

Discipline, Motivation, Local Wisdom, And Work Environment On Performance Through Job Satisfaction

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Abstract: This study is intended to examine the effect of discipline, motivation, local wisdom, and work environment on employee performance through job satisfaction as an intervening. This research is in the form of an explanation pattern approach that uses primary data and secondary data collected using interviews, observation, questionnaires, and documentation. The population in this study was echelon Officials in the Regional Apparatus Organizations (OPD) within the Parepare City Government, consisting of echelon II, III, and IV officials with a total of 532 people. The research sample amounted to 84 people generated through the Slovin formulation. Data analysis was performed using descriptive and inferential statistical analysis (applying Structural Equation Modeling (SEM) using the Smart PLS Version 3.0 program). The results showed that discipline, motivation, local wisdom, and work environment had a positive and significant direct influence on job satisfaction. Discipline, motivation, local wisdom, and work environment positively and significantly affect employee performance. The impact of job satisfaction as an intervening variable cannot strengthen the relationship between discipline and employee performance. The impact of job satisfaction as an intervening variable can enhance the relationship between motivation, local wisdom, and work environment on employee performance. Job satisfaction has a positive and significant effect on employee performance.

Keyword: Discipline; Local Wisdom; Job Satisfaction; Employee Performance; Work Environment; Motivation.

Abstrak: Penelitian ini dimaksudkan untuk menguji pengaruh disiplin, motivasi, kearifan lokal, dan lingkungan kerja terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel *intervening*. Penelitian ini berupa pendekatan pola eksplanasi yang menggunakan data primer dan data sekunder yang dikumpulkan menggunakan metode wawancara, observasi, kuesioner, dan dokumentasi. Populasi dalam penelitian ini adalah Pejabat Eselon pada Organisasi Perangkat Daerah (OPD) dalam lingkup Pemerintah Kota Parepare yang terdiri dari pejabat eselon II, III dan IV dengan jumlah sebanyak 532 orang. Sampel penelitian berjumlah 84 orang yang dihasilkan melalui formulasi Slovin. Analisis data dilakukan menggunakan analisis statistik deskriptif dan analisis statistik inferensial (penerapan *Structural Equation Modelling* (SEM) dengan menggunakan program Smart PLS Versi 3.0.). Hasil penelitian menunjukkan bahwa Disiplin, motivasi, kearifan lokal, dan lingkungan kerja mempunyai pengaruh langsung yang positif dan signifikan terhadap kepuasan kerja; Disiplin, motivasi, kearifan lokal, dan lingkungan kerja mempunyai

pengaruh positif dan signifikan terhadap kinerja pegawai. Dampak dari kepuasan kerja sebagai variabel intervening tidak dapat menguatkan hubungan antara disiplin terhadap kinerja pegawai. Dampak dari kepuasan kerja sebagai variabel intervening dapat menguatkan hubungan antara motivasi, kearifan lokal, dan lingkungan kerja terhadap kinerja pegawai. Kepuasan kerja mempunyai pengaruh positif dan signifikan terhadap kinerja pegawai.

Kata Kunci: Disiplin; Kearifan Local; Kepuasan Kerja; Kinerja Pegawai; Lingkungan Kerja; Motivasi.

INTRODUCTION

The demands and needs of the community to realize good governance and public services necessitate an expansion of the role of local governments in the implementation of regional development (Irawan, 2017). It aims to realize a more genuine and accountable regional autonomy. In the context of regional autonomy, such broad government affairs authority granted to regions can be a boon for the regions (Christia and Ispriyarso, 2019). On the other hand, the increase in regional authority is also a burden that necessitates regional readiness for its implementation due to the growing number of government matters under regional governments' purview.

Human resources are the most valuable assets in a government organization because they play a significant role in achieving organizational objectives. Human resource management is essential for an organization's human resource effectiveness. With the use of the state apparatus in carrying out general government and development tasks, the government seeks to perfect a clean and authoritative state apparatus so that employees can improve their performance.

Today, regional apparatus organizations have been faced with demands to rationalize the organization internally according to the needs of the region and the community. In addition, public services must provide the best service based on the minimum service provided to the community in a transparent, effective, efficient, and accountable manner. However, in reality, there are still many realizations of Regional Original Income (PAD) that have not yet met the target. When viewed in terms of an assessment of the implementation, the realization must be by the target, where the tolerance limit is ten percent. The realization that did not meet the target was due to the government's not yet maximal effort in intensification and extensification of PAD. Thus, Regional Apparatus Organizations (OPD) are required to improve their performance.

Employee performance is the result of work that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities to achieve organizational goals legally, not violating the law, and by morals and ethics (Berliana et al., 2018). The performance achievement of Regional Apparatus Organization (OPD) employees is still far from expectations due to the factors that influence it. Several studies related to these factors, namely discipline (Rohmania, 2021), motivation (Olusadum and Anulika, 2018; Nurcahyani and Adyani, 2016), local wisdom (Hariandja and Sembiring,

2014; Kurniawan et al., 2012), work environment (Jacobis et al., 2015), and job satisfaction (Hamzah, 2011; Taurisa and Ratnawati, 2012; Alromaihi et al., 2017) as intervening.

The importance of job satisfaction in an organization stems from the expectation that achieving job satisfaction will yield the most significant contribution to the organization's goals. Job satisfaction is a criterion for measuring an organization's success in meeting the needs of its members; consequently, every organization must consider job satisfaction. An employee who experiences job satisfaction will be motivated to carry out their responsibilities with a complete sense of responsibility to enhance employee performance. Based on this description, this study aims to examine the influence of discipline, motivation, local wisdom, and work environment on employee performance via job satisfaction as an intervening variable.

THEORITICAL REVIEW

Creating job satisfaction for the organization's employees is a fundamental objective of human resource management. It is anticipated that job satisfaction will improve and more precise organizational goals. Job satisfaction is a positive or negative emotional state where workers evaluate their work (Kian et al., 2014). Many factors can influence employee job satisfaction, with discipline first (Rohmania, 2021). Employee discipline is the employees' obedience, diligence, perseverance, and dedication to providing community services. Discipline is the primary aspect of service that will affect employee performance (Sulila, 2019). Employees who are content with their jobs typically exhibit disciplined behavior. In contrast, dissatisfaction leads to employee laziness, work delays, and other disciplinary infractions (Njoku, 2015; Nurmala Rohmania, 2021).

H1: Discipline influences job satisfaction.

Motivation is the driving force that causes and directs an employee's behavior (Wijayanto and Riani, 2021; Margahana et al., 2018); Nurcahyani and Adyani, 2016). (Singh, 2011) defines motivation as the force that compels a person to strive for excellence. The most popular theory of motivation is Abraham Maslow's hierarchy of needs theory (Robbins et al., 2013). Maslow proposed a hierarchy of five human needs, including physiological, security, social, esteem, and self-actualization. Two factors influence motivation: motivational motivation is an internal, or intrinsic, driver for achievement, while extrinsic motivation results from an external stimulus (Latham, 2012). Motivation for hygiene or maintenance is an extrinsic or external factor. (Van Scheers and Botha, 2014) According to (Rossini and Tanjung, 2019) and (Prasetyaningrum, 2020), job motivation and job satisfaction are positively correlated.

H2: Motivation influences job satisfaction.

Local wisdom is the actual knowledge of a community derived from the virtuous values of cultural traditions to regulate the conduct of human life (Sibarani, 2012). (Hamzah, 2011; Taurisa and Ratnawati, 2012; Patterson, 2014). Local wisdom can also be defined as a component of the local culture's wealth, including various life policies, ways of life that

facilitate or accommodate an approach (wisdom), and life wisdom. In Indonesia, indigenous knowledge applies to multiple cultures and ethnicities. However, it can also be described as cross-cultural or interethnic, constituting a national cultural value (Devi et al., 2018). Almost every local culture in the archipelago is renowned for its local wisdom, which teaches cooperation, tolerance, and works ethic, among other things. Local knowledge is embodied in all tangible and intangible cultural heritage (Smith and Campbell, 2017). Local knowledge has values that apply to society. Values are believed to be accurate and serve as a guide for daily behavior in the local community. The definition of local wisdom in the workplace is a shared perception of unwritten values and norms or established rules. According to (Taurisa and Ratnawati, 2012), local wisdom has a positive and significant effect on job satisfaction.

H3: Local wisdom influences job satisfaction.

The work environment is a productive condition (internal and external situations) for optimizing work performance (Sukarjati et al., 2016); to create pleasurable and stimulating conditions (Higgins, 2012). Environment refers to elements surrounding an organization that directly or indirectly affect the organization. It can be defined as the elements that exist around employees and directly and indirectly affect their performance (Saputra, 2021). The work environment is comprised of elements or various types of factors that exist around employees and have direct or indirect effects on their performance (Wildan et al., 2021). To create a conducive work environment, organizational management must pay close attention to the components of the work environment. The work environment positively affects employee job satisfaction. Good working environment conditions assist employees in achieving their work and organizational objectives and make the workplace more enjoyable, thereby enhancing job satisfaction (Mokaya et al., 2013; Alvina and Djastuti, 2018).

H4: The work environment influences job satisfaction.

Discipline is the application of management to reinforce organizational policies (Kamal et al., 2018). Moreover, according to (Rachmawaty and Wahyuni, 2021), managers use work discipline to communicate with employees. So that they are willing to change their behavior to increase their awareness and compliance with all applicable organizational rules and social norms. Work discipline is a form of training that implements organizational regulations (Goedurov, 2020). Conclusion: discipline is an attitude or behavior of obedience of an individual or group to procedures and regulations, both written and unwritten, that is reflected in their behavior and actions. With the stipulation of written and unwritten regulations, it is expected that employees will maintain a high level of discipline at work, thereby increasing work productivity. That work discipline has a positive and significant effect on performance (Munadjat et al., 2019; Irawan et al., 2021; Lestari, 2022).

H5: Discipline influences employee performance.

The performance will significantly increase in proportion to the motivational level (Musoli, 2021). (Sekhar et al., 2013) define motivation as the drive and effort to fulfill a

need or a goal. One of the characteristics of highly motivated individuals is their desire to improve their performance by working diligently (Venkataraman et al., 2016). Work motivation is the desire to perform one's assigned duties. Work motivation has a close relationship with a person's performance or output. An individual's motivation to work varies. There are both high and low levels of work motivation. If motivation at work is high, it will significantly impact performance and vice versa. If a person's motivation is very low, their performance may also be very low (Candana et al., 2020). If employees are highly motivated at work, they will work diligently, cheerfully, diligently, and highly committed to ensuring that the outcomes correspond to the goals they wish to achieve. In the form of wages, directions, incentives, compensation, or positions, something that is anticipated generates motivation. The relationship between motivation and performance has previously been investigated. Several studies (Bahri, 2019; Ekhsan, 2019; Kristianti et al., 2021) demonstrate that work motivation variables substantially impact employee performance.

H6: Motivation influences employee performance.

Local wisdom is a shared understanding of a group's unwritten values, norms, and regulations. Local wisdom can also be defined as one of the riches of a community's culture, including various life policies and ways of life that aid or accommodate policy wisdom (Lareau, 2015). In Indonesia, local wisdom may not only apply locally to a culture or certain ethnicities, but it may also be cross-cultural or cross-ethnic, thereby constituting a national cultural value. Almost every local culture in the archipelago, for instance, is renowned for its local wisdom, which teaches cooperation, tolerance, work ethic, Etc. Respect promotes cultural values that account for age and seniority in the workplace. Therefore, although he is superior in terms of age or seniority, he is younger, and he respects and respects those who are more senior (Putri, 2020). Strong local knowledge and understanding of organizational values will result in positive employee perceptions and influence the performance of young employees (Devi et al., 2018).

H7: Local wisdom influences employee performance.

The dynamic condition of a work situation can make employees happy because it is highly conducive to enhancing performance and achieving organizational objectives (Mokaya et al., 2013). A work environment is deemed healthy, safe, and comfortable if its inhabitants can carry out their duties in an optimal manner while remaining healthy and safe (Manik and Syafrina, 2018). It has been demonstrated that the work environment has direct and substantial effects on employee performance (Aspiyah and Martono, 2016; Sutrisno and Ratnaningsih, 2017). A more favorable organizational environment will increase employee performance. The appropriateness of the work environment can have long-lasting effects, and a poor work environment makes it difficult to achieve an effective and efficient work system. A safe and healthy work environment has been shown to influence productivity (Massoudi and Hamdi, 2017). In addition, it was stated that favorable working conditions might include a workspace and auxiliary facilities that expedite work completion.

H8: The work environment influences employee performance.

Workplace discipline to enhance employee performance. Work discipline must be implemented throughout the organization and by every employee. It is anticipated that work discipline will boost productivity (Sitopu et al., 2021). According to (Yantika et al., 2018), work discipline is exemplified by punctual arrival and departure, quality work performance, and compliance with all organizational regulations and applicable social norms. Job satisfaction as a moderating variable. Several factors, including discipline, motivation, local knowledge, and the work environment, can influence job satisfaction. Employees who have not been disciplined exhibit discontent with their work. Unhappiness will result in poor performance.

H9: Work discipline influences employee performance through Job satisfaction.

Motivation is a desire for an employee's internal needs that leads to a change in behavior. If you work with an internal motivation (spirit), you will feel fulfilled (Yakup, 2017). Consequently, its performance will improve. Job satisfaction is a prerequisite to motivation's effect on sustainably enhanced performance. According to previous research (Kristine, 2017), employees will have high organizational performance with high motivation and job satisfaction. A study (Suwaji, 2019) finds that motivation has a significant effect on job satisfaction and that job satisfaction significantly affects employee performance. These findings support the findings of this study. The results also indicate that job satisfaction mediates the relationship between employee motivation and performance.

H10: Work motivation influences employee performance through Job satisfaction.

Local wisdom reflects the identity of a civilized person by prevalent values and norms. When individuals adapt to their environment, local wisdom in knowledge or ideas will be developed (Lasmaya, 2018). Individuals will adapt and strive to create a sense of job satisfaction to improve performance. The government must inculcate the values of local wisdom as supporting factors for improving employee performance, or they must become an unwritten norm that affects employee performance (Putri, 2020).

H11: Local wisdom influences employee performance through Job satisfaction.

The work environment is one of the factors that influence an employee's performance. The work environment is everything that surrounds a worker and can affect the performance of assigned tasks (Mardikaningsih, 2017). A positive work environment will assist employees in achieving their job and organizational objectives and make the workplace more pleasant, thereby increasing their job satisfaction. Employee satisfaction will affect their performance. Employee performance can be affected by the work environment in which they are placed. A supportive work environment will also help employees feel at ease while working (Ende and Firdaus, 2021). Thus, employees will experience job satisfaction because they can adapt to a comfortable work environment (Efawati, 2020).

H12: The work environment influences employee performance through Job satisfaction.

Job satisfaction is the perception of various aspects of one's work by individuals (Van Wyk et al., 2018). Perception can be in the feelings and attitudes of individuals regarding their work (Robbins, 2003; Rohmania, 2021). Positive or negative emotions and attitudes exist. If a person has a positive attitude toward his job, he is content with his position. Conversely, if an employee is unsatisfied with his career, he is negative about his job. Employee performance is deemed to be satisfactory if employee job satisfaction is increasing. In other words, employee job satisfaction can affect employee performance. Thus, job satisfaction is required to improve employee performance in an organization. Basic salary, compensation, salary increase opportunities, promotion opportunities, awards, overseas trips, work relationships, Etc., can all contribute to job satisfaction. (Hamid, 2021). This study's findings are supported by research (Rosmaini and Tanjung, 2019), indicating that job satisfaction has a significant and positive impact on employee performance. Research (Rosmaini and Tanjung, 2019) concurs with a study (Sembiring et al., 2021) that demonstrates that job satisfaction has a significant and positive impact on employee performance.

H13: Job satisfaction influences employee performance.

METHODS

This study employs a level of explanation approach, which is a method of conducting research that involves explaining the symptoms caused by the object of study, testing, and providing explanations or relationships between variables (discipline, motivation, local wisdom, work environment, employee performance, and job satisfaction as an intervening variable) via hypothesis testing (Singarimbun and Effendi, 2002). This study includes primary and secondary data collected through observation, questionnaires, and documentation. This study's population consisted of echelon II, III, and IV officials in the Regional Apparatus Organizations (OPD) of the Parepare City Government, with 532 individuals. The Slovin formula yielded an investigational sample of 84 individuals. The sample size corresponds to each office of the regional organization that manages the city of Parepare's local revenues.

Validity, reliability, and the classical assumption test were utilized during the instrument evaluation (normality test, multicollinearity test, and linearity test). The data were analyzed using descriptive and inferential statistical analysis (the application of Structural Equation Modeling (SEM) with the Smart PLS Version 3.0 program).

The operational definition of a variable is defined as a clue that explains to the researcher that deals with the disclosure of the variable more concretely. This study used three types of variables, namely exogenous variables, intervening variables, and endogenous variables. This study has four exogenous variables, namely Discipline and Motivation. The intervening variable is Local wisdom, Work Environment, and Job Satisfaction, and the endogenous variable is Employee Performance.

Table 1. Operational Variables

Variable	Code	Indikator	Reference
Dicipline (D)	D1	Attendance frequency	(Nurchayani and Adyani, 2016)
	D2	Employee alert level	
	D3	Adherence to work standards	
	D4	Compliance with work regulations	
	D5		
	D6	work ethic	
	D7		
Motivation (M)	M1	Achievement	(Maryani et al., 2021)
	M2		
	M3	Recognition	
	M4	Work it self	
	M5		
	M6	Responsibility	
	M7		
	M8	Advancement	
	M9		
Local wisdom (LW)	LW1	Honesty	(Fauzy et al., 2020)
	LW2		
	LW3	Firmness	
	LW4	Togetherness	
	LW5	Trust	
	LW6		
	LW7	Pride	
Work Environment (WE)	WE1	Lighting	(Bahri, 2019)
	WE2	Air temperature	
	WE3	Noise	
	WE4	Use of color	
	WE5	Required wiggle room	
	WE6	Job security	
	WE7	Employee Relations	
Job Satisfaction (JS)	JS1	The work itself	(Safitri and Suharnomo, 2022)
	JS2		
	JS3	Supervision	
	JS4		
	JS5	Work colleague	
	JS6		
	JS7	Promotion	
	JS8	Salary or Wages	
Employee Performance (EP)	EP1	On time	(Junianto and Sabtohadhi, 2020)
	EP2		
	EP3	Initiative	
	EP4		
	EP5	Compliance with standard operating procedures	
	EP6		
	EP7	Work target	
	EP8		

RESULTS

In this study, men dominated with 27 respondents, while women accounted for 24. The most recent education level was S1 for 69 people and S2 for 15 people, and the number of employees with 10 to 15 years of experience was 63, while those with 16 to 20 years of experience numbered 21. The distribution of variable frequencies indicates that many Parepare City Government Regional Apparatus Organizations employees agree with each variable indicator of discipline, motivation, local knowledge, work environment, job satisfaction, and employee performance.

The outer model test results in table 2 show that all the instruments used in this study have met the outer model testing requirements. To test the validity of this study, the researcher used discriminant validity by looking at the cross-loading value of the contract measurement. The cross-loading value indicates the magnitude of the correlation between each contract and its indicators and indicators of other block contractors. A measurement model has good discriminant validity if the correlation between the agreement and the indicator is higher than the correlation with indicators from other block contractors.

Table 2. Discriminant Validity

	D	M	LW	WE	JS	EP
D1	0.877	0.328	0.336	0.487	0.322	0.532
D2	0.739	0.316	0.417	0.445	0.212	0.535
D3	0.830	0.497	0.436	0.538	0.267	0.472
D4	0.795	0.261	0.334	0.517	0.299	0.455
D5	0.780	0.367	0.473	0.482	0.333	0.569
D6	0.750	0.443	0.421	0.442	0.301	0.523
D7	0.821	0.321	0.393	0.491	0.296	0.484
M1	0.382	0.828	0.418	0.572	0.490	0.367
M2	0.366	0.757	0.349	0.543	0.478	0.233
M3	0.285	0.846	0.446	0.576	0.330	0.289
M4	0.375	0.813	0.390	0.531	0.422	0.382
M5	0.344	0.792	0.447	0.402	0.487	0.367
M6	0.381	0.793	0.329	0.467	0.303	0.361
M7	0.295	0.888	0.378	0.432	0.393	0.400
M8	0.307	0.867	0.493	0.496	0.400	0.349
M9	0.222	0.850	0.333	0.494	0.372	0.298
LW1	0.412	0.384	0.842	0.601	0.343	0.492
LW2	0.353	0.383	0.764	0.564	0.490	0.488
LW3	0.475	0.437	0.879	0.711	0.473	0.572
LW4	0.390	0.455	0.852	0.620	0.523	0.423
LW5	0.295	0.363	0.765	0.499	0.583	0.555
LW6	0.332	0.462	0.812	0.592	0.473	0.382
LW7	0.294	0.488	0.849	0.597	0.495	0.483
WE1	0.622	0.685	0.729	0.980	0.343	0.444
WE2	0.513	0.597	0.522	0.818	0.342	0.485
WE3	0.422	0.507	0.501	0.868	0.230	0.345
WE4	0.492	0.518	0.616	0.812	0.305	0.316
WE5	0.503	0.514	0.478	0.706	0.237	0.394
WE6	0.535	0.575	0.758	0.847	0.226	0.113
WE7	0.443	0.198	0.287	0.965	0.448	0.364

JS1	0.378	0.507	0.530	0.474	0.804	0.233
JS2	0.322	0.396	0.585	0.434	0.992	0.366
JS3	0.338	0.451	0.597	0.662	0.845	0.455
JS4	0.344	0.488	0.492	0.419	0.848	0.333
JS5	0.432	0.416	0.432	0.467	0.855	0.373
JS6	0.397	0.225	0.418	0.489	0.881	0.388
JS7	0.307	0.316	0.535	0.399	0.949	0.390
JS8	0.356	0.473	0.529	0.322	0.877	0.234
EP1	0.623	0.547	0.562	0.676	0.632	0.871
EP2	0.682	0.612	0.439	0.576	0.527	0.816
EP3	0.592	0.503	0.539	0.681	0.475	0.873
EP4	0.439	0.566	0.539	0.523	0.475	0.790
EP5	0.589	0.544	0.573	0.474	0.508	0.738
EP6	0.423	0.594	0.490	0.452	0.587	0.808
EP7	0.673	0.719	0.568	0.519	0.444	0.877
EP8	0.602	0.666	0.454	0.488	0.324	0.909

Source: processed data, PLS 3.0 (2022)

Based on the data presented in table 2, it can be seen that each indicator in the research variable has the most significant cross-loading value on the variables it forms compared to the cross-loading value on other variables. Based on these results, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

The criteria for validity and reliability can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The construct has high reliability if the value is 0.700 and the AVE is above 0.500. Table 3 will present the importance of Cronbach's Alpha, Composite Reliability, and AVE for all variables.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Dicipline	0.830	0.866	0.887	0.710
Motivation	0.906	0.928	0.965	0.726
Local wisdom	0.830	0.852	0.812	0.725
Work Environment	0.808	0.823	0.829	0.779
Job Satisfaction	0.791	0.812	0.802	0.743
Employee Performance	0.724	0.740	0.755	0.714

Source: processed data, PLS 3.0 (2022)

Based on the data presented in table 3. The AVE value of all variables in this study is less than 0.500. Thus it can be stated that each variable has good discriminant validity. Composite reliability value of all research variables less than 0.700. These results indicate that each variable has met composite reliability, so it can be concluded that all variables have a high level of reliability. Furthermore, the Cronbach alpha value of each research variable is less than 0.700. Thus these results can indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Data Analysis. Data analysis in this study was carried out using the Structural Equation Model (SEM). The test was carried out with the help of the Smart PLS program. Figure 2 below presents the results of the testing Model using PLS as follows:

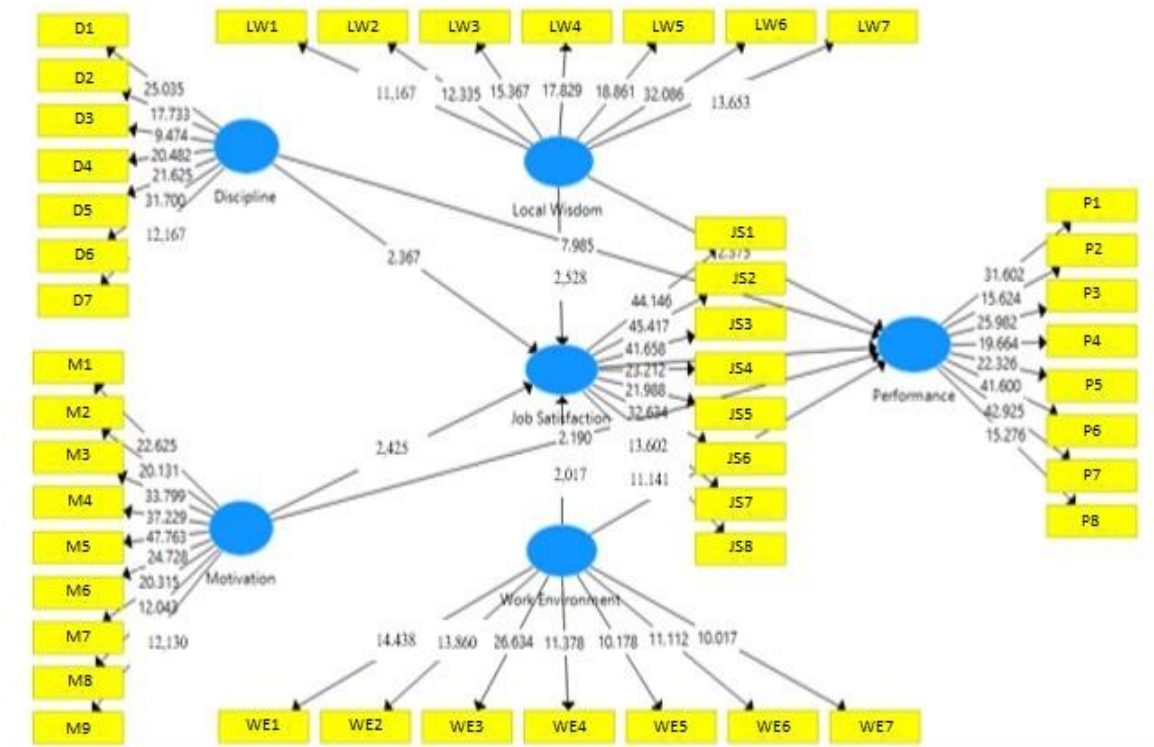


Figure 1. SEM Model Test Using Smart PLS
Source: processed data, PLS 3.0 (2022)

The proposed hypothesis is tested by evaluating the structural model (inner model) by examining the path coefficients representing the parameter coefficients. The statistical significance value of t is displayed in table 4:

Table 4. Coefficient Values of Direct, Indirect, and Total Effects between Variables in the SEM Model

HP	Variable			Original Sample	T Statistics	P-value (bigger than 0.050)	Information
	Exogenous	Intervening	Endogen				
H ₁	Dicipline	-	Job satisfaction	0.707	2.367	0.018	Significant
H ₂	Motivation	-	Job satisfaction	0.172	2.425	0.015	Significant
H ₃	Local Wisdom	-	Job satisfaction	0.211	2.528	0.013	Significant
H ₄	Work Environment	-	Job satisfaction	0.129	2.017	0.039	Significant
H ₅	Dicipline	-	Employee performance	0.661	7.985	0.000	Significant
H ₆	Motivation	-	Employee performance	0.122	2.190	0.027	Significant
H ₇	Local Wisdom	-	Employee performance	0.156	2.375	0.014	Significant
H ₈	Work Environment	-	Employee performance	0.113	2.161	0.031	Significant
H ₉	Dicipline	Job satisfaction	Employee performance	0.022	0.819	0.413	No Significant
H ₁₀	Motivation	Job satisfaction	Employee performance	0.118	2.166	0.031	Significant
H ₁₁	Local Wisdom	Job satisfaction	Employee performance	0.232	2.640	0.012	Significant
H ₁₂	Work environment	Job satisfaction	Employee performance	0.204	2.316	0.015	Significant
H ₁₃	-	Job satisfaction	Employee performance	0.128	2.133	0.033	Significant

Source: Data processed, PLS 3.0 (2022)

Based on table 4 it can be concluded that: the discipline variable is able to significantly support job satisfaction (H1 is accepted); The motivation variable is able to significantly support job satisfaction (H2 is accepted); The local wisdom variable is able to significantly support job satisfaction (H3 is accepted); The work environment variable is able to significantly support job satisfaction (H4 is accepted); The discipline variable is able to significantly support employee performance (H5 is accepted); The motivation variable is able to significantly support employee performance (H6 is accepted); Local wisdom variable is able to significantly support employee performance (H7 is accepted); The work environment variable is able to significantly support employee performance (H8 is accepted); The impact of the intervening is not significant, meaning that the intervening has not been able to strengthen the relationship between discipline and employee performance

which is supported by facts and empirical data (H9 is rejected); variable intervening can enhance the relationship between motivation and employee performance which is supported by facts and empirical data (H10 is accepted); variable intervening can improve the relationship between local wisdom and employee performance which is supported by facts and empirical data (H11 is accepted); variable intervening can strengthen the relationship between the work environment and employee performance which is supported by facts and empirical data (H12 is accepted); and, job satisfaction variable is able to support employee performance significantly (H13 is accepted).

DISCUSSION

According to this study, discipline positively and significantly impacts job satisfaction and employee performance. It implies that employees who are content with their jobs tend to exhibit discipline. Discipline is the attitude and behavior of being obedient and subject to the provisions of time and regulations established and carried out by employees with a high level of awareness to achieve organizational goals. Therefore, to increase job satisfaction in an organization, employees must possess high levels of discipline. Consequently, it can be concluded that all indicators comprising the discipline variable have a significant impact on job satisfaction (Fengky et al., 2017; Rohmania, 2021). Existing laws can also be used to enforce discipline. With the stipulation of written and unwritten regulations, it is expected that employees will maintain a high level of discipline at work, thereby increasing work productivity.

This study discovered that motivation has a positive and statistically significant effect on employee job satisfaction and performance. The greater the number of aspects of the job that align with the employee's preferences, the greater his level of job satisfaction. Motivation is an impulse (motive) or a change in behavior that results from an employee's desire to meet their internal needs. Motivation is a force that can provide stimulation or encouragement and work enthusiasm that can alter the personal behavior of employees and is defined as a means of enhancing job satisfaction and performance. Based on the study's findings, it can be concluded that all of the indicators comprising the motivational variable have a significant impact on job satisfaction and employee performance (Arifin, 2015; Nurcahyani and Adyani, 2016). If the employee's motivation at work is high, it will significantly impact their performance and vice versa. If a person's work motivation is very low, it can result in poor performance (Candana et al., 2020). If employees are highly motivated at work, they will work diligently, happily, hard, and highly committed to ensuring that the outcomes correspond to the goals they wish to achieve.

This study found that local wisdom had a positive and statistically significant effect on employee performance and job satisfaction. To increase job satisfaction, employees must have access to local knowledge that guides their future thinking and actions in achieving organizational objectives. Local wisdom is a shared understanding of a group's unwritten values, norms, and regulations. Local knowledge has values that apply to society. Values are believed to be accurate and serve as a guide for daily behavior in the local community. The definition of local wisdom in the workplace is a shared perception of unwritten values and norms or established rules. Based on this, it can be concluded that of all the indicators that make up the local wisdom variable, it has been shown to significantly influence job

satisfaction (Taurisa and Ratnawati, 2012). Therefore, strong local wisdom and understanding of organizational values will lead to positive employee perceptions, thereby affecting the performance of young employees (Devi et al., 2018).

This study found that the work environment positively and statistically significant effect employee performance and job satisfaction. Good working environment conditions assist employees in achieving their work and organizational objectives and make the workplace more enjoyable, thereby enhancing job satisfaction (Mokaya et al., 2013; Alvina and Djastuti, 2018). Then, a conducive working environment will motivate employees to improve their performance by working harder. To increase job satisfaction and employee performance in an organization, a conducive work environment is required so that employees can effectively carry out their responsibilities. In relation to this study, it can be concluded that all work environment indicators have a significant impact (Sukarjati et al., 2016). It has been demonstrated that the work environment has a direct and substantial effect on employee performance (Aspiyah and Martono, 2016; Sutrisno and Ratnaningsih, 2017). A more favorable organizational environment will increase employee performance.

This study found that job satisfaction is not a significant intervening variable. The intervening has not been able to strengthen the factually and empirically supported relationship between employee discipline and performance. It indicates that job satisfaction has been unable to counteract the effect of employee discipline on employee performance. Employees dissatisfied with workplace conditions still maintain a disciplined attitude because the Parepare City government penalizes absenteeism with salary reductions for employees who are not disciplined in reporting to the office to perform their duties. Therefore, the discipline of employees of the Parepare City Government will affect performance enhancement. This study's findings concur with (Izudi et al., 2018), who concluded that job satisfaction could not mediate the effect of promotion and discipline variables on employee performance.

This study discovered that job satisfaction is a significant intervening variable. The intervention can strengthen the relationship between employee motivation and performance, as supported by data and facts. Therefore, motivation increases job satisfaction. If employee job satisfaction is adequate or high, employee performance will improve, or job satisfaction as an intervening variable can significantly strengthen both variables. The greater the employee satisfaction, the greater the organization's motivation to improve employee performance. Inversely, the employee's performance will decline with decreasing satisfaction with motivation. According to the study's findings (Kristine, 2017), employees with high levels of motivation and job satisfaction will exhibit superior organizational performance. According to research (Suwaji, 2019), motivation has a significant effect on job satisfaction, and job satisfaction significantly impacts employee performance. The results of the present study support these findings.

This study found that job satisfaction is a significant intervening variable. As supported by data and facts, the intervention can strengthen the correlation between local knowledge and employee performance. Therefore, local knowledge will enhance job satisfaction. Consider the case where employee job satisfaction is adequate or high. In this case, employee performance will increase, or job satisfaction as an intervening variable can significantly strengthen the relationship between local knowledge and employee performance. It is suggested by (Putri, 2020) that the government should instill the values

of local wisdom as one of the supporting factors for increasing employee performance or as an unwritten norm that affects employee performance.

This study found that job satisfaction as an intervening variable is significant or capable of strengthening the relationship between the work environment and employee performance, based on facts and empirical data. Therefore, the workplace will increase job satisfaction. If employee job satisfaction is adequate or high, employee performance will increase; job satisfaction as an intervening variable can significantly strengthen both variables. A supportive work environment will also help employees feel at ease while working (Ende and Firdaus, 2021). Thus, employees will experience job satisfaction because they can adapt to a comfortable work environment (Efawati, 2020).

This study found that job satisfaction has a direct effect on employee performance. A positive coefficient indicates that employee performance is positively influenced by job satisfaction. It implies that the greater the job satisfaction of an employee, the greater its performance. The lower an employee's job satisfaction, the worse their performance. Employee performance is deemed to be satisfactory if employee job satisfaction is increasing. In other words, employee job satisfaction can affect employee performance. Thus, job satisfaction is required to improve employee performance in an organization. Basic salary, compensation, salary increase opportunities, promotion opportunities, awards, overseas trips, and work relationships can all contribute to job satisfaction (Hamid, 2021).

CONCLUSION

According to this study's findings, discipline, motivation, local knowledge, and the work environment positively and significantly affect job satisfaction. Discipline, motivation, local knowledge, and the work environment positively and substantially affect employee performance. As an intervening variable, job satisfaction cannot strengthen the relationship between employee discipline and performance. Nevertheless, job satisfaction as an intervening variable can strengthen the relationship between employee motivation, local knowledge, and the work environment. Employee performance is positively and significantly affected by job satisfaction.

The limitations of this study are, first and foremost, the characteristics of the sample, which differ from those of previous studies that did not differentiate between employees and management. Consequently, it is feared that different levels of comprehension and knowledge may arise when analyzing organizational problems and conditions, thereby compromising the objectivity of the questionnaire responses. Second, although the validity and dependability of the research instruments have been evaluated, the questionnaire utilized in this study is susceptible to bias. The answers to all statements are based on self-reports, so it is feared that respondents will overestimate their abilities. On the contrary, they undervalue themselves when evaluating things external to themselves. It is feared that respondents will provide non-objective responses because researchers have limited time to socialize with respondents before their complete questionnaires.

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