



THE EFFECTS OF WORK ENVIRONMENT AND WORK DISCIPLINE ON JOB SATISFACTION AND THE IMPACT ON EMPLOYEE PERFORMANCE AT THE LIBRARY ANALYSIS CENTRE AND READING CULTURE DEVELOPMENT NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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ABSTRACT

The National Library of Indonesia is a vital institution supporting science and technology development; therefore, improving employee performance is necessary. This paper is intended to develop a conceptual model to determine the influence of the work environment and work discipline on job satisfaction and its impact on employee performance. This paper proposes the influence of related elements, along with a literature review, conceptual model, hypotheses, and research methodology. So, it is implemented in the form of information regarding the effects of the work environment and work discipline on job satisfaction and employee performance at the Library Analysis Centre and Reading Culture Development National Library of the Republic of Indonesia.

KeyWords

Conceptual Model, Employee Performance, Job Satisfaction, Work Discipline, Work Environment.

INTRODUCTION

Science and technology have a crucial role in the development of the nation. A high interest in reading encourages people to master science and technology, producing scientific works. Therefore, the success of a nation can be measured by the extent to which its people are active in creating scientific works. The importance of reading and producing scientific work creates the need for access to libraries. Therefore, a library with a magnificent building, a complete collection, and librarians who provide optimal service is needed.

The National Library of Indonesia is a supervisory, reference, deposit, research, preservation, and networking center library. Even though its function is essential, new challenges arise when changing to become a modern library. For this reason, improving the performance of library employees is very necessary. Employees' performance at the National Library of the Republic of Indonesia can be improved through various approaches. Providing allowances, opportunities for self-development, and adjustments to the work environment are steps that must be considered.

By understanding the relationship between the work environment, work discipline, job satisfaction, and employee performance, the government can create a holistic strategy to increase library effectiveness. This involves careful planning in creating conducive working conditions, ensuring support for employee self-development, and providing appropriate incentives to improve work discipline. The role of the work environment and work discipline in enhancing library employees' performance contributes not only to the effectiveness of libraries as science and technology institutions but also to the overall development of science and technology in society. Based on the background and issues mentioned above, this conceptual paper will discuss the effects of work environment and work discipline on job satisfaction and the impact on employee performance..

LITERATURE REVIEW

A. Work Environment

The definition of the work environment encompasses various holistic dimensions, reflecting the conditions where individuals or groups operate. Sedarmayanti (2017) emphasizes that it involves collaboration and support to achieve common goals in line with the company's vision and mission, extending beyond physical space to include supportive facilities. Mangkunegara (2017) highlights the holistic aspect, covering tools, materials, work methods, and arrangements, emphasizing that it involves work processes and rules supporting task execution. Rahmawati et al. (2020) expand the dimension by defining it as the social, psychological, and physical life affecting employees in their tasks, not only influencing performance but also shaping employees' psychological and social aspects.

Physical work environment factors crucially impact employee well-being and performance. Robbins (2017) outlines the importance of temperature regulation, noise management, lighting, and air quality. Optimal temperature, lighting, and air quality enhance productivity and prevent stress. Effective noise management is vital to maintaining concentration and reducing stress levels. These factors significantly influence employee experience and performance, with investment in a quality work environment benefiting both productivity and employee satisfaction.

As revealed by Feel & Rozzaid (2018), Indicators of the work environment provide a comprehensive overview of factors influencing employee well-being and productivity. Positive leadership attitudes, effective communication, and mutual respect contribute to a healthy and productive work environment. An inclusive work culture fosters collaboration, enhancing emotional well-being and team productivity. Well-designed workspace layout improves efficiency and comfort, while a quiet environment fosters focus and efficiency. Bright colors and optimal temperature and humidity levels create a positive atmosphere, promoting employee well-being. By considering these indicators, companies can design work environments supporting employee well-being, productivity, and satisfaction, representing an effective strategy to achieve organizational goals and cultivate a positive work culture.

B. Work Discipline

Work discipline encompasses attitudes and behaviors toward organizational rules, crucial for creating an efficient and orderly work environment. Sastrohadiwiryono (2003) emphasizes respect and adherence to written and unwritten norms, reflecting personal responsibility. Rivai (2011) views work discipline as a communication tool between managers and employees, aiming to change behaviors and foster compliance for improved productivity. Hasibuan (2002) highlights awareness and willingness as crucial elements, implying voluntary adherence to rules and understanding responsibilities.

Several factors influence work discipline. Clear goals aligned with employees' capabilities create challenges driving diligent work and discipline. Leadership plays a central role in fostering discipline, with influential leaders serving as role models and creating environments where discipline is valued. Fair rewards motivate disciplined behavior, as employees who feel fairly treated are more dedicated. Justice in conflict resolution, promotions, and recognition enhances trust and discipline (Hasibuan, 2002).

Both visible and implicit supervision are vital in maintaining discipline and providing guidance and structure to minimize rule violations. Firm leadership enforcing rules and applying sanctions fosters a controlled work environment. Appropriate sanctions discourage rule-breaking, promoting order and productivity (Hasibuan, 2002).

Critical indicators of work discipline include punctuality, proper equipment utilization, commitment, and compliance with company policies (Syarkani, 2017). Punctuality reflects responsibility and commitment to tasks, while optimal equipment usage indicates asset responsibility and supports operational flow. High commitment correlates with disciplined task execution and organizational contribution. Adherence to company policies demonstrates respect for authority and organizational values.

In conclusion, understanding and measuring these indicators helps identify areas for improvement in fostering employee discipline. Implementing supportive strategies and policies can create a disciplined and productive work environment, positively impacting organizational goals (Syarkani, 2017; Hasibuan, 2002).

C. Job Satisfaction

Work satisfaction is a crucial psychological dimension in workplace dynamics, encompassing individual evaluations of their work. Rivai (2005) defines job satisfaction as an individual's subjective evaluation of their workload, interpersonal relations, and the overall work environment. Tangkilisan (2005) highlights the emotional dimension, emphasizing subjective emotional states related to work, while Robbins (2003) adds a comparative dimension, considering job satisfaction as the gap between received and expected rewards. Abdurrahmat (2006) views it as an emotional attitude reflecting pleasure and love for the job, and Handoko (2008) emphasizes its close association with interpersonal relationships and the employer-employee relationship.

Several factors influence job satisfaction. Akhyadi (2015) identifies three main factors related to employees, employers or organizations, and the job itself. Regarding employees, factors include age, gender, tenure, personality, dependents, ambition, and mental ability. Factors such as salary, promotion opportunities, security, and supervision quality play crucial roles for employers or organizations. Regarding the job itself, factors include working conditions, skill requirements, coworker relationships, workplace location, job variety, and communication.

Spector (2015) identified job satisfaction indicators include wages, promotion opportunities, supervision quality, benefits, contingent rewards, operating procedures, coworker relationships, nature of work, and communication. Fair wages, promotion

prospects, supportive supervision, and clear communication contribute to satisfaction. Additionally, benefits, contingent rewards, well-defined operating procedures, positive coworker relationships, meaningful work, and favorable working conditions enhance job satisfaction.

A holistic understanding of job satisfaction involves evaluating subjective, emotional, and perceptual aspects. Managing factors related to employees, employers, and the job can create a positive and satisfying work environment. Integrating strategies to address these factors can enhance individual well-being and organizational sustainability.

D. Employee Performance

Performance encompasses a broad spectrum of perspectives as defined by various management experts. Drucker (1999) views it as the level of achievement or tangible results often used to attain positive outcomes. Mulyadi (2005) emphasizes periodicity, referring to organizational, departmental, and individual operational effectiveness. Widodo (2006) focuses on task execution aligned with responsibilities, with results meeting predetermined expectations. Mangkunegara (2020) considers both qualitative and quantitative aspects of work outcomes, evaluating both quantity and quality.

Factors influencing performance, as articulated by Prawirosentono (1999), provide insights into critical elements contributing to organizational outcomes and productivity. Effectiveness and efficiency play central roles, highlighting goal attainment and emphasizing resource utilization. Authority defines communication or directives within an organization, setting boundaries for decision-making and task execution. Discipline ensures adherence to laws and regulations, fostering a controlled environment supportive of operational effectiveness. The initiative highlights individuals' proactive and creative thinking, contributing fresh ideas and innovative solutions.

Understanding these factors enables effective performance management. From the emphasis on effectiveness and efficiency to the roles of authority, discipline, and initiative, they form a framework for optimizing individual and organizational achievements. Integrating these elements creates a holistic approach to goal attainment and performance enhancement in business and organizational contexts.

Mangkunegara (2020) outlines that performance indicators encompass a range of critical factors shaping the evaluation framework for individual productivity in work or organizational settings. Quality service provision is a primary indicator, reflecting success in delivering high-quality services. Innovative service delivery strengthens creativity and resilience in improving service quality. Understanding tasks and responsibilities forms the basis for successful performance, directing efforts toward organizational goals.

Collaborative abilities are essential in contemporary workplaces, where teamwork and cross-departmental collaboration are inevitable for achieving shared objectives. The ability to take action demonstrates quick response and sound decision-making in complex or urgent situations. Fulfilling obligations reflects individuals' commitment to their work, conducting tasks with integrity and consistency. Lastly, organizations can design strategies to enhance productivity, provide appropriate training, and build supportive work environments by understanding and measuring these performance indicators.

CONCEPTUAL MODEL

Based on the literature review and previous studies, it was found that job satisfaction is a critical element that links the work environment and work discipline with employee performance. Job satisfaction will likely be the primary mediator influencing the work environment and discipline on employee performance. A structured picture of how these elements are interrelated and interact in the context of the library environment can be seen in the conceptual model depicted in Figure 1 below.

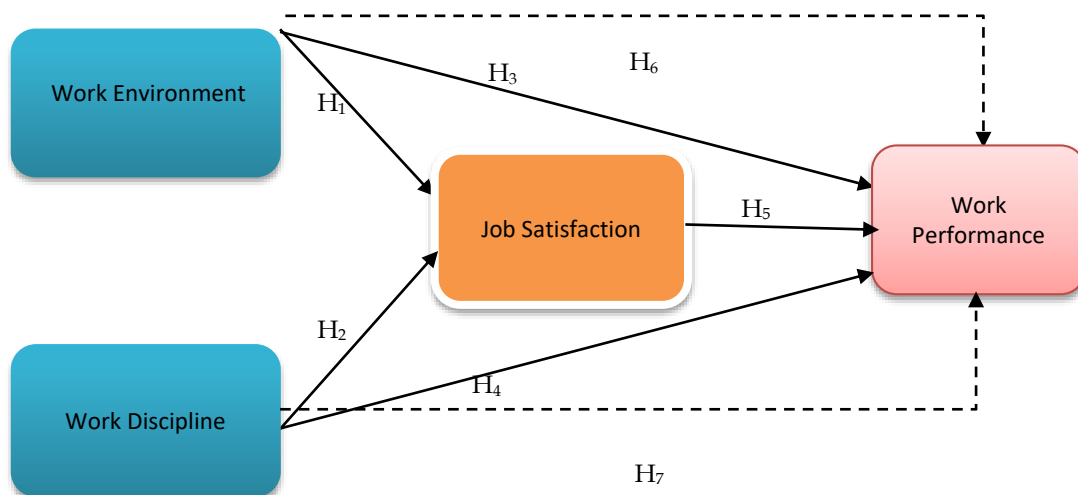


Figure 1. The Conceptual Model

Description:

—————▶ : Direct Effect
- - - - -▶ : Indirect Effect (Mediated)

HYPOTHESIS DEVELOPMENT

This research then leads to an analysis of the phenomenon of the relationship between related elements which will influence each other. Based on the conceptual model, theory and previous research studies, the following hypothesis can be formulated as follows:

- H1: Work environment directly has a positive and significant effect on job satisfaction.
- H2: Work discipline directly has a positive and significant effect on job satisfaction.
- H3: Job satisfaction directly has a positive and significant effect on employee performance.
- H4: Work environment directly has a positive and significant effect on employee performance.
- H5: Work discipline directly has a positive and significant effect on employee performance.
- H6: Job satisfaction acts as a variable that mediates the relationship between work environment and employee performance.
- H7: Job satisfaction acts as a variable that mediates the relationship between work discipline and employee performance.

METHODOLOGY

This research uses a quantitative method, which allows data to be collected from a specific population or sample using research instruments. The collected data will be analyzed using statistical methods to test the validity of the previously formulated hypotheses. In this study, the population consisted of 30 employees at the Library Analysis Centre and Reading Cultural Development National Library of the Republic of Indonesia, Jakarta.

This research utilizes data collection methods by distributing questionnaires directly to respondents using a 5-Likert scale questionnaire. This research will be tested for validity using SPSS software, a reliability test carried out using the Cronbach Alpha statistical test method, test path analysis assumptions, and hypothesis testing with path analysis using SPSS software.

CONCLUSION

This research aims to develop a conceptual model to determine the influence of the work environment and work discipline on job satisfaction and its impact on employee performance. This paper includes a research background, literature review, conceptual model, hypothesis, and research methodology regarding employee performance at the Library Analysis Centre and Reading Culture Development of the National Library of the Republic of Indonesia, Jakarta. The implementation of this paper is expected to provide information regarding the relationship between work environment and work discipline on job satisfaction and its impact on employee performance.

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