

The Effect of Discipline and Working Environment on Employee Performance with Job Satisfaction as Intervening Variable: The Case of PT Gapura Medika Vetisia

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Abstract

This study aims to determine 1) the Effect of Work Discipline on Job Satisfaction at PT Gapura Medika Vetisia. 2) The Effect of the Work Environment on Job Satisfaction at PT Gapura Medika Vetisia. 3) The Effect of Work Discipline on Employee Performance at PT Gapura Medika Vetisia. 4) The Effect of the Work Environment on Employee Performance at PT Gapura Medika Vetisia. 5) The Effect of Job Satisfaction on Employee Performance at PT Gapura Medika Vetisia. This research is associative. The population of this study comprised all 132 employees, and the sample size was 120. The sampling technique used was cluster sampling. The data used in this study were primary data collected using a questionnaire. The data analysis technique used was Structural Equation Modeling (SEM) with the LISREL program. The results of this study indicate that: 1) there is an effect of work discipline on job satisfaction. 2) There is a significant effect of the work environment on job satisfaction. 3) There is a significant effect of work discipline on performance. 4) There is a significant effect of the work environment on performance. 5) There is a significant effect of job satisfaction on performance. Job satisfaction strengthens the influence of work discipline and work environment on employee performance at PT Gapura Medika Vetisia.

Keywords: Work Discipline, Working Environment, Job Satisfaction, Employee Performance.

1. Introduction

Human resources (HR) is the most crucial dimension of any organization. HR is no longer viewed merely as a supporting asset, but rather as strategic capital with competitive value and key to achieving organizational goals. Technological developments, globalization, and the increasingly complex dynamics of the business environment require every organization to have a competent, committed, and adaptable workforce. An organization's excellence is no longer solely determined by its capital, natural resources, or technology, but rather by its HR's ability to manage, utilize, and develop all this potential optimally. Therefore, organizations are required to manage HR effectively through management functions such as planning, organizing, directing, and controlling.

Furthermore, HR is a key factor in determining service quality, productivity, and overall organizational performance. Employees with strong work discipline, a conducive work environment, and high job satisfaction will perform optimally in carrying out their duties and responsibilities. Conversely, if HR management is neglected, organizational performance will decline and can even hinder the achievement of strategic goals. Thus, the success of an organization is largely determined by the extent to which human resource management is carried out professionally, planned, and sustainable. Human resources are not merely policy implementers but also drivers of change, helping the organization face competitive challenges and realize its vision and mission.

One important area of human resource research is performance. Performance reflects an individual or group's success in carrying out the tasks and responsibilities assigned by the organization. According to [Mangkunegara \(2020\)](#), performance is the quality and quantity of work an individual achieves in carrying out their assigned responsibilities. Performance is not only measured by the final result of the work, but also by the work process, discipline, and individual responsibility to the organization. Furthermore, according to [Rivai \(2020\)](#), performance is the concrete behavior displayed by each individual as a result of work achievements consistent with their role within the organization. This means that performance is a direct reflection of the effectiveness of human resource management. Organizations with a sound human resource management system can foster employee morale, commitment, and loyalty, thereby increasing organizational productivity and competitiveness.

According to [Mangkunegara \(2020\)](#), factors influencing performance can be divided into two broad categories: internal factors, including employee abilities, skills, knowledge, motivation, job satisfaction, work discipline, and personality. External factors include the work environment, leadership, reward systems, compensation, and organizational culture. Meanwhile, according to [Gibson, Ivancevich, and Donnelly \(2021\)](#), factors influencing performance consist of three main dimensions: individual ability, effort, and organizational support. These three dimensions interact and determine a person's performance in the work environment. One factor influencing performance is job satisfaction. Job satisfaction is a psychological factor that can influence employee performance. According to [Robbins and Judge \(2021\)](#), job satisfaction is a positive feeling toward work resulting from an evaluation of the job's characteristics. Job satisfaction reflects an individual's liking or disliking of their job and is an important indicator of an employee's psychological well-being and commitment to work. Employees who are satisfied with their jobs tend to exhibit a positive attitude, are committed, loyal, and motivated to deliver their best work. Conversely, dissatisfied employees will exhibit decreased morale, increased absenteeism, and even the potential for turnover. This aligns with [Hasibuan \(2020\)](#) opinion, which states that job satisfaction is a person's emotional attitude toward their work, reflected in feelings of pleasure or displeasure in carrying out their work.

Job satisfaction serves as a mediating factor between human resource management and employee performance. Employees who are satisfied with their work, environment, and treatment by the organization will perform more optimally and contribute positively to achieving organizational or company goals. Work discipline also influences performance. Work discipline is a crucial element in human resource management because it directly impacts the work effectiveness and reliability of both individuals and organizations. According to [Rivai \(2020\)](#), work discipline is a tool managers use to communicate with employees, encouraging them to change their behavior and increase their awareness and willingness to comply with all

company regulations and applicable social norms. Work discipline encompasses not only compliance with regulations but also reflects an employee's responsibility, ethics, and commitment to the organization.

Work discipline also affects job satisfaction, as good discipline indicates an employee's commitment, loyalty, and professionalism. As explained by [Siagian \(2022\)](#), work discipline is a form of training that aims to improve and shape employees' knowledge, attitudes, and behaviors, enabling them to work more productively in accordance with established standards. Therefore, organizations that enforce work discipline fairly and consistently will have more effective human resources who are committed and loyal to achieving company goals. The correlation between work discipline and performance has been widely demonstrated in various studies. According to [Mangkunegara \(2020\)](#), the higher an employee's work discipline, the higher their performance, as discipline fosters responsibility, order, and commitment to work. Disciplined employees tend to complete tasks on time, comply with management's instructions, and maintain work quality.

In addition to influencing performance, work discipline is also closely linked to job satisfaction. According to [Handoko \(2020\)](#), highly disciplined employees typically feel satisfied because they maintain a balance between rights and obligations. When a company implements a clear, transparent, and fair disciplinary system, employees feel valued and experience a sense of security and fairness in their work, ultimately increasing job satisfaction. In addition to job satisfaction and discipline, the work environment also influences performance. The work environment encompasses everything surrounding the employee that can directly or indirectly influence their work performance. According to [Sedarmayanti \(2020\)](#), the work environment comprises all tools, materials, conditions, and work methods that can influence job satisfaction and productivity. A conducive work environment will create a comfortable atmosphere and encourage employee job satisfaction.

In essence, the work environment consists of two types: the physical and the non-physical. The physical work environment includes air conditioning, lighting, temperature, ventilation, cleanliness, and noise levels. In contrast, the non-physical work environment encompasses interpersonal relationships within the organization, such as those between fellow employees and between subordinates and superiors. According to [Nitisemito \(2020\)](#), fresh air, adequate lighting, and a comfortable temperature will positively impact employee morale and concentration. According to [Sutrisno \(2021\)](#), a harmonious working relationship between leaders and employees can foster mutual respect and enhance teamwork, ultimately improving satisfaction and performance.

A good work environment not only promotes physical comfort but also provides psychological support for employees. When employees feel valued, have good working relationships with colleagues, and work in a safe, comfortable environment, their performance will increase. Various studies have proved the relationship between the work environment and performance. Quoting [Sedarmayanti \(2020\)](#), a conducive work environment encourages employees to work more effectively and efficiently, thereby positively impacting performance. Employees who work in a comfortable, harmonious atmosphere will be highly motivated to deliver optimal results. In addition to influencing performance, the work environment is also correlated with job satisfaction. According to [Luthans et al. \(2021\)](#), a good work environment increases satisfaction because employees feel safe and valued and have a sense of community in the workplace. However, an unsupportive work environment, such as one that involves conflict,

tension, or uncomfortable physical conditions, can decrease job satisfaction and performance.

In striving to achieve their goals, every organization faces various internal and external challenges and obstacles. This situation requires companies to manage their resources effectively to maintain competitiveness and ensure operational sustainability. This also applies to PT Gapura Medika Vetisia, where researchers observed several phenomena that could impact the company's performance. To provide adequate context, researchers will begin by presenting a brief profile of PT Gapura Medika Vetisia before analyzing these phenomena. PT Gapura Medika Vetisia is a company engaged in professional animal health services, primarily focusing on referral animal clinics and veterinary diagnostic laboratories located in Palembang City, South Sumatra Province. This company is committed to providing comprehensive animal health services, including clinical examinations, medical procedures, intensive care, and laboratory-based diagnostic services. With these facilities, PT Gapura Meidika Veitisia serves not only as a general clinic for pets but also as a veterinary referral center for various animal medical practices in Sumatra and the surrounding areas. As a healthcare service company, the quality of human resources (HR) is a crucial factor in ensuring service quality. The performance of all staff directly affects customer satisfaction and the company's reputation in the public eye. Therefore, effective human resource management is a key factor in maintaining competitive advantage and sustaining a company's operational efficiency.

As public awareness of the importance of pet health increases, demand for clinical and laboratory services continues to grow year after year. This situation presents new challenges for company management, particularly in terms of workload allocation, scheduling, and monitoring the quality of medical services. In the process of rationalization, various factors emerge that can influence, and even reduce, employee and company performance. These factors relate to employee performance, job satisfaction, work discipline, and the work environment, and can pose challenges for companies if not managed properly. Based on the program achievements and work targets of PT Gapura Meidika Veitisia in 2024, it is clear that not all service program targets were optimally achieved. Of the total 25 performance indicators, 11 (44%) have not yet reached their targets, particularly in consultation services, patient control, and laboratory examinations. This condition indicates a performance gap, indicating that quantity and performance have not yet been fully achieved. Some indicators that have not been achieved include: Animal health consultation services only reached 75% of the target of 85%, chronic and acute disease control services only reached 69% of the target of 80%, outpatient and inpatient services also did not meet the target, laboratory diagnostic and microbiologic examinations also showed realization below 65%, biosecurity training services only reached 69% of the target of 80%. Meanwhile, several other services, such as rabies vaccination, minor and major surgery, and internal medical examinations, exceeded the target. This indicates a performance phenomenon, a work quality imbalance that requires improvement and rebalancing. Overall, this finding indicates that although most strategic programs have been successfully implemented, productivity and consistency gaps remain between departments. Consultation and control services, which are at the forefront of client interaction, have experienced a decline in performance, which could indicate declining employee performance. The rational performance of PT Gapura Meidika Veitisia shows stagnation and a serious decline in effectiveness in the core medical service unit during the 2022 to 2024 period. In aggregate, the Animal Doctor Team experienced a drastic decline, from reaching the target of 79% in 2022 to a drop of 73% in 2024, while the Veiteirineir Paramedic Team concurrently failed to achieve the aggregate target (average realization below 77%). This decline is reinforced by the

weakness of crucial quality indicators, such as the levels of cleanliness and sterility among paramedics, which stagnated below target, as well as the Health Department's score for the completeness of medical staff's disclosure. The failure of Public Services to achieve the target customer satisfaction (CSAT) also indicates that, despite improvement efforts, the results (service quality and satisfaction) remain suboptimal. This condition indicates that structural and cross-functional problems threaten the effectiveness of work output (performance).

The results of the coordination survey showed a sharp decline in communication, coordination, and coordination effectiveness, particularly among Animal Doctors, Paramedics, and Laboratory Technicians in 2024. For example, the effectiveness of coordination between Animal Doctors and Paramedics dropped from 4.0 to 3.6. This worsening of communication between core clinical teams directly impacted internal KPIs, including the improvement in the compliance score for reporting lab results (which requires Lab-Doctor coordination) and the completeness of medical records (which requires Paramedic support). Data from the Exit Interview at PT Gapura Meidika Veitisia also showed a shift in job dissatisfaction stemming from environmental issues to structural issues within the company over three years. In 2022, dissatisfaction was driven by environmental factors and work pressure; 45.83% cited these as the main reasons for adaptation difficulties and high learning demands. This indicates that in the early stages of growth, employees felt burdened by a demanding work culture and a less supportive environment (e.g., an unsupportive work environment). Although Competence had not yet become the primary driver of resignation, dissatisfaction with internal policies had already become a significant issue (16.67%), indicating a weakness in the management system. This situation suggests a feminization of the work environment. Indicators of problems in employee/supervisor relations and workplace comfort include employee adaptation issues, internal policies, and the workplace climate, all of which require continuous improvement.

Data indicating feminization of job dissatisfaction. This situation worsened and became structurally significant in 2024. The main reasons for resignation were dominated by more competitive competition (22.7%) and dissatisfaction with internal policies (18.18%), which, combined with the lack of career paths (9.09%), indicated the company's failure to provide rewards (competition and career) commensurate with high job demands. The sharp increase in competition issues from only 8.33% in 2022 to 22.7% in 2024, despite the growth in the number of employees, suggests that the company's reward system is not growing as fast as the growth in responsibilities and workload. Therefore, this data provides a strong basis for suggesting that job dissatisfaction has evolved from adaptation issues to systemic ones (salary and career), posing a major threat to a company's human resources retention and stability. This suggests a phenomenon in job satisfaction, indicating dissatisfaction with competition (wages), promotional opportunities, and communication/transparency. This requires careful attention and transparent improvement.

According to [Heiwisoin \(2020\)](#), jobs in the animal sciences field carry high emotional pressure, especially when facing critical cases or emergencies. If not managed well, this pressure can cause chronic stress, emotional exhaustion, and ultimately reduce employee satisfaction and work performance. The data also shows a lack of work discipline at PT Gapura Meidika Veitisia, particularly in terms of punctuality, responsibility, and compliance with regulations. There are contradictions and a shift in the focus of problems from minor violations to serious violations during the period 2022 to 2024. Although employee absenteeism discipline appears to have improved significantly (lateness decreased from 19% in 2022 to 9.80% in 2024), this positive trend is not reflected in the level of compliance with work rules and regulations. In fact, the

total number of disciplinary violations has increased annually (from 29 in 2022 to 47 in 2024), accompanied by a surge in verbal warnings and first warnings. This contradiction indicates that while employees are increasingly complying with office hours (an easily measurable aspect of discipline), there are deeper issues related to compliance with SOIP, work ethics, and company policies, highlighted by the imposition of formal sanctions. The most concerning aspect is the escalation of this type of violation toward disciplinary sanctions. Although the number of verbal warnings fluctuated, cases of warning letters (SP1 and SP2) and termination of employment (PHK) showed a clear upward trend from 2022 to 2024 (PHK cases increased from 2 to 3 cases, and SP1 cases increased from 6 to 11 cases). This increase in serious violations, amidst claims for improved absenteeism, suggests a failure of disciplinary management to address behavioral issues before they reach a stage that seriously harms the company. In other words, timely improvements in discipline (absenteeism) do not guarantee improved work discipline (compliance with regulations), which ultimately leads to increased incidents of absenteeism.

Furthermore, upon closer examination of the EIXIT interview data and the results of the survey assessing inter-division collaboration within the operational team, the work environment at PT Gapura Meidika Veitisia is a trigger for dissatisfaction and declining performance. The EIXIT interview data indicate that this problem has long been ingrained. In 2022, Difficulty Adapting to the Work Environment was the leading reason for resignation (25%), further fueled by complaints about an uncondusive (hot) work environment. Although competition issues dominated in 2024, Difficulty Adapting and Dissatisfaction with Internal Policies remained key issues, suggesting that pressures from the physical environment, high demands, and internal work systems create an unsupportive work environment. When the internal work environment is unhealthy, employees choose to leave, which is evidenced by a sharp increase in structural problems (competition and career) in 2024, following the failure to adapt in previous years. The problem of this poor work environment also has a direct impact on organizational performance. The significant decline in Inter-Division Coordination scores in 2024, especially between the Animal Doctors and Paramedics and Lab Technicians, is a manifestation of a disharmonious psychological work environment, where internal conflicts and conflicts (or poor teamwork) hinder coordination. This failure of communication and coordination (poor psychological environment) is then seen in the decline in KPI Realization (for example, the lack of completeness of the Medical Reikim and the sterility of the Paramedics), and triggers an increase in violations of organizational discipline. Thus, these data collectively demonstrate that the work environment (both physical and psychological) has a significant impact; it not only decreases satisfaction (triggers resignation) but also directly undermines the effectiveness and quality of the operational team's performance.

Based on the data presented, the primary problem at PT Gapura Meidika Veitisia is a cycle of human resource issues that triggers a decline in operational performance. Core medical service performance shows a stagnant to declining trend, further exacerbated by deteriorating collaboration between clinical divisions. The root of the problem stems from widespread job dissatisfaction, where structural issues (rewards and policies) and the work environment trigger high turnover and escalation of disciplinary violations. The contradiction between improving absenteeism, increasing disciplinary sanctions, and declining collaboration suggests that HR management has failed to keep pace with company growth, creating a major challenge that lies not in strengthening reward policies but in improving the psychological work environment to restore team stability and effectiveness.

2. Literature Review

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The Influence of Work Discipline on Job Satisfaction. Work discipline is an individual's willingness to comply with organizational regulations and applicable norms. High discipline demonstrates employee responsibility for their duties and reflects a positive work attitude toward the company. According to [Sutrisno \(2021\)](#), discipline is key to organizational success because it enables goals to be achieved effectively and efficiently. Employees with high levels of discipline tend to be more satisfied at work because they feel their work is directed, organized, and appreciated. A study of work discipline at PT Gapura Meidika Veitisia showed that although the employee tardiness rate decreased from 19% in 2022 to 9.8% in 2024, the number of disciplinary violations actually increased from 29 to 47 cases. This increase in reprimands and even layoffs indicates weak compliance with work regulations and responsibilities, potentially reducing employee job satisfaction. These results align with research by [Qomariah and Utamy \(2023\)](#), which found that work discipline has a positive and significant impact on job satisfaction. However, this contrasts with research by [Syafirin and Nofritar \(2024\)](#), which showed that work discipline did not affect job satisfaction. This difference in results reinforces the need for further research to examine the relationship between work discipline and job satisfaction within the context of PT Gapura Meidika Veitisia.

The Influence of the Work Environment on Job Satisfaction. The work environment encompasses both the physical and non-physical conditions in which employees work. A clean, safe, comfortable work environment that supports harmonious social relationships will create feelings of peace and satisfaction at work. According to [Sedarmayanti \(2020\)](#), a good work environment fosters enthusiasm, whereas a poor one can reduce motivation and job satisfaction. Citing research by [Pamungkas, Ediyanto and Minullah \(2025\)](#), it shows that the work environment has a positive and significant effect on job satisfaction, while research by [Nasrul, Veri, and Pratiwi \(2024\)](#) found that the work environment does not have a significant effect on job satisfaction. A similar survey at PT Gapura Meidika Veitisia also showed similar results, with an assessment finding that 25% of employees resigned due to difficulties adapting to the work environment and 16.67% due to dissatisfaction with internal policies. Furthermore, scores for communication and coordination between divisions declined, indicating that the physical and non-physical conditions of the work environment still influence employee job satisfaction.

The Influence of Work Discipline on Employee Performance. Employee performance is the work results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. Work discipline is crucial to shaping performance because it reflects employees' awareness of working in accordance with applicable operational standards and regulations. According to [Busro \(2018\)](#), the higher the level of work discipline, the higher the employee's performance. A similar trend is also observed at PT Gapura Meidika Veitisia, where tardiness and absenteeism violations persist among several employees, along with inconsistencies in the implementation of work procedures across divisions. These conditions indicate that suboptimal work discipline can impact individual and team performance.

The Influence of the Work Environment on Employee Performance. A positive work environment can increase employee engagement, productivity, and comfort. Research by [Pamungkas, Ediyanto and Minullah \(2025\)](#) shows that the work environment has a positive and significant impact on employee performance at Aseimbagus Situbondo Regional Hospital. Conversely, [Arbyan and Riyanto \(2023\)](#) found that the work environment had no direct impact on nurse performance at Fatmawati General Hospital, although it did influence job satisfaction. This difference in results indicates variations in the influence of the work environment across organizational contexts. A similar phenomenon also occurred at PT Gapura Meidika Veitisia,

where limited work space, noisy work areas, and suboptimal inter-divisional work relationships can reduce comfort and focus at work. This suggests that a less conducive work environment may reduce employee performance.

The Influence of Job Satisfaction on Employee Performance. Job satisfaction is an emotional state in which employees view their jobs. Satisfied employees are more motivated, have higher loyalty, and tend to perform better. According to [Hasibuan \(2020\)](#), employees with high levels of job satisfaction will have positive feelings about their jobs, thus impacting performance improvement. Quoting research by [Pamungkas, Ediyanto and Minullah \(2025\)](#), the study found that job satisfaction has a positive and significant impact on employee performance at Aseimbagus Situbondo Regional Hospital. These results confirm that higher job satisfaction is associated with better employee performance. Conversely, [Bagis \(2022\)](#) found that job satisfaction did not significantly affect employee performance at two public hospitals in Banyumas Regency, suggesting that this influence may vary depending on organizational conditions and job characteristics. A similar situation was also observed at PT Gapura Meidika Veitisia, where some employees felt dissatisfied with the workload distribution system and opportunities for self-balance. This condition led to a decline in work enthusiasm and productivity across several divisions. This indicates that suboptimal job satisfaction can affect overall employee performance, underscoring the importance of creating a more supportive work environment and providing fair rewards for employee contributions.

3. Research Method

The subjects of this study are employees of PT Gapura Meidika Veitisia who are involved in rational activities and clinical services. This company is located at Jalan Taman Sari 4 Noi. 45 RT. 02 RW. 01 Srijaya Village, Alang-Alang Lebar District, Palembang City, South Sumatra, Indonesia. The research design used in this study is associative, with quantitative ties, as it aims to examine the relationships and influences among two or more variables. This research aims to test the formulated hypothesis and analyze the influence of Work Discipline (X_1) and Work Environment (X_2) on Employee Performance (Y) through Job Satisfaction (Z) as an intervening variable at PT Gapura Meidika Veitisia in Palembang City, South Sumatra. The dependent variable is employee performance, measured by indicators of work quality, quantity, and cooperation. The independent variable is work discipline and work environment. The indicators of work discipline are punctuality, responsibility for work, and obedience to company rules. The indicators of the work environment are relationships between employees, relationships with superiors, and temperature. The intervening variable is job satisfaction, with indicators of wages, promotion opportunities, and communication. The population in this study comprised all 132 employees of PT Gapura Meidika Veitisia, and the sample comprised 120 of them. The sampling technique used was cluster sampling. The research instrument was a questionnaire, and data analysis was conducted using structural equation modeling.

4. Findings and Discussions

Confirmatory Factor Analysis. This analysis was conducted separately for each construct to test the measurement model's validity and reliability.

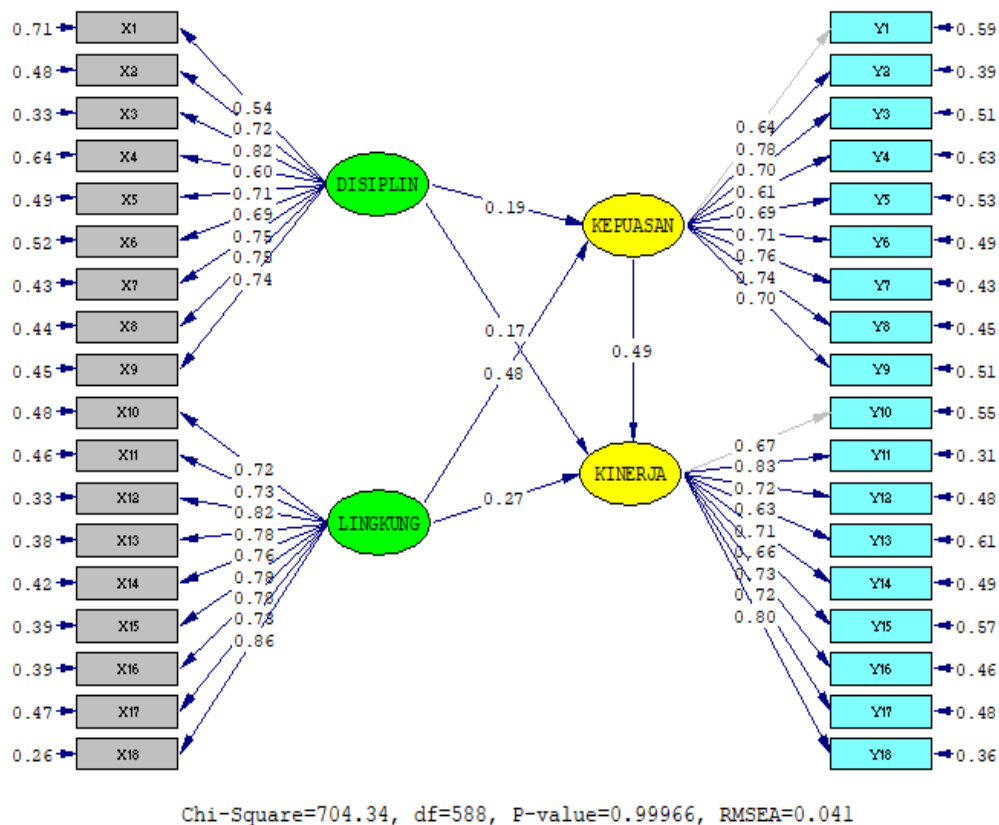


Figure 1. Confirmatory Factor Analysis

Note: Disiplin = Discipline; Lingkung = Environment; Kepuasan = Satisfaction; Kinerja = Performance

The results show that all variables in the loading factor exceed the error. This indicates that the CFA (Confirmatory Factor Analysis) test in the initial stage in the figure above has met the requirements for the next stage of testing.

Goodness of fit. Based on the results of the goodness of fit, a summary of the

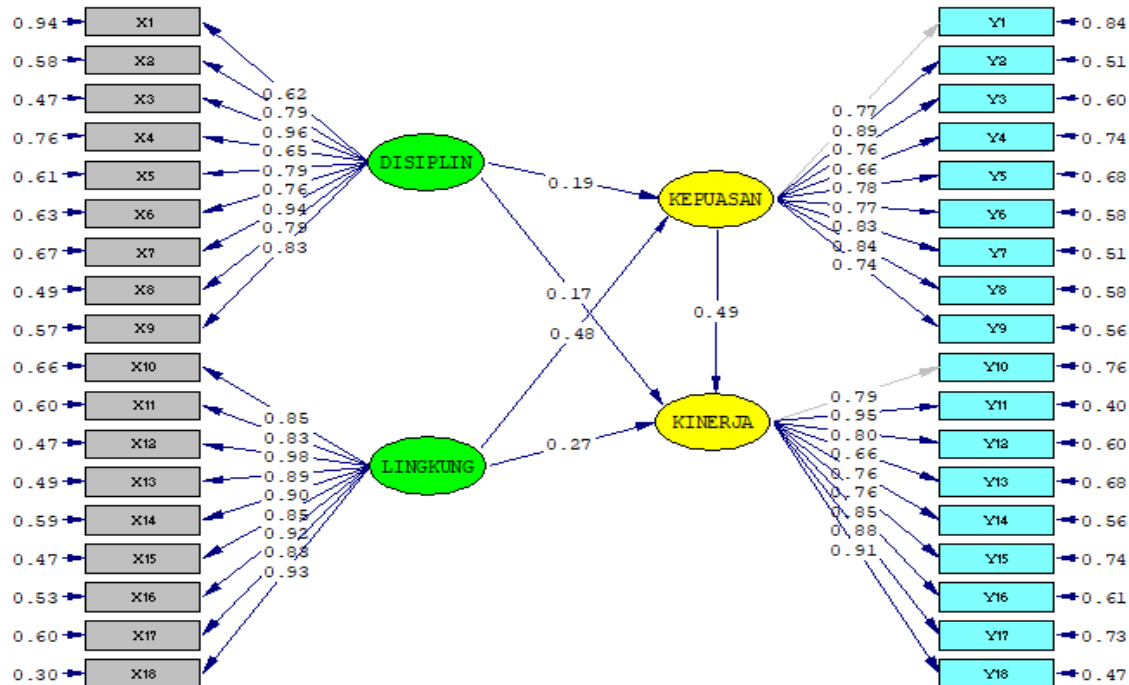
Table 1. Goodness of fit

Goodness of Fit	Cut of Value	Analysis	Model Evaluation
P-Value	$\geq 0,05$	0.999	Good Fit
RMSEA	$\leq 0,1$	0.041	Good Fit
GFI	$\geq 0,90$	0.75	Fit
NNFI	$\geq 0,90$	0.97	Good Fit
SRMR	$\leq 0,1$	0.07	Good Fit
IFI	$\geq 0,90$	0.97	Good Fit
CFI	$\geq 0,90$	0.97	Good Fit
RFI	$\geq 0,90$	0.90	Good Fit
NFI	$\geq 0,90$	0.90	Good Fit

It can be concluded that the model is good because the overall goodness of fit index criteria are included in the good fit category, so there is no need to modify the model.

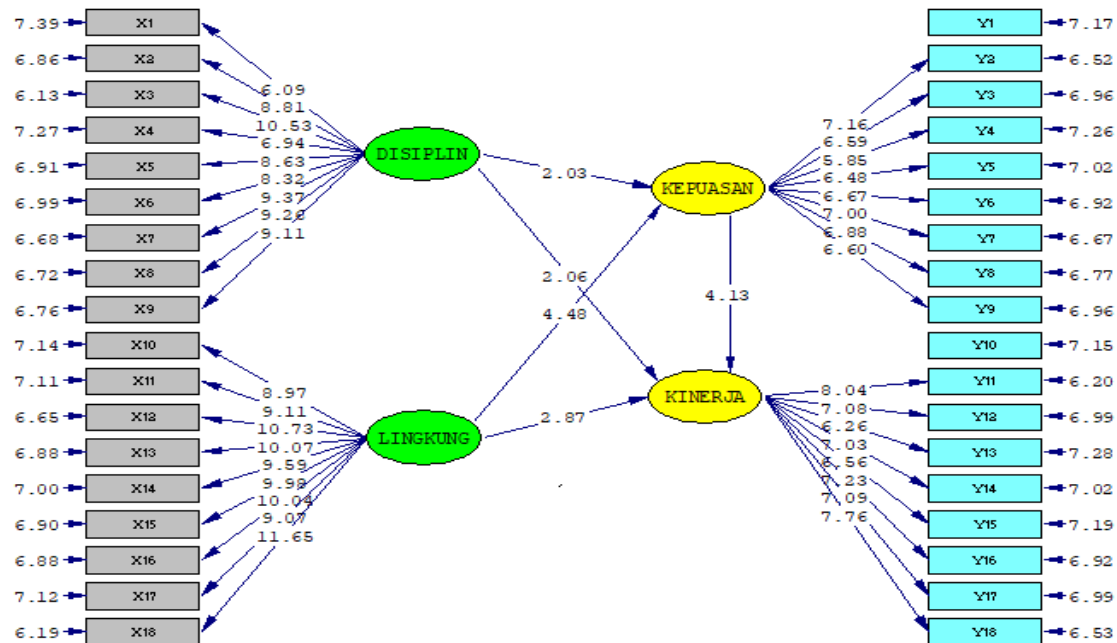
Below is the structural model.

Figure 2. Structural Equation Modeling



Chi-Square=704.34, df=588, P-value=0.99966, RMSEA=0.041

Below is the t-value.



Chi-Square=704.34, df=588, P-value=0.99966, RMSEA=0.041

Figure 3. T-value

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The Influence of Work Discipline on Job Satisfaction. The calculated T-value is 2.03, which is greater than 1.96, so H01 is rejected. This means that work discipline has a significant effect on job satisfaction. This result suggests that the quality of employee work discipline will influence their job satisfaction. Good work discipline is reflected in employee compliance with company regulations, responsibility, and punctuality. These conditions can create a more orderly and structured work environment, enabling employees to perform their duties effectively. This aligns with the theory put forward by [Sutrisno \(2021\)](#), which states that factors influencing job satisfaction include psychological factors, including work discipline. Work discipline is key to organizational success because it enables goals to be achieved effectively and efficiently. Employees with high levels of discipline are generally more satisfied with their work because they feel their work is directed, organized, and appreciated. This research aligns with that of [Qomariah and Utamy \(2023\)](#), which found that work discipline has a positive and significant effect on job satisfaction. However, this differs from research by [Syafirin and Nofritar \(2024\)](#), which showed that work discipline does not affect job satisfaction. The rationale for this research differs from that of [Syafirin and Nofritar \(2024\)](#), who proved that motivation has an insignificant effect. This is because it is based on several aspects, namely: differences in the indicators used in the research by [Syafirin and Nofritar \(2024\)](#), namely attendance level, work awareness, time use, obedience to superiors, and regulations. This research uses indicators of punctuality, responsibility, and obedience to company regulations. In addition, there is a difference in sample size between the research by [Syafirin and Nofritar \(2024\)](#), which used 65 respondents, and this research, which uses 120 respondents. The use of respondents in greater numbers generally provides better results.

The Influence of the Work Environment on Job Satisfaction. The calculated T-value is 4.48, which is greater than 1.96, so H02 is rejected. This means that the work environment has a significant influence on job satisfaction. This result shows that a good or bad work environment determines job satisfaction. A good work environment can be reflected in a comfortable workplace and harmonious working relationships between employees and management. The work environment is the environment in which employees work. A conducive work environment will make employees more comfortable in their work, thereby increasing morale. Furthermore, leadership support and strong working relationships among employees can create a positive work environment, ultimately increasing job satisfaction. The results of this study align with the theory of [Sutrisno \(2021\)](#), which states that factors influencing job satisfaction include physical factors, including the work environment. The work environment is the conditions surrounding employees. A conducive work environment will make employees more comfortable in their work, thereby increasing morale. This research is in line with the research conducted by [Pamungkas, Ediyanto and Minullah \(2025\)](#), which shows that the work environment has a positive and significant influence on job satisfaction, while the research by [Nasrul, Veri, and Pratiwi \(2024\)](#) found that the work environment does not have a significant influence on job satisfaction. The reason for this research differs from that of [Nasrul, Veri, and Pratiwi \(2024\)](#), who found that the environment has an insignificant influence. This is because it is based on several aspects, namely: the differences in indicators used in the research of [Nasrul, Veri, and Pratiwi \(2024\)](#), which use indicators of security, work conditions, and weather, while this research uses indicators of relationships between employees, relationships with superiors, and temperature. This means that previous research was more focused on the impact of the physical and external environment on performance. In contrast, this research focused on

the internal work environment and its influence on job satisfaction. In addition, the sample size in the research by [Nasrul, Veri, and Pratiwi \(2024\)](#) was 100, whereas this research used 120 samples. Using more samples generally produces better results.

The Influence of Work Discipline on Employee Performance. The calculated T-value is 2.06, which is greater than 1.96, so H03 is rejected. This means that work discipline significantly influences employee performance. This result indicates that an employee's work discipline influences their performance. Employees with strong work discipline are likely to complete their work within the stipulated timeframe, adhere to established procedures, and complete tasks responsibly. This condition will impact work performance improvement in accordance with established quality and quantity standards, as well as the ability to collaborate effectively. The results of this study align with the theory, as [Kasmir \(2016\)](#) stated that one factor influencing employee performance is work discipline. Discipline can also be defined as self-control that prevents the violation of existing rules and norms. Discipline is a crucial element in many activities, whether learning or work, because it serves as a self-monitoring system. Such work discipline is not perceived as externally imposed, but rather arises within the individual. This research aligns with that of [Qomariah and Utamy \(2023\)](#), which found that work discipline has a positive and significant impact on performance. However, this differs from research by [Syafirin and Nofritar \(2024\)](#), which showed that work discipline has no impact on performance. The rationale for this research differs from that of [Syafirin and Nofritar \(2024\)](#), who demonstrated that motivation has an insignificant effect. This is based on several aspects, namely: differences in the indicators used in the [Syafirin and Nofritar \(2024\)](#) study, including attendance, work awareness, time management, obedience to superiors, and compliance with regulations. This study, meanwhile, uses indicators of punctuality, responsibility, and compliance with company regulations. Furthermore, the samples differ: the [Syafirin and Nofritar \(2024\)](#) study used 65 indicators, while this study used 120. Using more indicators generally produces better results.

The Influence of the Work Environment on Employee Performance. The calculated T-value is 2.87, which is greater than 1.96, so H04 is rejected. This means that the work environment has a significant influence on employee performance. These results illustrate that a good or bad work environment will determine the quality of performance. A good work environment is characterized by comfort and harmonious working relationships between employees and management. A positive work environment is the environment in which employees work. A conducive work environment will make employees feel more comfortable in their work, thereby increasing morale. Furthermore, management support and strong employee working relationships can create a positive work atmosphere, ultimately improving employee performance. The results of this study align with [Kasmir \(2016\)](#) theory, which posits that the work environment is one factor influencing employee performance. A conducive work environment will encourage employees to work more effectively and efficiently, thereby positively influencing performance. Employees who work in a comfortable, harmonious atmosphere will be highly motivated to deliver optimal results. This study aligns with research conducted by [Pamungkas, Ediyanto and Minullah \(2025\)](#), which shows that the work environment has a positive and significant impact on employee performance. On the other hand, [Arbyan and Riyanto \(2023\)](#) found that the work environment does not directly affect performance. The reason for this study differs from [Arbyan and Riyanto \(2023\)](#) study, which found that the environment has no significant effect. This is because it is based on several aspects, namely: The indicators used in [Arbyan and Riyanto \(2023\)](#) study were humidity, noise,

and lighting. Meanwhile, this study used indicators of relationships with employees, relationships with leaders, and temperature. Differences in the indicators used and the focus on employees' statements will result in different answers, creating discrepancies between previous research and this research. In addition, there are differences in the samples: [Arbyan and Riyanto \(2023\)](#) used 70 samples, whereas this research used 120. Using more respondents generally yields better results.

The Influence of Job Satisfaction on Employee Performance. The calculated T-value is 4.13, which is greater than 1.96, so H05 is rejected. This means that job satisfaction significantly influences employee performance. This result suggests that job satisfaction, whether good or bad, will determine performance. Satisfied employees tend to have a higher work ethic, which in turn improves work quality, quantity, and collaboration. The results of this study are consistent with the theory, as [Kasmir \(2016\)](#) stated that job satisfaction is one factor influencing employee performance. Job satisfaction is a feeling of joy or happiness, or a feeling of liking someone before and after doing a job. If employees are happy or enjoy their work, their work results will be good. Likewise, if someone is unhappy or happy but does not like their work, it will also affect the employee's work results. So, job satisfaction can influence performance. This research aligns with that of [Pamungkas, Ediyanto and Minullah \(2025\)](#), which showed that job satisfaction has a positive and significant impact on employee performance at Aseimbagus Situbondo Regional Hospital. These results confirm that higher job satisfaction is associated with better employee performance. Conversely, [Bagis \(2022\)](#) found that job satisfaction did not significantly affect employee performance at two public hospitals in Banyumas Regency, suggesting that this influence may vary depending on organizational conditions and job characteristics. The reason for this study differs from that of [Bagis \(2022\)](#), who found that satisfaction had no significant effect. This is because it is based on several aspects, namely the indicators used in the study by [Bagis \(2022\)](#) salary, appreciation, and working conditions. In this study, indicators include wages, promotion, and transparent communication. In addition, there are differences in the samples: the study by [Bagis \(2022\)](#) used 202 samples, while this study used 120. At the large-sample level, in general, more data variants are identified. This can affect the research results, so that if the relationship between variables is weak, the effect becomes insignificant.

5. Conclusion

It can be concluded that work discipline and the working environment have a positive and significant influence on employee job satisfaction and performance at PT Gapura Meidika Veitisia. PT Gapura Meidika Veitisia should focus on work discipline, the work environment, and job satisfaction, as these three variables significantly influence performance and can be improved to enhance employee performance and achieve company goals. For PT Gapura Meidika Veitisia, it is better to focus on work discipline, especially punctuality, by conducting supervision and imposing sanctions on employees who are undisciplined. This will encourage employees to arrive early to work and prevent delays in completing tasks. Leaders also need to encourage employees to take greater responsibility for work results by providing direction and periodic work evaluations. PT Gapura Meidika Veitisia should pay attention to the work environment, especially relationships among employees, through effective communication, teamwork, and activities that strengthen them. Furthermore, leaders are expected to provide direction and support to employees when they face difficulties at work, so that employees feel more cared for and better supported in completing their tasks. The company also needs to maintain the workplace's physical environment, especially room temperature, to keep it stable

and comfortable, enabling employees to perform at their best and feel satisfied in their work. For PT Gapura Meidika Veitisia, it is better to focus on job satisfaction, especially regarding wages, so they align with the duties and responsibilities of the employee's work. In addition, the company can offer fair and open promotion opportunities based on employees' performance and competence. The company also needs to improve transparency, especially regarding changes to the organizational structure and internal policies, so that employees feel appreciated and have access to clear information, established procedures, and the means to complete tasks responsibly. This condition will impact work performance improvement in accordance with established quality and quantity standards, as well as the ability to collaborate effectively.

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