



Research paper

Examining The Factors Affecting Employee Performance of Higher Education Institution Employee in The New Normal Era

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ABSTRACT

Job performance is one of the concerns of any organization, as it is one of the critical determinants of its success. Over the past decades, researchers gained much interest in explaining employee performance. This present study aims to contribute to the literature by examining the factors influencing employee performance and the mediating role of work discipline and job satisfaction in the context of higher education organizations. This research employs Social Exchange and organizational commitment theories to build the proposed framework. Data collected through a self-administrative survey at the higher education institution was used in this study. The sample of this research consists of 151 employees, both administrative staff and lecturers. The structural equation modeling results show that organizational commitment, work, and work discipline positively influence employee performance. In contrast, work environment and job satisfaction do not influence employee performance. The result also highlights that the work environment influences discipline, organizational commitment, and environmental job satisfaction. Moreover, the mediating role of job satisfaction and work discipline was found in this study. Furthermore, besides the direction for future research, this work contributes to the literature and organizational practice.

1. INTRODUCTION

Job performance is one of the concerns of any organization, as it is one of the critical determinants of the organization's success. This factor refers to the outcome of the individual employee (Mgammal & Al-matari, 2021). It has received much attention during the pandemic due to the changes in the work environment, practices, and workplace culture. This concern has continued to the extent that despite these changes, managers and leaders strive to increase their employees' job performance. This effort requires knowledge of the factors that foster employee job performance. In general, to achieve the goal and objective of the organization, managers establish a good relationship with their employees, motivate them, and provide an incentive for their achievement (Hwang & Park, 2022). These strategies affect the employee's job performance as it is one of the primary critical determinants of organizational success. It is worth mentioning that employee performance is vital for any organization, especially in higher education institutions (Apostolidis et al., 2022). However, several factors must be considered to increase employee performance. These factors can be external, which managers cannot control, and internal, which managers can manipulate through different tools and strategies. Therefore, the organization believes that to achieve the organization's objective and goal, encouraging an employee to perform higher is mandatory because it is the outcome of an individual employee, or the teamwork outcome is the organization's overall performance (Lan et al., 2021).

Like any other organization, Higher education institutions such as Sebelas Maret University also experience such an issue. Due to the covid-19 pandemic, the operating system has changed, which has affected the work process and as well as setting. First, the work environment has drastically transformed due to the mobility regulation; the restriction has limited some employees' access to their offices. The covid-19 has transformed both the non-physical and physical work environment. For example, physical distance is required, which sets co-workers sitting apart from each other, and office settings have changed. Second, in terms of work discipline, higher education institutions require high work discipline. It is obligated to provide quality education. This implies disciplines such as punctuality, presence, formality, and employee appearance

Several previous studies have attempted to identify its determinants to enrich the literature and provide additional information for the practitioner. For example, work motivation (Dharmanegara et al., 2016), job satisfaction (Loan, 2020; Prodanova & Kocarev, 2021; Dharmanegara et al., 2016; Ramli, 2019), work environment

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(Putri et al., 2019; Prodanova & Kocarev, 2021; Dharmanegara et al., 2016; Ramli, 2019), job competency (Ramli, 2019), organization commitment (Loan, 2020), work discipline (Putri et al., 2019; Azmy et al., 2022). However, no single model can explain this phenomenon, which motivates this study to overarch a framework based on these prior findings. Moreover, previous studies were conducted in various organizations, including banks and financial institutions (Hayati & Caniago, 2014), the healthcare industry (Kilaberia, 2020), telecommunication (Yildiz & Tuna, 2015), and tourism and hospitality (Dorta-Afonso et al., 2023). Few have been conducted in the context of higher education institutions in the Indonesian context that needs to be improved.

Therefore, to fill the gap in the literature, this work provides an alternative model in the context of Indonesian Higher Education employees since various internal and external factors influence an employee's performance. The present work conceptualizes work motivation, work environment, Job satisfaction, organization commitment, and performance. This study tests the mediating role of job satisfaction and work discipline using the Organizational Commitment Job Satisfaction framework. The *work environment* is one of the essential factors that can improve work satisfaction and performance. A satisfying work environment gives employees a stable emotional state during working an hour. Uwes, (1999) emphasizes two types of work environment: physical environment and non-physical environment. It is essential to guarantee the quality of the work environment as it can shape the behavior and mood of the employee, which impacts how employees do their job. It is also considered one of the critical factors that can increase work performance. According to Tsai (2023), the physical work environment refers to all physical features and attributes of the workplace, including setting interior and exterior design, light, and sounds. When a physical work environment gives employees comfort, it reinforces their mood, feeling, and behavior (Suleiman, 2023). *Job satisfaction* can be seen from the employee experience in a workplace and from observing how they interact with co-workers, supervisors, and the working environment. Dorta-Afonso et al. (2023) refer to job satisfaction as the emotional state an employee feels as an outcome of completing their assignment or task. Dorta-Afonso et al. argued that this variable is crucial for organizations in reducing turnover and is critical as it has an essential effect on work/employee performance. *Work discipline* refers to the commitment of an employee to obey/ respect the given rules, social norms, and regulations in the workplace (Azmy et al., 2022). When an individual has a strong work discipline, it might increase their performance. This variable defines an emotional state an employee experiences as a result of their job. Work discipline is considered one of the critical factors to influence employee performance (Putri et al., 2019). *Organizational commitment* refers to the degree to which an individual, specifically an employee attached and has better knowledge of an organization (Hayati & Caniago, 2014). Employees who are committed to the organization will try to help achieve its goal. According to Meyer and Allen (1990), organizational commitment refers to the firm belief and acceptability of employees of the organization's value so employees stay loyal. This work then refers to the organization's commitment to the degree to which employees have a strong acceptability of the organization's values, objectives, and culture, which pushes them to a commitment to achieving the organization's goal. Lorena and Bilawal (2022) define performance as a "specific work activity." Employee performance is one of the crucial measurements to assess the employee's outcome. It allows the manager or the employee to recognize their accomplishment with their job. According to Mankunegara (2001), job performance, or actual performance, refers to an employee's work results in terms of quality and quality, which an individual accomplished to meet an expected result. Besides, work performance defines the extent to which employees accomplish tasks and fulfill their responsibilities.

2. LITERATURE REVIEW

2.1. Employee performance

Social exchange theory has been widely used to explain the exchange of resources in an organization (Blau, 1968). This theory is frequently used to understand the factors influencing performance. According to the theory, organizations share resources and provide facilities and support in any form to the employee to yield a maximum outcome (Saleem et al., 2021). *Employee performance* is crucial for an organization. This factor is considered the outcome or results of an employee's work in an organization. Yasa et al. (2020) argued, "Performance is a record of producing results on a specific job function or activity over a certain period of time." In other words, it measures what task or assignment the employee achieved in particular periods. Employee performance is one of the critical factors in an organization because it is one of the factors that can increase the effectiveness of an organization's operations (Nakamura et al., 2022). Employee performance is often used to measure the quantity and quality of the work employees complete. These work results relate to the responsibility of the employee. Besides, Lorena and Bilawal (2022) refer to performance as a "specific work activity." Employee performance is one of the critical measurements to assess the employee's outcome. It allows the manager or the employee to recognize their accomplishment with their job. According to Mankunegara (2001), job performance, or actual performance, refers to an employee's work results in terms of quality and quality, which an individual accomplished to meet an expected result. Besides, work performance defines how much an employee accomplishes their task and fulfills their responsibility. Psychological theory (Info et al., 2022) refers to performance to employees' behavior or capability to obtain their work objectives.

2.2. Job satisfaction

Job satisfaction has been widely studied and has become an exciting topic for organizations, particularly its relation to job performance (Frutos-bencze et al., 2022). The job satisfaction of an employee plays a significant role in any organization. It enhances employees' well-being, employee commitment, and employee and job performance (Dorta-Afonso et al., 2023). Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and physical and psychological factors. Job satisfaction is a degree of positive and pleasing emotion for the employee. In other words, job satisfaction results from an individual's estimation of a positive and pleasurable job or experience. Moreover, job satisfaction refers to "feelings resulting from a worker's perception of the extent to which their job satisfies their needs" (Dorta-Afonso et al., 2023).

2.3. Work discipline

A discipline is a tool the organization uses to guide and direct employees to follow and embrace the organization's policies, regulations, and rules (Azmy, 2022). In any organization, discipline is essential in determining employee and organizational performance. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Work discipline is an essential factor in the organizational context. This factor is critical in determining several outcomes, including employee performance. When an employee is ignored and fails to follow the company's rules and regulations, it indicates that the employee has poor work discipline. In contrast, when employees comply with the company's provisions, it illustrates good disciplinary conditions (Sutrisno, 2009). Thus, discipline is vital in an organization, as it creates a practice that enables them to conduct and execute a program to achieve its goals.

2.4. Organization Commitment

Organizational commitment reflects the value orientation towards an organization that employees show and firmly believe that prioritizing the work from their organization is essential. In other words, employees who have a strong sense of organization means that they are dedicated and devoted themselves to helping the organization to achieve its goals. According to Griffin (2004), Organization commitment refers to an attitude that reflects the extent to which an individual or employee knows and is attached to his or her organization. It is also argued that it is situational to the extent that an employee takes sides with organizational goals and is loyal to the organization. Meyer and Allen (1984) proposed three dimensions of organizational commitment. First, practical commitment and the form of organizational commitment reflect the emotional attachment that employees have within the organization. Second, Normative commitment extends the importance of the employee's obligation to the organization. The third dimension of organizational commitment is called continuing commitment. This last emphasizes the level of awareness of the employee of the consequences of quitting the organization. Moreover, (Leung & Lin, 2022) suggests five dimensions of organizational commitment: affective commitment, retention commitment, affective occupational commitment, normative occupational commitment, and continuance occupational commitment. Their work highlighted the both direct and indirect influence of the five dimensions on employee performance through job satisfaction

2.5. Work environment

The work environment is considered a critical factor in the workplace, as it can enhance employee well-being, satisfaction, and performance, improving workers' health and safety (Suleiman, 2023; Deng et al., 2022). Generally, a work environment can refer to the surrounding and workplace atmosphere, such as design, layout, setting, and vibration. Employees are always encouraged to take care of their work environment, and organization leaders are suggested to provide a satisfying, enjoyable work environment because it influences employees' psychological states. Being or working in a suitable environment brings happiness and reduces employee stress. Since employees spend much time at the office or workplace, the work environment plays a vital role in shaping the employee's psychological state (Khan & Mahmood, 2022; Khan & Mahmood, 2022).

Hypothesis 1: Organizational commitment has a significant positive influence on employee performance

Hypothesis 2: work environment has a significant favorable influence on employee performance

Hypothesis 3: Organizational commitment has a significant positive influence on job satisfaction

Hypothesis 4: work environment has a significant favorable influence on job satisfaction

Hypothesis 5: work environment has a significant favorable influence on work discipline

Hypothesis 6: Job satisfaction has a significant favorable influence on employee performance

Hypothesis 7: work discipline has a significant positive influence on employee performance

Hypothesis 8: Job satisfaction plays a mediating role in the relationship between organizational commitment and employee performance

Hypothesis 9: Job satisfaction plays a mediating role in the relationship between work environment and employee performance.

Hypothesis 10: work discipline plays a mediating role in the relationship between work environment and employee performance

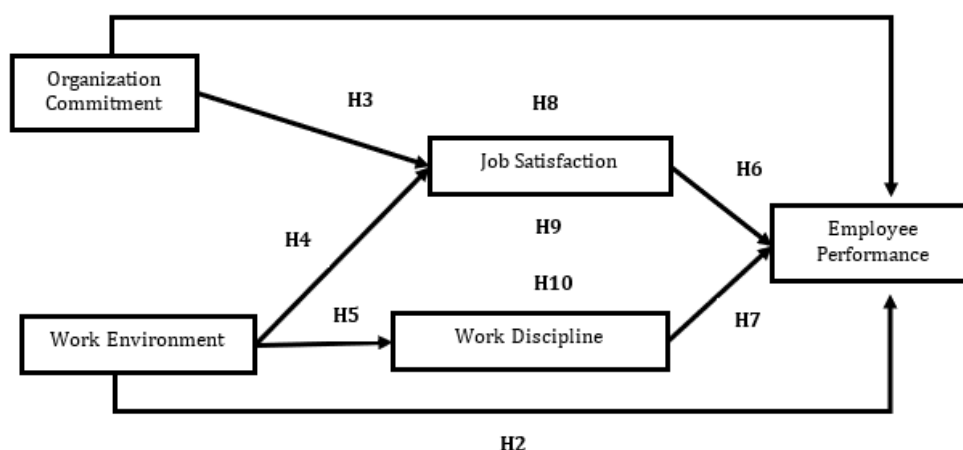


Figure 1: Conceptual Framework

3. METHODS

The research method demonstrated the procedure, including the data collection technique, data analysis, and measurements and statistical tools used for the research. This research uses a quantitative method to explain the factors influencing employee performance at Higher education Institutions in Surakarta, Indonesia. This approach was used to examine the influence of the independent variable on the dependent variable. Also, investigate the mediating effect of work discipline and job satisfaction. This research uses quantitative data that can be measured directly or, more precisely, can be calculated. The purpose of this research is oriented to see the relationship between variables. This research is conducted at Universitas Sebelas Maret, the most prominent state higher education institution in Surakarta, Central Java Province, Indonesia. This location was chosen to identify the factors that influence the performance of university employees.

3.1. Population and Sampling

The population is a generalization area consisting of subjects with specific qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population of this study is employees at Higher Education Institutions in Surakarta, Indonesia. A sample is part or representative of the population that can represent the population. The sample of this study consists of 151 employees at the Universitas Sebelas Maret. The convenience sampling technique was used in this research to select the sample. This sampling technique is adopted because it is more appropriate to guarantee the response rate.

3.2. Tools and measurements

This research uses a survey questionnaire consisting of structured questions to assess the behavior of the respondents. The survey questionnaires consist of three sections, the first section includes general information about the research, its objective, and inclusion criteria. The second part of the questionnaire includes the demographic profile of the respondents such as age, gender, work experience, education, income, and position in the organization. The third section of the questionnaire contains questions related to the variable used in the conceptual framework. The survey questionnaires used 7 Likert-point scales to test, quantify and assess the behavioral aspect of the respondents. The scale ranges from 1 strongly agree, 4 neutral, and 5 strongly disagree. The data obtained from the survey will be coded with Excel software and then will be analyzed with the help of AMOS SPSS software. Two-stage step analysis will be conducted to test the hypothesis. First confirmatory factor analysis will be conducted to test the validity (convergent and discriminant) and reliability of the measures and measurements. Second, structural equation modeling will be conducted to test the hypothesis. The convergent validity test will be conducted to assess whether the measurements used in this study were accurate and able to provide a valid result. This test will be assessed with a loading factor value above 0.4.

4. RESULTS

4.1. Characteristic of respondents

The total of the respondents used in this research was 151, the data were collected through a survey of employees at the Universitas Sebelas Maret. The survey demonstrates that female respondents dominate the sample of this study, it represents 57% of the sample with a frequency number of 86, and the male respondents represent 43% (n=65).

4.2. Validity and Reliability

According to Byrne, (2010) validity and reliability tests are conducted to evaluate the accuracy and reliability of the data and measurements used to measure the proposed research model. First, convergent validity was assessed with the loading factors value of each indicator, Hu et al., (2009) proposed that loading factors should exceed 0.4. Table 4.12 indicated that all indicators meet the criteria, loading factors value range from 0.597 to 0.84. Second, reliability analysis is conducted to evaluate the reliability of the measurements. The reliability assessed with criteria proposed by Fang et al. (2017) indicates that the Composite reliability (C.R) value must be at least 0.5 and the Average Variance Extracted required to be above 0.05. Table 1. Indicate that each item has C.R and AVE value above the required criteria, the C.R ranged from 0.603 to 0.835 and the AVE ranged from 0.5 to 0.637. Further, the reliability test result suggested that the C.R value of all items exceeded 0.6 (Hair et al., 2009) and the AVE value was greater than 0.5 (Hair et al., 2010), therefore the result concluded that all the measurements were reliable.

Table 1. Validity and Reliability analysis

	Items	Factor loading	Composite Reliability	AVE
Employee Performance	EP1	.697	0.603	0.502
	EP2	.597		
	EP3	.815		
Job Satisfaction	JS1	.706	0.835	0.588
	JS2	.689		
	JS3	.787		
	JS4	.872		
	JS5	.690		
	JS6	.839		
Organizational commitment	OC1	.762	0.770	0.6370
	OC2	.845		
	OC4	.785		
	WD1	.785		
Work discipline	WD2	.717	0.796	0.5179
	WD3	.628		
	WD4	.680		
	WD5	.610		
	WD6	.804		
	WD7	.787		
	WD8	.717		
	WD9	.786		
Non-Physical Work Environment	WENP1	.806	0.848	0.6364
	WENP2	.834		
	WENP3	.738		
	WENP4	.748		
	WENP5	.856		
Physical Work Environment	WEP1	.725	0.605	0.5037
	WEP2	.641		
	WEP3	.758		

4.3. Discriminant validity

Discriminant validity test is conducted to assess whether the constructs used in this research were not overlapping. This test assesses with a cross-loading factor value that is useful for determining whether a construct has an adequate discriminant (Byrne, 2010). This study adopted the recommended criteria of Fornell & Larker

(1981), suggesting that the correlation coefficient of each variable should not exceed the value of square roots of average extracted variance (SQRT AVE). Table 2. shows that all correlation values were smaller than the square roots of average variance extracted (SQRT AVE).

The square roots of average variance extracted from the physical work environment were 0.710 which is larger than all correlation coefficients ranging from -0.029 to 0.049, signifying that there is no discriminate problem found. The square roots of average variance extracted from a non-physical work environment were 0.798 which is larger than all correlation coefficients ranging from 0.342 to 0.564, signifying that there is no discriminate problem found. The square roots of average variance extracted from work discipline were 0.720 which is larger than all correlation coefficients ranging from 0.526 to 0.703, signifying that there is no discriminate problem found. The square roots of average variance extracted of organizational commitment were 0.798 which is larger than all correlation coefficients ranging from 0.526 to 0.703, signifying that there is no discriminate problem found. The square roots of average variance extracted of job satisfaction were 0.767 which is larger than all correlation coefficients were 0.62, signifying that there is no discriminate problem found. The square roots of average variance extracted of employee performance were 0.709 signifying that there is no discriminate problem found. Therefore, the discriminant validity test concludes that there is no multicollinearity issue.

Table 2. Validity and Reliability analysis

	1	2	3	4	5	6
Physical Work Environment	0.710					
Non Physical Work Environment	-0.029	0.798				
Work discipline	-0.188	0.486	0.720			
Organizational commitment	-0.128	0.342	0.507	0.798		
Job Satisfaction	-0.191	0.564	0.625	0.526	0.767	
Employee Performance	0.049	0.427	0.665	0.703	0.62	0.709

4.4. The goodness of fit analyses

Goodness of fit model analysis was conducted to determine the quality of the proposed model and evaluate whether the sample, data, measures, and measurements fit with the model (Table 3). The data used in this research were collected from 158 respondents, the model consists of 5 variables and 30 indicators. The goodness of fit model for CFA ($\chi^2/df= 1.917$, AGFI= 0.824, PGFI=0.641, IFI=0.969, TLI=0.950, CFI= 0.966, RMSE= 0.078) indicate a moderate fit model. Besides, the goodness of fit model for SEM ($\chi^2/df= 1.966$, AGFI= 0.820, PGFI=0.642, IFI=0.960, TLI=0.942, CFI= 0.958, RMSE= 0.070) indicated a good fit model.

Table 3. Goodness of fit Model CFA and SEM

	Criteria indices	CFA	Results	SEM	Results
CMIN/Df	<3	1.917	Fit model	1.966	Fit model
AGFI	≥ 0.8	.824	Fit model	.820	Fit model
PGFI	>0.5	.641	Fit model	.642	Fit model
IFI	≥0.9	.969	Fit model	.960	Fit model
TLI	≥0.9	.950	Fit model	.942	Fit model
CFI	≥0.9	.966	Fit model	.958	Fit model
RMSEA	≤0.08	.078	Fit model	.070	Fit model

4.5. Analysis Test

4.5.1. Evaluation of structural Model analysis

As the first stage of the structural equation model analysis, this research evaluates the inner model using the R-square of the endogenous variables. R-square is used to evaluate the variance power of the independent variable on the dependent variable. Hair (X) suggested that R-square < 0.25 is low, 0.50 is good, and above 0.70 is excellent. Table 4 shows that the variance power of work discipline is 0.55, indicating that 55 percent of work discipline is explained by the work environment. The 0.37 percent variance in job satisfaction was explained by both work environment and organizational commitment. The R-square of employee performance was 0.63,

indicating that 63 percent of the variance power of employee performance was explained by organizational commitment, work environment, work discipline, and job satisfaction.

Table 4. R-Square Value

Endogenous variable	R-Square
Work discipline	0.55
Job satisfaction	0.37
Employee performance	0.63

4.5.2. Hypothesis Testing

Structural equation modeling was conducted to test the hypothesis, this analysis was carried out with the help of AMOS software. The hypothesis testing was assessed with coefficient level, p-value, and t-statistic. According to Hair et al. (2010), the minimum threshold of the t-statistic is 1.65 which indicated a significant level at 5 percent. The significant level of p-value is 0.001, 0.01, and 0.05 (Vidgen & Yasserli, 2016). Table 5 demonstrated the results of hypothesis testing.

Table 5. Hypothesis testing results

Hypothesis	Estimate	C.R.	P	Label
Organizational commitment \rightarrow Job Satisfaction	.261	2.833	.005	Supported
Work Environment \rightarrow Work discipline	.399	5.648	***	Supported
Work Environment \rightarrow Job Satisfaction	.451	5.380	***	Supported
Work Environment \rightarrow Employee Performance	-.173	-.860	.390	Not Supported
Work discipline \rightarrow Employee Performance	.522	2.594	.009	Supported
Organizational commitment \rightarrow Employee Performance	.424	4.005	***	Supported
Job Satisfaction \rightarrow Employee Performance	.312	1.447	.148	Not Supported

5. DISCUSSION

The following section discusses the findings according to the result from the structural equation modeling analysis. This discussion provides an argument based on empirical findings with a logical argument supported by existing knowledge.

The Influence of Organizational Commitment on Job Satisfaction

Based on the statistical results, hypothesis X was supported. It indicates that there is a positive influence of organizational commitment on Job satisfaction. In other words, these findings explain that when employees are strongly committed to their organization, or working place they are more likely to be satisfied with jobs such as tasks, roles, and responsibilities. The commitment of employees to their job improves their satisfaction with the job itself or vice-versa (Hayati & Caniogo, 2014a)(Nurjanah et al., 2020)(Kilaberia, 2020). Likewise, the present empirical evidence supports the findings of (Leung & Lin, 2022) (Hayati & Caniogo, 2014b) (Yildiz & Tuna, 2015) indicating that the higher the organizational commitment of the employee the more satisfied with their job. Therefore, it is worth mentioning that organization managers and leaders should have the ability to increase the sense of belonging of employees in order to increase their satisfaction with their job.

The influence of work Environment on Work discipline

The structural equation results show that the work environment has a strong positive influence on work discipline. This finding is consistent with (Putri et al., 2019) indicating that when employees work in a better work environment they would develop a strong work discipline. In this research, work discipline can be in a nonphysical or physical work environment. The workplace environment attribute and features play an important role in how an employee organizes and optimize their product appropriately. Correspondingly, when an employee feels comfortable both with the relationship and social connection with their colleagues at work, they tend to wisely organize their time, and work, and take full responsibility for their job.

The Influence of Work Environment on Job Satisfaction

The positive influence of the work environment on job satisfaction was validated with the structural equation analysis. These findings support the result of (Gerard et al., 2019) deduce that improving the work environment increases job satisfaction. Likewise, (Kang et al., 2022) assert that noise, particularly relaxing and enjoyable noise, helps organizations to improve employee job satisfaction. This empirical evidence, therefore, explains that providing a better work environment both physical appearance and non-physical features increase employee satisfaction. Therefore, it is concluded that a better work environment such as a comfortable work atmosphere and interior design increases employee satisfaction with their job.

The influence of work Environment on employee Performance

Despite the that this research deduced that there is a positive influence of the work environment on employee performance, the structural equation result did not support this hypothesis. The results contradict the findings of (Putri et al., 2019) and (Kang et al., 2022) indicating that the association between work environment and employee were positive and significant. Based on the present empirical evidence, employees do not consider the work environment to improve their performance. It is asserted that employee performance is the outcome or results of the assigned tasks and responsibilities of the employee (Mgammal & Al-matari, 2021). Since this factor can be determined by various factors both internal and external, in the context of higher education, the work environment did not have an influence on the employee's performance because a higher education institution is more related to interaction and social value.

The influence of Work discipline on Employee Performance

Based on the structural equation results, it can be concluded that work discipline has a positive influence on employee performance. hypothesis X is accepted. The findings indicate that work discipline plays a significant role in employee performance. Accordingly, when employees have strong work discipline their performance tends to increase. It is because they optimize the use of their time and they complete their tasks timely. As a result, the discipline they develop in their work and for themselves engenders an enormous result.

The influence of organizational commitment on employee performance

The positive influence of organizational commitment on employee performance was confirmed in this study. In the context of higher education institutions, commitment, and engagement with the job and tasks are important factors that determine employee performance (Abdullahi et al., 2022). The present findings in line with (Hayati & Caniago, 2014b) suggest that organizational commitment has a positive influence on employee performance. Likewise, (Goetz & Wald, 2022) validate these findings in Germany. Moreover, this relationship is widely found across contexts including hotels (Leung & Lin, 2022), Telecommunication (Yildiz & Tuna, 2015), and the banking sector (Hayati & Caniago, 2014b). Therefore, the findings revealed that in educational institutions, employees consider that their commitment to the organization determines their performance. In another word, when the organizational commitment of the employee increases the performance is more likely to improve.

The influence of Job Satisfaction on Employee Performance

is Based on the result of structural equation modeling conducted from the data collected from 158 employees at the Universitas Sebelas Maret. Despite the fact that prior studies assert that job satisfaction has a positive influence on employee performance (Leung & Lin, 2022) (Goetz & Wald, 2022) (Matagi et al., 2022). The present research found that job satisfaction does not have an influence on employee performance. in another world, job satisfaction is one of the critical factors that shape how employees perform, behave, and think about the organization. In this context, this variable does not have weight on improving employee performance. Thus, it suggests that employees in higher education institutions, particularly Sebelas Maret University, do not consider their satisfaction with their job to be influential on their performance. Therefore, managers and organization leaders should recognize that satisfying their employees with their job does not enable them to increase their performance.

The mediating effect of job satisfaction and work discipline

Bootstrapping 2000 and 95% confidence level confidence methods were employed to test the mediating role of job satisfaction and work discipline. According to Byrne (2010), this approach is an appropriate manner to test multiple mediating effects. Table 4. 17 shows the hypothesis, coefficient value, standard error of the bootstrapping, lower and upper confidence interval, and also the p-value.

Table 6. Total, Indirect And Direct Effect

Hypothesis	effect	β	SE	Confidence interval		p
				Lower	Upper	
Organizational commitment \rightarrow Job Satisfaction \rightarrow employee performance	Total	0.524	0.069	0.524	0.935	0.011
	Indirect	0.487	0.073	0.068	0.345	0.005
	Direct	.487	0.111	0.375	0.866	0.487
Work environment \rightarrow Job Satisfaction \rightarrow employee performance	Total	0.352	0.113	0.205	0.572	0.007
	Indirect	0.072	0.140	-0.235	0.307	0.619
	Direct	0.334	0.103	0.186	0.520	0.010
Work environment \rightarrow Discipline \rightarrow employee performance	Total	0.357	0.112	0.184	0.547	0.004
	Indirect	0.320	0.069	0.205	0.448	0.009
	Direct	0.073	0.061	0.193	0.448	0.009

6. CONCLUSION

Based on the analysis and findings of this research this result concludes that organizational commitment and work environment play a significant role in improving job satisfaction and work environment has a positive influence on work discipline. Employee performance is determined by work discipline and organizational commitment and work discipline. Whereas, job satisfaction and work environment do not have an influence on employee performance. First, Organizational commitment has a positive influence on job satisfaction. When employees have a strong organizational commitment, they will have higher satisfaction with their employees. The work environment has a positive influence on work discipline. Second, this result explains that when employees feel that the work environment is comfortable and safe, they will develop discipline in their work. Third, the Work environment has a positive influence on job satisfaction. A better work environment makes employees feel comfortable and satisfied with their job. Fourth, work discipline has a positive influence on employee performance. The result of this study explains that strong work discipline improves performance. Fifth, Organizational commitment has a positive influence on employee performance. These findings explain that the more employees committed to their organization the higher their performance. However, this research found that work discipline and job satisfaction are not considered important factors that increase the performance of employees.

Despite the above contributions, there are some limitations acknowledged in this study. Surveys of 151 employees at Sebelas Maret University were conducted and used in this study. First, this result limits to a small size of the sample. Second, this work employs a cross-sectional study that only generates one-shot information. Another limitation of this study is that this study solely explores this phenomenon from the framework of organizational commitment and social exchange theory, thus this work might have overlooked different aspects of this issue.

Regarding the limitation of the study, this work gives direction for future research interest in this topic. First, future research should consider another variable related to both internal and external factors. This work also recommends future research consider a longitudinal approach to recognize the changes in behavior over a period of time; it would allow researchers to expand the existing knowledge. Moreover, future study is encouraged to use a larger sample size, it would allow the future study to guarantee the generalizability of the findings

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