

## **The Influence of Work Discipline and Work Facilities on Employee Performance with Job Satisfaction as an Intervening Variable at the Regional Development Planning, Research, and Development Agency of Pematangsiantar City**

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**Abstract:** Employee performance is one of the important factors in supporting the success of an organization. Every government agency needs employees with good performance so that organizational goals can be achieved effectively. To realize optimal performance, work discipline, adequate work facilities, and employee job satisfaction are needed. This study aims to test and analyze the work discipline and work facilities that affect employee performance with job satisfaction as an intervening variable at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City. The method used in this study is a quantitative method. The population used in this study is all employees at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City which is 49 people who work in all departments. The data analysis technique was carried out using path analysis. The results of the study show that work discipline has a positive and significant effect on employee performance, work facilities have a positive and significant effect on employee performance, work discipline and work facilities have a positive and significant effect on job satisfaction. Job satisfaction cannot mediate between work discipline and work facilities on employee performance at the Regional Planning, Research and Development Agency of Pematangsiantar City, Data processing using the SPSS 22 application.

**Keywords:** work discipline, work facilities, job satisfaction, employee performance

## **INTRODUCTION**

Indonesia is the largest archipelagic country in the world with an area of more than 1,922,570 square kilometers and consists of more than 17,000 islands. This geographical condition makes the management of government and public services have its own challenges, especially in terms of efficiency, effectiveness, and equitable distribution of services to remote areas. The regional autonomy policy in Law Number 23 of 2014 concerning local governments provides broad autonomy to local governments to take care of and manage various interests and welfare of local communities. Regional governments must optimize regional development that is oriented to the interests of the community. Through Law Number 23 of 2014 concerning Regional Government, local governments and communities in the regions are more empowered and given greater responsibility to accelerate the pace of regional development.

In North Sumatra Province, especially in Pematangsiantar City, challenges in improving the quality of public services are also felt. As one of the developing cities, Pematangsiantar needs an efficient and responsive public service system. The Regional Planning, Research and Development Agency of Pematangsiantar City has a strategic role in the development planning process and policy innovation. Therefore, improving employee performance in this agency is a priority that must be considered.

The Regional Planning, Research and Development Agency (BAPPEDA) of Pematangsiantar City is an important element in supporting the tasks of implementing local government. The main task of the Pematangsiantar City BAPPEDA is to organize local government affairs in the field of planning, research and development. The Head of the Regional Planning, Research and Development Agency has the task of assisting the Mayor to carry out elements of government which include regional planning, research and development.

Employee performance is one of the key factors for the success of government agencies. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him and is also the result of the employee's work in working for a certain period of time (Manullang et al., 2022). Optimal performance is greatly influenced by various factors, including work discipline, work facilities and job satisfaction. Discipline shows an attitude of respect that exists in an employee towards the rules and regulations in the company. According to (Scott, 2021) That work discipline is defined as an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authorities given to him.

In addition, work facilities include facilities and infrastructure that support employees in carrying out their duties, such as comfortable workspaces, adequate equipment, and a conducive work environment. Research by (Jufrizen & Hadi, 2021) shows that inadequate work facilities can cause work stress, decrease motivation, and hinder employees in completing their work properly. On the contrary, adequate facilities will have a positive impact on employee job satisfaction.

Another factor that is no less important in influencing employee performance is job satisfaction. Job satisfaction reflects a person's feelings about their job and plays an important role in creating optimal performance. When a person gets satisfaction at work, he will try his best with his ability to complete his work, so that employee productivity and performance will increase optimally (Rachmaniah, 2022). Job satisfaction can also be an intervening variable in relationships between work discipline and work facilities to employee performance.

However, this needs to be a serious concern from the leadership, because there are still problems with employee performance, namely there are still many employees who do not arrive on time, there are still employees who are not in their place during working hours, and some work facilities are damaged, thus affecting employee productivity. In addition, these conditions also have an impact on employee job satisfaction in carrying out their duties and responsibilities. Recapitulation of employee attendance of the Pematangsiantar City Regional Planning, Research and Development Agency for the period January – May 2025, the employee delay rate is still in the range of 8-16% of the total working days. This figure shows that the problem of work discipline, especially the punctuality of attendance, is still quite high and relevant for further research. With this,

this research is important to provide a real picture for leaders in taking steps to improve discipline and employee performance.

Based on previous research conducted by (Putra & Fernos, 2023) "The Influence of Work Discipline and Work Motivation on Employee Performance at the Padang City Manpower and Industry Office". The results of the study show that work discipline has a positive and significant effect on employee performance. However, the study has not included the variable of job satisfaction as an intervening variable. Therefore, This research has a novelty by not only examining the influence of work discipline and work facilities on employee performance, but also including job satisfaction as an intervening variable and using the latest data in 2025 in A lot of Regional Planning, Research and Development of Pematangsiantar City.

## **THEORETICAL REVIEW**

### **Public Service**

One of the most important main tasks of the government is to provide public services to the community. Public services are the provision of services by the government, the private sector on behalf of the government, and the private sector to the community, either with financing or free of charge to meet the needs or interests of the community (Rahmadana et al., 2020). According to Kurniawan in (Fitrianingsih et al., 2024) Public service is the provision of services (serving) to meet the needs of people or communities who have an interest in the organization in accordance with the rules and procedures that have been set. In essence, the government is not to serve itself, but to serve the community and create conditions that allow every member of society to develop their abilities and creativity in order to achieve common goals.

### **Human Resource Management**

According to Bintoro and Daryanto in the book (Siagian, 2023), human resource management known as MSDM is a science that regulates the relationship and role of resources (workers) owned by individuals effectively and efficiently and is used optimally so that it can have a positive impact on the achievement of the goals of the company, employees and society. Meanwhile, Sofyandi in (Puspitasari et al., 2025) states that human resource management can be interpreted as a process that involves planning, organizing, directing, and supervising activities related to recruitment, development, compensation, integration, maintenance, and release of human resources in order to achieve the goals of individuals, organizations, and communities. In other words, human resource management is a series of interrelated processes, ranging from planning, management, to supervision of human resources. In line with that, (Metris et al., 2024) Define human resource management as the process of managing, motivating, and building human resources to be able to support organizational activities effectively and efficiently in accordance with the organization's strategic goals.

### **Work Discipline**

According to Agustini in (Aljadi et al., 2024), work discipline is an attitude or behavior of an employee in an organization to always obey, respect, and respect all rules and norms that have been determined by the company, so that the goals of the organization or company can be achieved. In line with that, (Scott, 2021) Define work discipline as an attitude of respect, appreciation, obedience and obedience to applicable

regulations, both written and unwritten and able to carry them out and does not avoid Receive sanctions if he violates the duties and authorities given to him. Discipline is very important for organizational growth, used mainly to motivate employees to be self-disciplined in carrying out work both individually and in groups. In addition, discipline is useful in educating employees to comply with and appreciate existing regulations, procedures, and policies, so that they can produce good performance.

### **Job Satisfaction**

Every human being has needs in his life. The desire to meet needs is what drives humans to carry out various activities. The needs that humans have are very diverse. A person's satisfaction with each other will vary. So, this satisfaction is individual. According to (Rachmaniah, 2022), Job satisfaction reflects a person's feelings towards the job and plays an important role in creating optimal performance. When a person gets satisfaction at work, he will try his best with his ability to complete his work, so that productivity and employee performance will increase optimally. According to (Azhari & Supriyatin, 2020), Job satisfaction is a form of a person's feelings towards his job, work situation and relationship with colleagues. Thus, job satisfaction is an important aspect that an employee must have, they can interact with their work environment so that work can be carried out properly and according to the company's goals.

### **METHODS**

This study employs a quantitative research method based on the positivist philosophy, aiming to test predetermined hypotheses through statistical analysis. The research examines work discipline and work facilities as independent variables, employee performance as the dependent variable, and job satisfaction as an intervening variable at the Regional Development Planning, Research, and Development Agency of Pematangsiantar City. Data were collected using a questionnaire distributed to employees, with statements measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). In addition, a literature study was conducted to obtain secondary data from relevant books, journals, and academic articles.

The population of this study consists of all 49 employees working across departments at the Regional Development Planning, Research, and Development Agency of Pematangsiantar City. Given that the population size is fewer than 100 individuals, a census approach was applied by using the entire population as the research sample. This total sampling technique ensures that all members of the population were included as respondents, allowing the findings to comprehensively represent the characteristics of the studied organization.

### **RESULTS**

#### **Validity Test**

The results of the calculation of the validity test on the Work Discipline variable can be seen in table 1 below:

Table 1 Results of the Work Discipline Validity Test (X1)

<b>Statement</b>	<b>Calculation</b>	<b>Table</b>	<b>Remarks</b>
X1.1	0,722	0,2816	Valid

X1.2	0,811	0,2816	Valid
X1.3	0,704	0,2816	Valid
X1.4	0,850	0,2816	Valid
X1.5	0,799	0,2816	Valid

Based on Table 1 above, it can be seen that each statement in the Work Discipline variable (X1) has a calculation value of  $>$  rtable of (0.2816), so it can be concluded that all statements in the questionnaire are declared valid.

The results of the calculation of the validity test on the Work Facility variable can be seen in table 2 below:

Table 2 Results of Work Facility Validity Test (X2)

Statement	Calculation	Table	Remarks
X2.1	0,728	0,2816	Valid
X2.2	0,776	0,2816	Valid
X2.3	0,774	0,2816	Valid
X2.4	0,713	0,2816	Valid
X2.5	0,741	0,2816	Valid

Based on Table 2 above, it can be seen that each statement in the Work Facility variable (X2) has a calculation value of  $>$  rtable of (0.2816), so it can be concluded that all statements in the questionnaire are declared valid.

The results of the calculation of the validity test on the Employee Performance variable can be seen in table 3 below:

Table 3 Results of the Employee Performance Validity Test (Y)

Statement	Calculation	Table	Remarks
Y.1	0,641	0,2816	Valid
Y.2	0,704	0,2816	Valid
Y.3	0,724	0,2816	Valid
Y.4	0,768	0,2816	Valid
Y.5	0,715	0,2816	Valid

Based on Table 3 above, it can be seen that each statement in the Employee Performance variable (Y) has a calculation value of  $>$  rtable of (0.2816), so it can be concluded that all statements in the questionnaire are declared valid.

The results of the calculation of the validity test on the Job Satisfaction variable can be seen in table 4 below:

Table 4 Results of the Job Satisfaction Validity Test (Z)

Statement	Calculation	Table	Remarks
Z.1	0,626	0,2816	Valid
Z.2	0,675	0,2816	Valid
Z.3	0,703	0,2816	Valid
Z.4	0,767	0,2816	Valid
Z.5	0,662	0,2816	Valid
Z.6	0,685	0,2816	Valid

Based on Table 4 above, it can be seen that each statement in the Job Satisfaction variable (Z) has a r-count value of  $>$  rtable of (0.2816), so it can be concluded that all statements in the questionnaire are declared valid.

### Reliability Test

A measuring instrument is said to be reliable if the measuring instrument produces consistent results, so that this instrument can be used and work well at different times. The reliability test in this study uses Cronbach's Alpha, it is said to be reliable if Cronbach's Alpha  $> 0.60$ . The results of the reliability test in this study can be seen in table 4.12 below:

Table 5 Reliability Test Results

Variabel	Cronbach's Alpha	Remarks
Work Discipline (X1)	0,826	Reliabel
Work Facilities (X2)	0,784	Reliabel
Employee Performance (Y)	0,746	Reliabel
Job Satisfaction (Z)	0,754	Reliabel

Based on Table 5 above, it was obtained that the Cronbach's Alpha value of each variable was greater than 0.60 where for the variables of work discipline ( $0.826 > 0.60$ ), work facilities ( $0.784 > 0.60$ ), employee performance ( $0.746 > 0.60$ ) and job satisfaction ( $0.754 > 0.60$ ), it can be concluded that the questionnaire of each variable in this study was declared reliable.

### Normality Test

The normality test in this study uses the Kolmogorov-Smirnov test. With a significance level of 5%, then if the value of Asymp. Sig (2-tailed) above, a significance value of 5% means that the residual variable is normally distributed. The results of the normality test in this study can be seen in table 6 below:

Table 6 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		49
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Hours of deviation	1.78383218
Most Extreme Differences	Absolute	.104
	Positive	.104
	Negative	-.104
Test Statistic		.104
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on Table 6 above, it is obtained that the probability value in Asymp. Sig (2-tailed) is 0.200 which means that the probability value in the data used is 0.05, so the Kolmogorov-Smirnov (K-S) non-parametric statistical test states that the residual variable is normally distributed ( $0.200 > 0.05$ ).

### Multicollinearity Test

The results of the multicollinearity test in this study can be seen in table 7 below:

**Table 7 Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Discipline	.646	1.549
	Work Facilities	.646	1.549

a. Dependent Variable: Employee Performance

Based on Table 7 above, collinearity tolerance values were obtained for each variable of work discipline ( $0.646 > 0.10$ ) and work facilities ( $0.646 > 0.10$ ) and had a VIF value of less than 10 ( $1.549 < 10$ ) so that it can be concluded that multicollinearity did not occur.

### T Test

The T (partial) test is carried out to test the influence of each independent variable individually on the bound variable.

1. First Hypothesis: The Influence of Work Discipline (X1) on Employee Performance (Y).

**Table 8 The Effect of Work Discipline (X1) on Employee Performance (Y)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.662	3.135		2.444	.018
	Work Discipline	.598	.148	.507	4.036	.000

a. Dependent Variable: Employee Performance

In Table 8 above, it can be seen that the tcal value in the work discipline variable (X1) is  $4,036 > t_{table}$ . The value  $df = n - k$  ( $49 - 2 = 47$ ) with a ttable of 1.67 and a significance level of  $0.000 < 0.05$ . So  $H_0$  is rejected which means that there is a positive influence of work discipline (X1) on employee performance (Y) at the Regional Planning, Research and Development Agency of Pematangsiantar City.

2. Second Hypothesis: The Influence of Work Facilities (X2) on Employee Performance (Y).

**Table 9 The Influence of Work Facilities (X2) on Employee Performance (Y)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.804	2.892		3.045	.004
	Work Facilities	.558	.140	.502	3.983	.000

a. Dependent Variable: Employee Performance

In Table 2 above, you can see the tcal value in the work facility variable (X2) of 3,983 > ttable. The value  $df = n - k$  ( $49 - 2 = 47$ ) with a ttable of 1.67 and a significance level of  $0.000 < 0.05$ . So  $H_0$  is rejected, which means that there is a positive influence of work facilities (X2) on employee performance (Y) at the Regional Planning, Research and Development Agency of Pematangsiantar City.

3. Third Hypothesis: The Effect of Work Discipline (X1) and Work Facilities (X2) on Job Satisfaction (Z).

Table 10 The Effect of Work Discipline (X1) and Work Facilities (X2) on Job Satisfaction (Z)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Say.
		B	Std. Error	Beta		
1	(Constant)	6.646	3.236		2.054	.046
	Work Discipline	.503	.177	.403	2.847	.007
	Work Facilities	.359	.166	.306	2.160	.036

a. Dependent Variable: Job Satisfaction

In Table 10 above, it can be seen that the tcal value in the work discipline variable (X1) is 2.847 > ttable with a significance level of  $0.007 < 0.05$  and work facilities (X2) of 2.160 > ttable with a significance level of  $0.036 < 0.05$ . The value  $df = n - k$  ( $49 - 2 = 47$ ) with a ttable of 1.67. So  $H_0$  is rejected, which means that there is a positive influence of work discipline (X1) and work facilities (X2) on job satisfaction (Z) at the Regional Planning, Research and Development Agency of Pematangsiantar City.

### F Test

The F test (simultaneous test) is used to see the effect of all the independent variables together on the bound variables if the fcount > ftable. With the hypothesis formula in the test as follows:

$$\begin{aligned}
 \text{Specifies } f_{\text{table}} &= f (\text{number of variables: } n - k - 1) \\
 &= f (3 : 49 - 3 - 1) \\
 &= 3 : 45 \\
 &= 2,81
 \end{aligned}$$

4. Third Hypothesis: The Effect of Work Discipline (X1) and Work Facilities (X2) on Job Satisfaction (Z).

Table 11 The Effect of Work Discipline (X1) and Work Facilities (X2) on Job Satisfaction (Z)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Say.
1	Regression	113.542	2	56.771	15.559	.000b
	Residual	167.846	46	3.649		
	Total	281.388	48			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Facilities, Work Discipline

The f-test is used to find out whether independent variables together (simultaneously) affect the dependent variables in the regression model. The results showed that  $f_{cal} (15.559) > f_{table} (2.81)$  with a significance value of  $0.000 < 0.05$  which means that there is a positive and significant influence.

5. Fourth Hypothesis: The Influence of Work Discipline (X1) and Work Facilities (X2) through Job Satisfaction (Z) on Employee Performance (Y).

Table 12 The Influence of Work Discipline (X1) and Work Facilities (X2) Through Job Satisfaction (Z) on Employee Performance (Y)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Say.
1	Regression	98.812	3	32.937	9.704	.000b
	Residual	152.739	45	3.394		
	Total	251.551	48			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Work Facilities, Work Discipline

The f-test is used to find out whether independent variables together (simultaneously) affect the dependent variables in the regression model. The results showed that  $f_{cal} (9.704) > f_{table} (2.81)$  with a significance value of  $0.000 < 0.05$  which means that there is a positive and significant influence.

## DISCUSSION

### **The Effect of Work Discipline (X1) on Employee Performance (Y) at the Office of the Regional Planning, Research and Development Agency of Pematangsiantar City**

Based on the results of the linear regression test, the results of the calculation of the  $t_{table} >$  were obtained ( $2.960 > 1.67$ ) and obtained a significance value of  $0.005 < 0.05$ , then hypothesis one (H1) was accepted, so it was concluded that work discipline (X1) had a positive and significant effect on the performance of employees (Y) at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City, in other words the higher the level of work discipline of employees in the company, it will improve performance employees at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City. This indicates that the performance of employees at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City is influenced by work discipline (X1) and strengthened by the research conducted (Putra & Fernos, 2023) which shows that work discipline has a positive and significant effect on employee performance.

### **The Effect of Work Facilities (X2) on Employee Performance (Y) at the Office of the Regional Planning, Research and Development Agency of Pematangsiantar City**

Based on the results of the linear regression test, the results of the calculation of the  $t_{table} >$  were obtained ( $2.753 > 1.67$ ) and obtained a significance value of  $0.008 < 0.05$ , then hypothesis two (H2) was accepted, so it was concluded that work facilities (X2) had a positive and significant effect on the performance of employees (Y) at the office of the Regional Planning, Research and Development Agency of Pematangsiantar

City, in other words, the better the work facilities available, it will improve the performance of employees at the Agency office Regional Planning, Research and Development of Pematangsiantar City. This indicates that the performance of employees at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City is influenced by work facilities (X2) as evidenced by the conditions in the field where the facilities and infrastructure provided are in accordance with the needs of employees such as office equipment, comfortable workspaces, and technology that supports making it easier for employees to complete tasks so that they can improve employee performance at the Planning Agency, Regional Research and Development of Pematangsiantar City and strengthened by research that done (Pelasula et al., 2024) which shows that work facilities have a positive and significant effect on employee performance.

### **The Effect of Work Discipline (X1) and Work Facilities (X2) on Job Satisfaction (Z) as Intervening Variables at the Office of the Regional Planning, Research and Development Agency of Pematangsiantar City**

Based on the ANOVA Simultaneous Significant Test (F) table, it is known that the significant value for the effect of work discipline (X1) and work facilities (X2) simultaneously on job satisfaction (Z) is  $0.000 < 0.05$  and the value of  $f_{cal} (15.559) > f_{table} (2.81)$ , meaning that simultaneously there is a positive and significant influence of work discipline and work facilities on job satisfaction, with the word The better the work discipline and the more adequate the work facilities, the job satisfaction of employees in the office of the Regional Planning, Research and Development Agency of Pematangsiantar City. This indicates that the job satisfaction of employees at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City is influenced by work discipline (X1) and work facilities (X2) as evidenced by the conditions in the field where employees who are disciplined and supported by adequate work facilities tend to have a higher level of job satisfaction at the office of the Regional Planning, Research and Development Agency of Pematangsiantar City and are strengthened by research that is done (Putri et al., 2020) which shows that work discipline and work facilities have a positive and significant effect on job satisfaction.

### **The Influence of Work Discipline (X1) and Work Facilities (X2) Through Job Satisfaction (Z) as Intervening Variables on Employee Performance (Y) at the Office of the Regional Planning, Research and Development Agency of Pematangsiantar City**

It is known that the direct influence given by work discipline (X1) on employee performance (Y) is 0.547 and work facilities (X2) on employee performance (Y) is 0.464, while the indirect influence of work discipline (X1) and work facilities (X2) through job satisfaction (Z) on employee performance (Y) is the multiplication between the beta value X1 to Z multiplied by the beta value of Z to Y plus the beta value of X2 to Z multiplied by the beta value of Z to Y, namely:  $(0.503 \times -0.331) + (0.359 \times -0.331) = -0.166 + (-0.119) = -0.285$ . So the total influence of X1 on Y is a direct influence plus an indirect influence, namely:  $0.547 + -0.285 = 0.262$  and the total influence given by X2 on Y is:  $0.464 + -0.285 = 0.179$ . Based on the results of the calculation, it is known that the value of the direct influence of work discipline (X1) on employee performance (Y) is 0.547 and work facilities (X2) on employee performance (Y) is 0.464, while the indirect influence of work discipline (X1) and work facilities (X2) through job satisfaction (Z) on employee performance (Y) is  $-0.285$ , which means that the value of direct influence is greater than

the indirect influence ( $0.547 < -0, 285$ ) and ( $0.464 < -0.285$ ), these results show that indirectly work discipline (X1) and work facilities (X2) through job satisfaction (Z) do not have a positive and significant effect on employee performance (Y) at the Regional Planning, Research and Development Agency of Pematangsiantar City.

## CONCLUSION

Based on the results of the study, several conclusions can be drawn. Work discipline (X1) has a positive and significant effect on employee performance (Y), as indicated by a significance value of  $0.005 < 0.05$  and a t-value greater than the t-table ( $2.960 > 1.67$ ), meaning that higher work discipline leads to better employee performance at the Regional Development Planning, Research, and Development Agency of Pematangsiantar City. Work facilities (X2) also have a positive and significant effect on employee performance, with a significance value of  $0.008 < 0.05$  and a t-value of  $2.753 > 1.67$ , indicating that better work facilities improve employee performance. Furthermore, the F-test results show that work discipline and work facilities simultaneously have a positive and significant effect on job satisfaction (Z), as evidenced by a significance value of  $0.000 < 0.05$  and an F-value of  $15.559 > 2.81$ . However, job satisfaction does not mediate the relationship between work discipline and work facilities on employee performance, as the direct effects are greater than the indirect effects.

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