

**ANALYSIS OF THE INFLUENCE OF WORK DISCIPLINE, JOB TRAINING
AND WORK FACILITIES ON EMPLOYEE PERFORMANCE THROUGH JOB
SATISFACTION AS AN INTERVENING VARIABLE IN THE POPULATION AND
CIVIL REGISTRATION OFFICE
ASAHAN REGENCY**

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ABSTRACT

This study aims to analyze the influence of work discipline, job training, and work facilities on employee performance with job satisfaction as an intervening variable at the Asahan Regency Population and Civil Registration Office. The research problem focuses on the varying levels of employee performance which are allegedly influenced by discipline, quality of training, and the availability of supporting facilities. This study uses a quantitative approach with a survey method through the distribution of questionnaires to employees. The data was analyzed using the Structural Equation Modeling (SEM) model to see the direct and indirect relationships between variables. The results of the study show that work discipline, job training, and work facilities have a positive and significant effect on employee performance, both directly and through job satisfaction. In addition, job satisfaction has been proven to play a role as an intervening variable that strengthens the influence of these three variables on employee performance. These findings emphasize the importance of improving discipline, training quality, and improving work facilities to encourage optimal performance of employees in government agencies.

Introduction

Employee performance is one of the important factors in achieving the effectiveness and efficiency of public organizations. According to Hasibuan (2017), employee performance is influenced by various internal and external factors, including work discipline, job training, and work facilities. Work discipline is the main foundation in ensuring that employees carry out their duties according to applicable rules and procedures (Robbins & Judge, 2019). Disciplined employees tend to have high responsibilities so that

they can increase productivity and quality of public services. Job training also has a strategic role in improving employee competencies and skills. By participating in relevant training, employees can master new knowledge and techniques that support the implementation of daily tasks (Noe, 2020). In addition, adequate work facilities, such as equipment, facilities, and a comfortable work environment, also have a significant impact on employee motivation and performance (Dessler, 2020). Optimal work facilities allow employees to work more efficiently, reduce stress, and increase job satisfaction. Job satisfaction is an emotional and psychological condition that arises due to employees' perception of their work (Luthans, 2018). Job satisfaction functions as an intervening variable that can mediate the relationship between work discipline, job training, and work facilities on employee performance. Employees who are satisfied with their jobs tend to show higher performance because they feel valued and motivated to make their best contribution (Robbins & Judge, 2019).

This research focuses on the Population and Civil Registration Office of Asahan Regency as the object of research. This government institution has a strategic role in providing quality population administration services for the community. Therefore, improving employee performance through work discipline, training, and adequate work facilities, as well as paying attention to job satisfaction, is an important thing to research. This research is expected to make an empirical contribution to the development of human resource management in public agencies, especially in the context of population administration services. Employee performance is a key factor in the success of the organization, including government agencies tasked with providing public services. According to Hasibuan (2017), employee performance is influenced by competence, discipline, motivation, and working conditions. At the Asahan Regency Population and Civil Registration Office, improving the quality of population administration services is highly dependent on optimal employee performance. However, based on initial observations and pre-survey results, there are indications that some employees have not fully achieved the expected performance. Several factors are suspected to be the cause. First, employee work discipline still needs to be improved, for example in terms of attendance, compliance with procedures, and punctuality of task completion (Robbins & Judge, 2019). Second, the job training provided to employees is not fully optimal, so some employees are not able to master the latest skills or knowledge that support their duties (Noe, 2020). Third, the available work facilities, although some of them are adequate, still have some obstacles in their optimal utilization, such as limited work facilities or lack of supporting technology (Dessler, 2020). In addition to these factors, employee job satisfaction is also an important aspect that affects performance. Employees who feel satisfied tend to be motivated to work better, while dissatisfaction can reduce productivity and service quality (Luthans, 2018). The pre-survey shows that employee job satisfaction, especially related to awards and appreciation, is still relatively low compared to other dimensions, which has the potential to be an obstacle to achieving optimal performance.

The table describes the results of employee performance evaluation at the Asahan Regency Population and Civil Registration Office based on several assessment dimensions in accordance with the research variables, namely Work Discipline, Job Training, Work Facilities, Job Satisfaction, and Employee Performance. In the aspect of Work Discipline, it can be seen that the level of attendance, compliance with regulations, and work ethics has largely met the target, although there has been a slight decrease in the punctuality

aspect due to technical factors. Meanwhile, for Job Training, the realization has not fully reached the set targets due to budget limitations and uneven training schedules. In terms of Work Facilities, the availability and feasibility of work facilities are relatively good, but there are still obstacles such as internet networks and equipment that need improvement. Furthermore, Job Satisfaction shows that most employees are quite satisfied with the environment and working relationships, but compensation and career development opportunities need to be improved. Overall, Employee Performance shows good achievements, especially in terms of quantity and quality of work, although employee initiative and creativity still need to be improved through motivation and competency development programs. This table is the basis for analysis to determine the influence between variables in the study.

Problem Identification

Based on the background of the problems that have been described, several identification of existing problems can be taken, namely:

1. Work Discipline
Some employees have not been consistent in showing up on time
2. Job Training
The training is less relevant to the day-to-day work, or the material delivered is not enough to master the new skills needed
3. Work Facilities
There are still facilities that are not supportive, such as limited facilities or incomplete work equipment, so that employees cannot work optimally
4. Job Satisfaction (Intervening Variable)
Awards, appreciation, and working conditions are still relatively low, so they have not been able to encourage motivation and improve employee performance optimally.
5. Employee Performance
The overall performance of employees has not reached the optimal target, as can be seen from the uneven achievement of tasks and administrative services that have not fully satisfied the community.

Problem Formulation

Based on the background that has been described above, the formulation of the problem in this study is as follows:

1. Does Work Discipline Partially Have a Positive and Significant Effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency
2. Does Job Training Partially Have a Positive and Significant Effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency
3. Does Work Facilities Partially Have a Positive and Significant Effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency
4. Does Work Discipline partially have a positive and significant effect on Job Satisfaction at the Population and Civil Registration Office of Asahan Regency
5. Does Job Training partially have a positive and significant effect on Job Satisfaction at the Population and Civil Registration Office of Asahan Regency
6. Does Work Facilities Partially Have a Positive and Significant Effect on Job Satisfaction at the Population and Civil Registration Office of Asahan Regency

7. Does Work Discipline Partially Have a Positive and Significant Effect on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency
8. Does Job Training Partially Have a Positive and Significant Effect on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency
9. Does Work Facilities Partially Have a Positive and Significant Effect on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency
10. Does Job Satisfaction partially have a positive and significant effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency

Literature Review

1. Employee Performance

Definition of Employee Performance

Mangkunegara (2017) defines performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

Factors That Affect Employee Performance

According to Mangkunegara (2017), in his book "Corporate Human Resource Management", employee performance is influenced by several main factors, including:

1. Ability/Competence; Employees' abilities include intellectual and physical potential, as well as the skills they have. Employees who have high abilities tend to be able to complete tasks well. Ability consists of two main components: a. Intellectual abilities (knowledge, analysis, decision-making), b. Physical abilities and technical skills that match the demands of one's job or Competencies that reflect the knowledge, skills, and work attitudes required to achieve optimal performance.
2. Motivation Motivation is an internal driver that encourages individuals to act to achieve work goals. Performance will increase if employees have high work motivation.
3. Attitude and Behavior A positive attitude towards work, responsibility, and discipline will encourage the achievement of better performance.
4. Work Environment This factor includes the physical condition of the workplace, relationships between employees, and organizational culture. A supportive work environment will create comfort and increase productivity.
5. Leadership The style and effectiveness of leadership greatly affect the performance of subordinates. Leaders who are able to motivate, direct, and set an example will encourage optimal employee performance.
6. Compensation and Reward A fair and motivating reward system will make employees feel valued and increase morale.
7. Career Development Opportunity The availability of opportunities for training, promotion, and self-development is an important driver in increasing employee loyalty and performance.
8. Work discipline is a person's willingness and willingness to obey all applicable rules and social norms in the organization

Employee Performance Indicators

According to Mangkunegara (2017) there are 5 (five) employee performance indicators, namely;

- 1) Quality of work, 2) Quantity of work, 3) Reliability, 4) Work attitude, 5) Implementation, 6) Responsibility, 7) Cooperation, 8) Initiative.

2. Job Satisfaction

Definition of Job Satisfaction

According to Greenberg and Baron (2018), job satisfaction is an individual's positive attitude towards his or her work, which arises as a result of an evaluation of various aspects of his or her work.

Factors That Affect Job Satisfaction

According to Greenberg and Baron (2018) in their book "*Behavior in Organizations*", job satisfaction is influenced by a number of main interrelated factors. Here are the factors that affect job satisfaction according to them:

- 1) The *level* of challenge, meaning, variety, and autonomy in work greatly affects job satisfaction. Employees tend to be more satisfied if they feel that their work is interesting and meaningful.
- 2) *Pay and Rewards Fair* salaries, benefits, bonuses, and non-financial awards determine the level of satisfaction. Satisfaction increases when compensation matches contributions and expectations.
- 3) *Coworker and Supervisor Relations* Harmonious relationships with coworkers and bosses encourage feelings of comfort, value, and social support.
- 4) *Opportunities for Advancement and Growth* Opportunities for professional development, such as training, promotion, and career development, can increase motivation and job satisfaction.
- 5) *Working Conditions* A safe, clean, and comfortable work environment (both physically and psychologically) supports work comfort and increases satisfaction.
- 6) *Match between Job and Personality (Person-Job Fit)* Job satisfaction also arises when the job is in accordance with individual values, interests, and abilities.
- 7) *Organizational Justice* The perception of fairness in the division of duties, promotions, and treatment from the organization greatly determines whether employees feel valued and satisfied.

Job Satisfaction Indicators

According to Greenberg and Baron (2018) there are five indicators of job satisfaction: 1) Satisfaction with the job itself, 2) Satisfaction with wages/salaries, 3) Satisfaction with promotion opportunities, 4) Satisfaction with supervision/superiors, 5) Satisfaction with relationships with colleagues.

3. Work Discipline

Definition of Work Discipline

According to Hasibuan (2020), work discipline is a person's awareness and willingness to obey all rules and norms that apply in the organization.

Factors Affecting Work Discipline

The factors that affect work discipline according to Hasibuan (2020) are: 1) Goals and Abilities, 2) Leadership Examples, 3) Compensation, 3) Justice, 4) Punitive Sanctions, 5) Inherent Supervision (Supervision), 6) Humanitarian Relations.

Indicators of Work Discipline

Indicators of employee work discipline according to Hasibuan (2020) are: 1) Obedience to work rules, 2) Punctuality (attending and returning from work), 3) Effective use of working hours, 4) Obedience to the instructions of the leader, 5) Responsibility for tasks.

4. Job Training

Definition of Job Training

Job training is a systematic process to improve the knowledge, skills, and attitudes of employees so that they can carry out their work more effectively and efficiently. According to Noe (2020), training is a planned effort designed to facilitate employee learning related to job competencies. Meanwhile, Dessler (2020) defines training as a program designed to provide technical and non-technical skills needed by employees to improve their performance.

Factors Affecting Job Training

According to Noe (2020), job training is influenced by several factors:

1. organizational needs; Suitability of training with the organization's strategic goals.
2. Individual Needs; The gap between the employee's ability and the demands of the job.
3. Management Support; Leadership commitment in facilitating and encouraging training.
4. Training Methods; The relevance of the method (on the job training, coaching, workshop, e-learning) to the needs of the participants.
5. Facilities and Technology; Facilities, infrastructure, and media that support the effectiveness of training.
6. Participant Motivation; The willingness and readiness of employees to participate in the training process.
7. Training Evaluation; Measuring the success of training on improving employee competence.

Job Training Indicators

Indicators of job training can be measured from several aspects according to Noe (2020):

- 1) The need for training that is in accordance with the job, 2) The quality of materials and instructors, 3) The relevance of the training method, 4) The application of training results in the job.

5. Work Facilities

Definition of Work Facility

Work facilities are all facilities, infrastructure, and equipment provided by organizations to support the implementation of work to be more effective, efficient, and productive. According to Sedarmayanti (2017), work facilities are a set of tools, equipment, and physical environment that are provided to simplify the work process and improve employee comfort.

Factors Affecting Work Facilities

Some factors that affect the effectiveness of work facilities according to Sedarmayanti (2017):

1. Availability of Facilities; Completeness of equipment, machinery, and work supplies.
2. Facility Conditions; The level of feasibility, safety, and comfort of the facility.
3. Supporting Technology; Facility suitability with technological developments.
4. Maintenance and Maintenance; The availability of routine maintenance to keep the facility functioning optimally.
5. Accessibility; Ease of use of the facilities.
6. physical work environment; Spatial planning, lighting, air circulation, and workspace cleanliness.

Work Facility Indicators

Some indicators of work facilities according to Sedarmayanti's theory (2017): 1) Availability of complete work facilities, 2) Condition of work facilities (good/damaged), 3) Ease of use of work facilities, 4) Regular maintenance of facilities.

Conceptual Framework

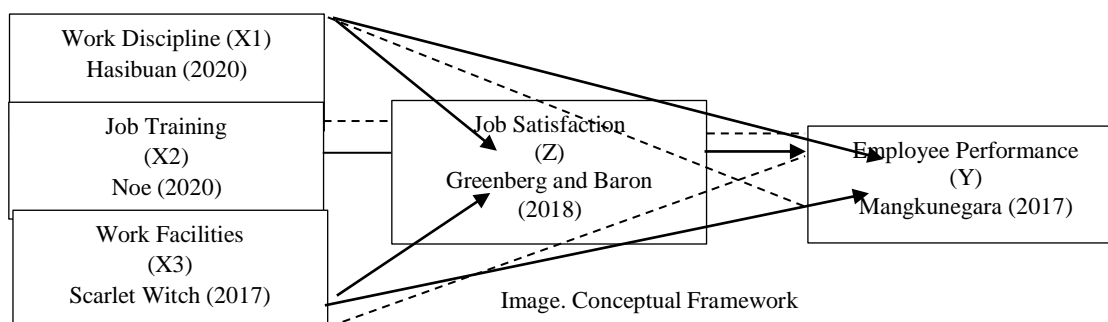


Image. Conceptual Framework
Source; Processed by Researchers 2025

Hypothesis

According to Manullang and Pakpahan (2017), it is explained that the hypothesis is closely related to theory. Based on the results of previous research and the theories taken, several hypotheses were drawn as provisional answers, namely:

1. Work Discipline partially has a positive and significant effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency
2. Partial Job Training has a positive and significant effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency
3. Work Facilities partially have a positive and significant effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency
4. Work Discipline Partially Has a Positive and Significant Effect on Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency
5. Job Training partially has a positive and significant effect on Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency
6. Work Facilities Partially Have a Positive and Significant Effect on Job Satisfaction as an Intervening Variable in the North Sumatra Provincial Social Service
7. Work Discipline partially has a positive and significant effect on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency

8. Job Training partially has a positive and significant effect on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of Asahan Regency
9. Work Facilities partially have a positive and significant effect on Employee Performance with Job Satisfaction as an Intervening Variable in the North Sumatra Provincial Social Service
10. Job Satisfaction as an Intervening Variable partially has a positive and significant effect on Employee Performance at the Population and Civil Registration Office of Asahan Regency, North Sumatra Province

Research Methodology

Types and Approaches to Research

This research is a quantitative research with an explanatory approach, which aims to explain the causal relationship between work discipline, job training, and work facilities on employee performance and job satisfaction as an intervening variable. This approach is used to test hypotheses through objective measurement of variables and statistical analysis so that it can provide an empirical picture of the direct and indirect influence between research variables. The survey method was applied to obtain primary data directly from respondents, while data analysis was carried out using *Structural Equation Modeling* (SEM) based on *Partial Least Square* (PLS) with the help of SmartPLS software. The selection of SEM-PLS is based on its ability to analyze complex models and does not require the assumption of a multivariate normal data distribution.

Population and Sample

Population

The population of this study is all employees of the Population and Civil Registration Office of Asahan Regency who are actively carrying out population administration tasks in the research year. The total population is 90 employees.

Samples Because

the population is relatively small and can be reached completely, the researcher uses total sampling (census), which is taking all members of the population as a research sample. Thus, the sample size was 90 people ($n = 90$), which is equal to the size of the population.

Sampling Techniques

Technique used: Total sampling (census). Total sampling was chosen so that the results of the study reflected the real conditions in the agency without subject selection bias and to increase the external validity of the findings in the context of the agency (Sugiyono, 2016).

Data Analysis Techniques

The data was analyzed using SEM-PLS with the help of SmartPLS 3.0 software.

Data Analyst Method

In this study, the data analysis method used is *structural equation modeling-partial least squares* (SEM-PLS) using SmartPLS software. Mahmud and Ratmono (2013:6) stated that in its development, SEM is divided into two types, namely *covariance-based SEM* (CB-SEM) and *variance-based SEM* or *partial least squares* (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as the developer of the Lisrel software. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Wold (academic advisor Karl Joreskog). Here are some examples of *software* from CB-SEM and SEM-PLS) (Mahmud and Ratmono, 2013:6-7).

Evaluation of the Outer Model (*Measurement Model*): Testing Validity and Reliability

Indicators with *loads* below 0.40 should be removed from the model. However, for indicators with *a load* between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on *average variance extracted* (AVE) and *composite reliability*. We can remove indicators with *a load* between 0.40 and 0.70 if the indicator can increase *the average variance extracted* (AVE) and *composite reliability* above the limit (*treshold*) (Mahfud and Ratmono, 2013:67). The AVE limit value is 0.50 and *the composite reliability* is 0.7. Another consideration in removing indicators is their impact on the *content validity* of the construct. Indicators with *small loads* are sometimes maintained because they contribute to the validity of the construct content (Mahfud and Ratmono, 2013:67). Table. Loading values are presented for each indicator.

Table Validity Testing by Loading Factor

	Work Discipline (X1)	Work Facilities (X3)	Job Satisfaction (Z)	Employee Performance (Y)	Job Training (X2)
X1.1	0.805				
X1.2	0.911				
X1.3	0.885				
X1.4	0.915				
X1.5	0.914				
X2.1					0.897
X2.2					0.859
X2.3					0.92
X2.4					0.893
X3.1		0.928			
X3.2		0.913			

X3.3	0.931
X3.4	0.905
Y1	0.892
Y2	0.91
Y3	0.882
Y4	0.861
Y5	0.82
Z1	0.815
Z2	0.893
Z3	0.797
Z4	0.943
Z5	0.842

Source: Made by SmartPLS

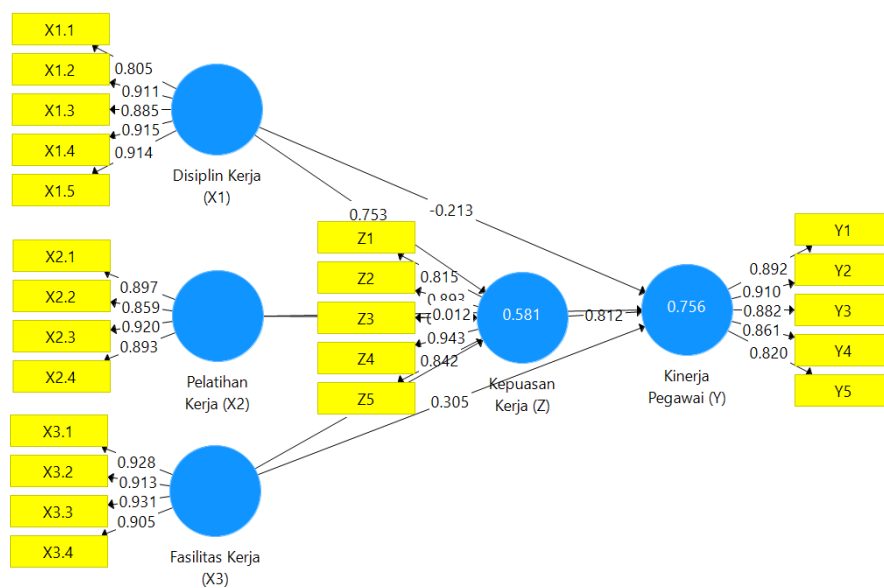


Image. Validity Testing by Loading Factor

Furthermore, validity testing was carried out based on *the average variance extracted* (AVE) value.

Table. Validity Testing based on Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Work Discipline (X1)	0.787
Work Facilities (X3)	0.845
Job Satisfaction (Z)	0.739
Employee Performance (Y)	0.763
Job Training (X2)	0.797

Source: Made by SmartPLS

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). It is known that all AVE values > 0.5 , which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on *the composite reliability* (CR) value.

Table. Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Work Discipline (X1)	0.948
Work Facilities (X3)	0.956
Job Satisfaction (Z)	0.934
Employee Performance (Y)	0.942
Job Training (X2)	0.94

Source: Made by OLeh SmartPLS

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CR values are > 0.7 , which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table. Reliability Testing by Cronbach's Alpha (CA)

	Cronbach's Alpha
Work Discipline (X1)	0.932
Work Facilities (X3)	0.939
Job Satisfaction (Z)	0.911
Employee Performance (Y)	0.922
Job Training (X2)	0.915

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CA values > 0.7 , which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table presents the results of the discriminant validity test.

Table. Discriminatory Validity Testing

	Work Discipline (X1)	Work Facilities (X3)	Job Satisfaction (Z)	Employee Performance (Y)	Job Training (X2)
Work Discipline (X1)	7	$\sqrt{AVE_{X1}} = 0.88$			
Work Facilities (X3)	0.987	9	$\sqrt{AVE_{X3}} = 0.91$		
Job Satisfaction (Z)	0.566	0.543	86	$\sqrt{AVE_Z} = 0.865$	
Employee Performance (Y)	0.551	0.54	0.865	4	$\sqrt{AVE_Y} = 0.87$
Job Training (X2)	0.309	0.293	0.658	0.57	2

Source: Made by SmartPLS

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table. The results of the significance test are presented.

Table. Path Coefficient & Significance Effect Test

	O riginal Sample (O)	Sa mple Average (M)	Sta ndard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work					
Discipline (X1)					
-> Job Satisfaction (Z)	0.753	0.767	0.19	2.363	0.019
Work					
Discipline (X1)					
-> Employee Performance (Y)	0.98	0.99	0.52	18.714	0.000
Work					
Facilities (X3) -					
> Job Satisfaction (Z)	0.304	0.315	0.03	2.952	0.003
Work					
Facilities (X3) -					
> Employee Performance (Y)	0.31	0.303	0.96	3.228	0.001
Job					
Satisfaction (Z)					
-> Employee Performance (Y)	0.812	0.823	0.24	6.556	0.000
Job					
Training (X2) ->					
Job Satisfaction (Z)	0.53	0.532	0.22	4.334	0.000
Job					
Training (X2) ->					
Employee Performance (Y)	0.442	0.439	0.34	3.309	0.001

Source: Made by SmartPLS

Based on the results in the table above, the results were obtained:

1. Work Discipline (X1) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.753, and significant, with a P-Values value = 0.019 (Accepted Hypothesis).

2. Work Discipline (X1) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.98, with a P-Values value = 0.000 (Accepted Hypothesis).
3. Work Facilities (X3) have a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.304, with a P-Values value = 0.003 (Accepted Hypothesis).
4. Work Facilities (X3) have a positive effect on Pegaawai Performance (Y), with a path coefficient value (Original Sample column) of 0.31, with a P-Values value = 0.001 (Accepted Hypothesis).
5. Job Satisfaction (Z) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.812, with a P-Values value = 0.000 (Accepted Hypothesis).
6. Job Training (X2) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.53, with a P-Values value = 0.000 (Accepted Hypothesis).
7. Job Training (X2) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.442, with a P-Values value = 0.001 (Accepted Hypothesis).

Table. R-Square

	R Square
Job Satisfaction (Z)	0.581
Employee Performance (Y)	0.756

It is known that the R-Square value of job satisfaction (Z) is 0.581, which means that work discipline (X1), job training (X2), work facilities (X3) are able to affect job satisfaction (Z) by 58.1%. The R-Square value of employee performance (Y) is 0.756, which means that work discipline (X1), job training (X2), work facilities (X3) are able to affect employee performance (Y) by 75.6%.

Table. Adjusted R Square

	Adjusted R Square
Job Satisfaction (Z)	0.567
Employee Performance (Y)	0.745

The Adjusted R Square value for job satisfaction (Z) is 0.567. Because Adjusted R Square = $0.567 > 0$, it is concluded that work discipline (X1), job training (X2), and work facilities (X3) have predictive relevance for job satisfaction (Z). The Adjusted R Square value for employee performance (Y) is 0.745. Because Adjusted R Square = $0.745 > 0$, it is concluded that work discipline (X1), job training (X2), and work facilities (X3) have predictive relevance for employee performance (Y).

Table. Goodness of Fit Model Testing

Saturated Models	
SR	
MR	0.089

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = $0.089 < 0.1$, it is concluded that the model has FIT.

Table. Mediation Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.611	0.637	0.297	2.107	0.036
Work Facilities (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.209	0.211	0.111	1.871	0.031
Job Training (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.43	0.441	0.132	3.256	0.001

Based on the results of the mediation test in the Table above:

8. Employee performance (Y) significantly mediated the relationship between work discipline (X1) and job satisfaction (Z), with P-Values = $0.036 < 0.05$ (Accepted Mediation Hypothesis).
9. Employee performance (Y) significantly mediated the relationship between work facilities (X3) and job satisfaction (Z), with a P-Values value = $0.031 < 0.05$ (Accepted Mediation Hypothesis).
10. Employee performance (Y) significantly mediated the relationship between job training (X2) and job satisfaction (Z), with P-Values = $0.001 < 0.05$ (Accepted Mediation Hypothesis).

Discussion

The results of the study show that work discipline has a dominant role in increasing job satisfaction and employee performance. The coefficient of the influence of work discipline on job satisfaction of 0.753 with a significance of 0.019 shows that the higher the level of employee discipline, such as compliance with rules, punctuality, and work responsibility, the employee job satisfaction also increases. This finding is in line with human resource management theory which states that discipline creates work order so that employees feel comfortable and motivated in carrying out their duties.

Work discipline has also been shown to have a very strong effect on employee performance with a coefficient of 0.98 and a significance of 0.000. This means that discipline is a fundamental factor that determines the success of employees in achieving targets and work quality. Disciplined employees tend to work regularly, focused, and responsibly so that it has a direct impact on improving performance.

Furthermore, work facilities also have a positive effect on employee satisfaction and performance. The coefficients of 0.304 on the relationship of work facilities to job satisfaction and 0.31 on performance indicate that the availability of adequate facilities such as comfortable workspaces, well-functioning operational equipment, and technological support contribute to increasing employee comfort and work effectiveness. Good facilities create a work environment that supports productivity, thus having an impact on increased performance.

The job training variable also contributes significantly to increasing job satisfaction (coefficient 0.53) and employee performance (coefficient 0.442). This shows that relevant, structured, and according to employee needs training is able to increase competence, confidence, and understanding of tasks. When employees feel improved, their job satisfaction levels increase and this drives better performance.

In addition to the direct influence, this study also found that job satisfaction plays an important role in improving employee performance, with a coefficient of 0.812 and a significance of 0.000. Employees who feel satisfied with their work, both in terms of work environment, awards, and relationships with superiors, will work with more enthusiasm and enthusiasm, so that it is reflected in optimal performance.

The findings of the mediation showed that job satisfaction mediated the influence of work discipline, work facilities, and job training on employee performance. The p-values of < 0.05 each indicate that as discipline, facilities, and training improve, job satisfaction will increase first before contributing to improved performance. This means that job satisfaction is a psychological element that strengthens the influence of these variables on employee performance. Employees who are disciplined, trained, and supported by good facilities will feel more satisfied, and that satisfaction becomes a driving force that magnifies the impact on performance.

Conclusion

1. Work Discipline (X1) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.753, and significant, with a P-Values value = 0.019 (Accepted Hypothesis).

2. Work Discipline (X1) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.98, with a P-Values value = 0.000 (Accepted Hypothesis).
3. Work Facilities (X3) have a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.304, with a P-Values value = 0.003 (Accepted Hypothesis).
4. Work Facilities (X3) have a positive effect on Pegaawai Performance (Y), with a path coefficient value (Original Sample column) of 0.31, with a P-Values value = 0.001 (Accepted Hypothesis).
5. Job Satisfaction (Z) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.812, with a P-Values value = 0.000 (Accepted Hypothesis).
6. Job Training (X2) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.53, with a P-Values value = 0.000 (Accepted Hypothesis).
7. Job Training (X2) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.442, with a P-Values value = 0.001 (Accepted Hypothesis).
8. Employee performance (Y) significantly mediated the relationship between work discipline (X1) and job satisfaction (Z), with P-Values = 0.036 < 0.05 (Accepted Mediation Hypothesis).
9. Employee performance (Y) significantly mediated the relationship between work facilities (X3) and job satisfaction (Z), with a P-Values value = 0.031 < 0.05 (Accepted Mediation Hypothesis).
10. Employee performance (Y) significantly mediated the relationship between job training (X2) and job satisfaction (Z), with P-Values = 0.001 < 0.05 (Accepted Mediation Hypothesis).

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