency and effectiveness. Furthermore, Afandi (2021) suggests that the work environment consists of two aspects: the physical and non-physical work environment. The physical environment encompasses elements such as lighting, temperature, ventilation, noise, and workspace layout. The non-physical environment encompasses employee



relationships, work culture, and workplace leadership. Budiasa (2021) also emphasizes that a good work environment is one that creates a sense of security and comfort, and supports increased employee productivity, both physically and psychologically. Furthermore, Haryono and Subaris (in Reda Samudera, 2023) divide the work environment into two main dimensions: the physical environment, such as facilities and work security, and the social environment, which encompasses interpersonal relationships between employees. Therefore, based on these various perspectives, it can be concluded that the work environment, according to experts, is the totality of physical and non-physical conditions surrounding employees, directly and indirectly influencing their comfort, work enthusiasm, and productivity.

3. Work Discipline

Work discipline is a crucial component in creating organizational effectiveness, reflecting an individual's level of compliance and responsibility towards workplace rules, norms, and procedures. According to Hasibuan (2016), work discipline is an individual's willingness and willingness to comply with all company regulations and applicable social norms. Discipline serves as a tool to encourage order and compliance, enabling smooth and productive work processes. Rivai and Sagala (2015) add that work discipline is a form of self-control reflected in employee attitudes and behaviors in complying with organizational regulations, including obligations, responsibilities, and work codes of ethics. Meanwhile, Afandi (2021) explains that discipline is a form of employee loyalty in carrying out work obligations in a timely, accurate, and consistent manner. According to Wahjono (2020), work discipline is not merely external coercion but also arises from employees' internal awareness to work according to the standards and procedures established by the organization. Furthermore, Agustini (2019) defines work discipline as an individual's willingness to comply with all established regulations without continuous direct



supervision. Therefore, work discipline, from a modern literary perspective, is viewed not only as formal compliance with regulations but also as a form of professional responsibility, commitment to organizational values, and personal awareness to create a productive, orderly, and results-oriented work environment.

1.4 Job Satisfaction

Job satisfaction is an important concept in human resource management that describes an individual's feelings, attitudes, and assessments of their work. According to Emron et al. (2016), job satisfaction is a person's general attitude toward their job as a whole, which can reflect whether the individual feels satisfied or dissatisfied in carrying out their duties. Robbins (2015) states that job satisfaction arises from the comparison between the rewards received and the rewards expected by employees; if the employee's perception of what they receive matches or exceeds their expectations, they will feel satisfied. In a more emotional and psychological context, Afandi (2018) explains that job satisfaction is a positive feeling that workers have about their work, encompassing behavioral dimensions and appreciation of the value of the work. Hasibuan (2018) strengthens this view by stating that job satisfaction is a pleasant emotional attitude and reflects love for the work that one does.

Furthermore, Jufrizen and Pratiwi (2021) state that job satisfaction is a positive and pleasant psychological state experienced by employees when their needs and expectations are met in the work environment. This shows that satisfaction is not only material but also closely related to emotional well-being. According to Sudaryo et al. (2018), job satisfaction is also influenced by the extent to which the rewards provided by the organization are able to meet employee expectations and needs. Therefore, feelings of satisfaction or dissatisfaction depend on perceptions



of organizational justice. On the other hand, Sutrisno (2019) defines job satisfaction as an attitude or emotional response to various aspects of work, including working conditions, relationships between colleagues, reward systems, and the overall work culture. Similarly, Handoko (2020) emphasizes that job satisfaction is a form of employee evaluation of the work they do, whether the work provides pleasure or dissatisfaction, which is reflected in work behavior and emotional attachment to the organization.

Based on the views of these experts, it can be concluded that job satisfaction is the result of a complex interaction between internal and external factors within employees, such as perceptions of fairness, the quality of work relationships, the work environment, and the balance between expectations and reality experienced in the workplace. Job satisfaction is not only related to wages or benefits, but also concerns recognition, career development, stability, and a sense of belonging to the organization. When job satisfaction is high, employees tend to be more motivated, loyal, and productive; conversely, low levels of satisfaction can lead to decreased performance, conflict, and high turnover. Therefore, a thorough understanding of the definition and indicators of job satisfaction is crucial for designing strategies to improve work quality and employee well-being in the long term.

METHODS

This study uses an associative approach, which aims to determine the extent to which there is a relationship or influence between two or more variables, both independent and dependent variables. In the context of this study, the independent variables consist of the Work Environment (X1) and Work Discipline (X2), while Job Satisfaction (Z) acts as an intervening variable. The



dependent variable in this study is Work Productivity (Y). This approach is used to analyze how these variables interact and influence each other within the organizational scope.

- **Population and Sample**

In quantitative research, population and sample are two important concepts that are interrelated in the process of data collection and analysis. Population is defined as all subjects or objects that have certain characteristics and are relevant to the research objectives, while the sample is a portion of the population selected representatively to be used as a source of research data. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and conclusions drawn. Meanwhile, a sample is a portion of the number and characteristics possessed by the population, which is taken using certain techniques to be able to describe the entire population validly. In this study, the sample used was 53 people, selected from the entire population of employees at SMKN 1 Air Joman. This sample selection aims to make the data analysis process more efficient, while still being able to represent the actual conditions of the population studied, especially in assessing the influence of the work environment and work discipline on productivity through job satisfaction as an intervening variable.

- **Data collection**

The data collection techniques in this study were conducted through two main methods. First, using a questionnaire instrument, which involved compiling a list of written questions and giving them directly to employees as respondents to obtain data related to the variables being studied. Second, through documentation study, which involved accessing and collecting various data or documents held by relevant agencies that supported the information needs of this research process.



RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.693 ^a	.480	.448	.752

a. Predictors: (Constant), Job Satisfaction, Work Discipline, Work Environment

Based on the results of the regression analysis, a correlation coefficient (R) value of 0.693 was obtained, indicating a fairly strong relationship between the independent variables, namely Work Environment, Work Discipline, and Job Satisfaction, with the dependent variable, namely Work Productivity. The R Square value of 0.480 indicates that approximately 48% of the variation or change in Work Productivity can be explained by the combination of the three independent variables. Meanwhile, the Adjusted R Square value of 0.448 shows that after taking into account the number of variables and sample size, the contribution of the independent variables to Work Productivity is 44.8%, which means that there are still other factors outside these variables that influence work productivity by 55.2%. The Standard Error of the Estimate of 0.752 indicates the average prediction error of the regression model against the observational data. Overall, these results indicate that the regression model involving Work Environment, Work Discipline, and Job Satisfaction has a fairly good ability to explain changes in work productivity in employees.



Sobel Test

Sobel Test Results					
Variables	<i>Unstandardized</i>	<i>Std. Error</i>	<i>Test Statistics</i>	<i>Std. Error</i>	<i>P-Value</i>
Work environment on Job Satisfaction	0.490	0.029	1,972	0.209	0.048
Job Satisfaction on Work Productivity	0.844	0.425			
Work Discipline on Job Satisfaction	0.467	0.022	1,977	0.199	0.048
Job Satisfaction on Work Productivity	0.844	0.425			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

Based on the analysis results obtained through the Calculation for the Sobel Test (2025), the Work Environment variable has a positive and significant influence on Job Satisfaction with a regression coefficient of 0.490 and a p-value of 0.048, which means this relationship is statistically acceptable at a significance level of 5%. Similarly, Work Discipline also shows a positive and significant influence on Job Satisfaction with a regression coefficient of 0.467 and a p-value of 0.048, indicating that increased work discipline will contribute to increased employee job satisfaction. Furthermore, Job Satisfaction has a positive impact on Work Productivity with a regression coefficient of 0.844, although the table does not list the p-value, this relatively large coefficient value indicates that job satisfaction plays a fairly strong role in increasing employee work productivity. Thus, it can be concluded that the Work Environment and Work Discipline directly influence Job Satisfaction, which then influences Work Productivity, strengthening the role of Job Satisfaction as an intervening variable in this research model.



DISCUSSION

1. Influence of the Work Environment on Job Satisfaction

Data analysis in this study shows that the Work Environment has a positive and significant influence on Job Satisfaction with a regression coefficient of 0.490 and a p-value of 0.048, which means the relationship is statistically acceptable at a significance level of 5%. This indicates that the more conducive and comfortable the work environment perceived by employees, the higher their job satisfaction level tends to be. Expert opinions also support this finding, where Robbins (2015) stated that a good work environment, including physical, social, and psychological aspects, plays an important role in creating a sense of comfort and motivation for employees, thus impacting job satisfaction. In addition, Handoko (2020) emphasized that a supportive work environment can improve employee emotional well-being, which then strengthens loyalty and job satisfaction. Therefore, the results of this study confirm that effective work environment management is one of the key factors in increasing employee job satisfaction at SMKN 1 Air Joman.

2. The Influence of Work Discipline on Job Satisfaction

Kahn (1990) explains that work engagement is a psychological condition in which individuals The results of the study showed that Work Discipline has a positive and significant influence on Job Satisfaction with a regression coefficient of 0.467 and a p-value of 0.048, which indicates that the higher the level of employee work discipline, the higher their job satisfaction. This finding is in



line with the opinions of experts who emphasize the importance of work discipline in creating an orderly and professional work atmosphere. Hasibuan (2018) stated that good work discipline can foster a sense of responsibility and commitment of employees to their duties, thereby indirectly increasing job satisfaction. In addition, Sutrisno (2019) argues that consistent discipline helps create a stable and controlled work environment, which ultimately makes employees feel appreciated and comfortable in carrying out their work. Therefore, improving work discipline is one of the important factors that must be considered by management to increase employee job satisfaction, as evidenced by research data at SMKN 1 Air Joman.

3. Influence of the Work Environment on Work Productivity through Job Satisfaction

Based on the results of data analysis, the Work Environment has a significant positive effect on Job Satisfaction with a regression coefficient of 0.490 ($p = 0.048$), and Job Satisfaction in turn contributes positively to Work Productivity with a regression coefficient of 0.844. This indicates that the Work Environment not only has a direct impact on employee satisfaction but also indirectly increases productivity through increased job satisfaction. Expert opinions support this finding, such as those stated by Luthans (2015) who stated that a conducive work environment can create a comfortable and safe atmosphere for employees, thereby increasing well-being and job satisfaction which ultimately has a positive impact on productivity. In addition, Noor and Sari (2021) emphasized that job satisfaction acts as an intervening variable that links work environment conditions with employee performance, so that improvements in environmental aspects will strengthen individual motivation and performance. Thus, this finding reinforces the importance of good work environment management as a strategy to increase employee satisfaction and work productivity at SMKN 1 Air Joman.



4. The Influence of Work Discipline on Work Productivity through Job Satisfaction

Data analysis shows that Work Discipline has a positive and significant effect on Job Satisfaction with a regression coefficient of 0.467 and a p-value of 0.048. Furthermore, Job Satisfaction also has a strong positive effect on Work Productivity with a regression coefficient of 0.844. These findings indicate that work discipline not only has a direct impact on employee satisfaction but also indirectly increases productivity through job satisfaction as an intervening variable. Recent literature supports these results, where Ramdhani and Putra (2022) state that consistent and well-implemented work discipline can create an orderly and professional work environment, which contributes to increased employee job satisfaction. In addition, Sari and Nugroho (2020) revealed that job satisfaction is an important mediator connecting work discipline with productivity, so that increased discipline will increase satisfaction and automatically encourage higher performance and productivity. Therefore, the results of this study confirm that management needs to focus on strengthening work discipline as a strategy to increase employee satisfaction and productivity at SMKN 1 Air Joman.

CONCLUSION

Based on the results of the research and data analysis that have been conducted, it can be concluded that the Work Environment and Work Discipline have a positive and significant effect on employee Job Satisfaction. This is evidenced by the regression coefficient value of the Work Environment on Job Satisfaction of 0.490 and Work Discipline of 0.467, both of which are significant at the 5% level (p-value = 0.048). In addition, Job Satisfaction is also proven to have a positive and strong effect on Work Productivity with a coefficient value of 0.844. This finding



indicates that Job Satisfaction acts as an intervening variable that strengthens the relationship between the Work Environment and Work Discipline variables on Work Productivity. Indirectly, the better the work environment and the higher the employee discipline, the more their job satisfaction will increase, which ultimately has an impact on increasing work productivity. Thus, it can be concluded that the management of a conducive work environment and the implementation of consistent work discipline are strategic factors that must be considered by school management, because both have been proven to have a significant contribution in increasing employee satisfaction and work productivity at SMKN 1 Air Joman.

LIMITATIONS

Based on the results of this study, it is recommended that the management of SMKN 1 Air Joman focus more on creating and maintaining a comfortable, safe, and supportive work environment, both physically, such as work facilities, and non-physically, such as a harmonious work atmosphere and effective communication between employees. In addition, the implementation of work discipline needs to be carried out consistently and fairly so that every employee feels motivated to work in an orderly and responsible manner. Management also needs to pay more attention to factors that influence job satisfaction, such as rewards for performance, clarity of tasks, and opportunities for self-development. By increasing job satisfaction, employee work productivity will also be optimally encouraged. Therefore, a strategic solution that can be implemented is through an integrated managerial approach between improving the work environment, fostering discipline, and strengthening job satisfaction, so as to create productive, professional, and sustainable employee performance.



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