The Influence of Work Design and Discipline on the Performance of Non-ASN Employees with Job Satisfaction as an Intervening Variable in the Protocol and Communication Section of The Leadership Regional Secretariat of Medan City

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Abstract
This study analyzes the influence of work design and work discipline on Non-ASN employee performance, with job satisfaction as an intervening variable, in the Protocol and Communication Section of the Medan City Regional Secretariat Leadership. Motivated by suboptimal performance—marked by task delays, low initiative, and declining satisfaction from uneven workloads and unclear tasks—the research used a quantitative explanatory method. Data from all Non-ASN employees were collected via census sampling, questionnaires, and path analysis with statistical software. Results show work design (X_1) and work discipline (X_2) positively and significantly affect performance (Y). Work discipline impacts job satisfaction (Z) (coefficient 0.304, $p = 0.003$) and performance (0.254, $p = 0.005$). Job satisfaction affects performance (1.075, $p = 0.001$). Work design influences satisfaction (0.365, $p = 0.003$) and performance (0.288, $p = 0.001$). Mediation analysis confirms job satisfaction significantly mediates both relationships ($p < 0.05$). These findings highlight that effective work planning and discipline boost satisfaction and performance.
keywords: Work Design; Work Discipline; Job Satisfaction; Employee Performance.

INTRODUCTION

To improve the effectiveness of public services, employee performance is the main factor that determines the success of government organizations (Urbaningrum & Nendi, 2023). Optimal performance is determined not only by individual abilities but also by the work design and level of work discipline applied in the work environment (Ilmiah et al., 2023; Nita Novianti et al., 2024; Thuda et al., 2019; Zhenjing et al., 2022). A good work design provides clarity of tasks, responsibilities, and workflows so that employees can work efficiently and productively (Robbins & Judge, 2019). On the other hand, a poorly structured work design can cause confusion, an unbalanced workload, and lower employee motivation.

In addition, work discipline is an important aspect in creating order and responsibility for employees in the tasks they undertake (Rivaldo & Nabella, 2023; Suryafni Limbong & Chandra Jaya, 2024). Kasmir (2018) stated that work discipline reflects the awareness and willingness of employees to obey organizational regulations. However, in the government work environment, especially for non-ASN employees, the level of discipline is often a challenge due to irregular employment status and differences in motivation compared to ASN. This condition can affect the consistency of performance expected by the organization.

On the other hand, job satisfaction plays a role as a psychological factor that bridges the relationship between work design, discipline, and employee performance (Judge et al., 2017; Lee & Kim, 2023; Wardiansyah et al., 2024). Employees who feel satisfied with their work will have higher commitment, a strong work spirit, and a tendency to provide the best work results (Hasibuan, 2020). Conversely, job dissatisfaction can lower morale and productivity, even if work design and work rules are well established.

The performance assessment of non-ASN employees includes five main dimensions that reflect the individual's ability and responsibility at work. Work quality assesses the accuracy, neatness, and precision of work results according to the standards that have been set. Work quantity measures the volume of work completed on time according to the organization's targets. Time discipline reflects the level of attendance, punctuality, and adherence to working hours and task completion.

Responsibility describes the employee's awareness in carrying out their duties independently, with commitment, and ready to bear the consequences of their work. Meanwhile, cooperation assesses the ability of employees to interact and collaborate with colleagues and leaders to achieve common goals. These five dimensions are an important basis for assessing the effectiveness, loyalty, and professionalism of non-ASN employees in the government environment, so that they can serve as guidelines for improving performance and decision-making related to employee development and rewards.

The pre-survey was conducted on 30 non-ASN employees who work in the Protocol and Communication Section of the Medan City Regional Secretariat Leadership. The purpose of this activity was to obtain a preliminary overview of the condition of the research variables, namely work design, work discipline, job satisfaction, and employee performance. Based on the results of data collection through a simple questionnaire, it is known that employees generally have a positive perception, but there are still some aspects that need attention.

In the work design variable, around 67% of respondents stated that the division of duties and responsibilities was not fully clear, especially related to coordination between sub-divisions. Some employees feel that the workload is uneven and there is overlap in the implementation of protocol activities. This shows the need to improve work design to be more structured and in accordance with employee competence.

In the work discipline variable, 73% of respondents showed a good level of discipline in terms of attendance and punctuality, but there were still 27% of employees who were often late or suddenly absent for no apparent reason. This condition indicates the need for increased supervision and consistent sanctions. Meanwhile, in the job satisfaction variable, as many as 65% of employees admitted to being quite satisfied with the work environment and relationships with leaders, but there were complaints related to performance rewards and self-development opportunities.

Finally, the employee performance variable shows that 70% of respondents are considered to have worked according to the target, while the rest are still less than optimal, especially in terms of initiative and responsibility. The results of this pre-survey show that although the performance condition of non-ASN employees is relatively good, improvements are still needed in the aspects of work design, discipline, and job satisfaction as the main supporting factors for overall performance improvement.

Based on initial observations in the Protocol and Communication Section of the Medan City Regional Secretariat Leadership, there are still indications of low performance among some non-ASN employees, as seen from delays in completing tasks, lack of initiative, and work results that do not meet expected standards. This is suspected to be related to

suboptimal work design, inconsistent work discipline, and varying levels of job satisfaction among employees.

Therefore, this study is important to analyze the influence of work design and discipline on the performance of non-ASN employees with job satisfaction as an intervening variable, in order to provide strategic recommendations for improving the performance of supporting apparatus within the Medan City Regional Secretariat.

The work design, work discipline, job satisfaction, and employee performance of non-ASN employees in the Protocol and Communication Section of the Medan City Regional Secretariat Leadership have been identified as key areas of concern. First, the structure and division of duties for non-ASN employees are not clearly defined, leading to overlapping responsibilities and inefficiencies in task implementation. Second, there is inconsistency in work discipline, with some employees not adhering to attendance and punctuality rules as well as established working hours. Additionally, job satisfaction among non-ASN employees varies, with issues such as inadequate recognition for performance and suboptimal career development opportunities. Lastly, the performance of some non-ASN employees falls short of the organization's targets, especially in terms of initiative, responsibility, and consistent quality of work results.

The formulation of the research problem addresses several questions: Does work design have a positive and significant effect on the performance of non-ASN employees in this section? Does work discipline positively and significantly affect their performance? Can job satisfaction act as an intervening variable between work design and employee performance? Similarly, does work design influence job satisfaction, and does work discipline have an effect on job satisfaction? Additionally, the research seeks to explore whether job satisfaction mediates the relationship between work design and employee performance, and between work discipline and performance.

The research objectives are centered on understanding the impact of work design and work discipline on the performance and job satisfaction of non-ASN employees. Specifically, the study aims to determine whether work design positively and significantly influences both job satisfaction and performance, and whether work discipline has a similar effect on job satisfaction and performance. Furthermore, the study seeks to assess the role of job satisfaction as an intervening variable in the relationship between work design, work discipline, and employee performance in the Protocol and Communication Section of the Medan City Regional Secretariat Leadership.

METHOD

This study used a quantitative approach with an associative method. The quantitative approach was chosen because this study aims to test the relationship and influence between variables through statistically processed numerical data (Sugiyono, 2019). The associative method is used to determine the influence of work design and work discipline on the performance of Non-ASN employees, either directly or indirectly through job satisfaction as an intervening variable.

This research was conducted in the Protocol and Communication Section of the Regional Secretariat of Medan City, which is located at Jalan Kapten Maulana Lubis No. 2,

Medan. The research period was carried out during November-December 2025, including questionnaire distribution, data collection, and analysis of research results.

The population in this study is all Non-ASN employees who work in the Protocol and Communication Section of the Medan City Regional Secretariat Leadership, with a total of 53 people. This population consists of administrative staff, activity implementation staff, and field officers involved in protocol and leadership communication activities. The sample is a part of the population that is used as a data source to represent the entire population (Sugiyono, 2019). The determination of the number of samples was carried out using the Slovin formula (1960), with an error rate (e) of 5%, namely:

$$n = \frac{N}{1 + N\,(e)^2}$$

Known: N = 53 (total population)e = 0.05

So: N = $\frac{53}{1+ 53(0{,}05)^2} = = = = \frac{53}{1+ 53(0{,}0025)} \frac{53}{1 + 0{,}1325} \frac{53}{1{,}1325}$ = 37.9

The results of the calculation were rounded up to 38 respondents.

Thus, the number of research samples is 38 Non-ASN employees. Sampling was carried out using proportional random sampling, which is a proportional random selection of respondents from each work section according to the number of existing employees, so that data representation is maintained.

The types of data used are primary data and secondary data: 1) Primary data was obtained directly from respondents through the distribution of questionnaires on the Likert scale. 2) Secondary data were obtained from agency documents, personnel reports, literature, journals, and books relevant to this study.

Data is collected through: 1) Questionnaire (Questionnaire): uses closed-ended statements on a Likert scale of 1–5 to measure respondents' perceptions. 2) Observation: carried out to find out the real conditions of the implementation of duties and work discipline of employees. 3) Documentation: collection of secondary data from reports of activities, attendances, and organizational structures.

According to Sugiyono (2016), a variable is an attribute or trait or value of a person, object, or activity that has certain variation activities that are determined by the researcher to be studied and draw conclusions. In this study, there are two types of variables, namely independent variables, dependent variables, and moderation variables.

Table 1. Variable Operational Definition

Variable	Operational Definition	Indicators
Employee Performance (Y)	Kasmir (2017) said that performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period.	Cashmere **(2017)** 1. Quality (Quality) 2. Quantity (Quantity) 3. Time (Time Frame) 4. Cost Emphasis 5. Supervision 6. Employee Relations
Job Satisfaction (Z)	According to Wibowo (2022), job satisfaction is a positive or negative attitude (feeling) of employees towards their work, which is influenced by various	Squirrelly (2022) 1. Satisfaction with salary/compensation,

Variable	Operational Definition	Indicators
	factors such as working conditions, co-workers, awards obtained, and physical and psychological factors related to the job.	2. Satisfaction with the facilities and conditions of the physical work environment, 3. Satisfaction with the relationship with the superiors, 4. Satisfaction with relationships between colleagues, 5. Satisfaction with the job itself (job content: job challenges, variety, autonomy), 6. Satisfaction with career promotion and development opportunities, 7. Satisfaction with recognition (appreciation) or recognized work performance
Work Plan (X1)	According to Robbins and Judge (2019), *job design* is the process of determining the tasks that must be carried out by individuals or groups in an organization, including how these tasks are arranged, combined, and coordinated to achieve organizational goals.	Robbins and Judge (2019) 1. Skill Variety 2. Task Identity 3. Task Significance 4. Autonomy 5. Feedback
Work Discipline (X2)	Handoko (2017) states that work discipline is the willingness and awareness of individuals to obey all company regulations and social norms that apply in the organization.	Handoko (2017) 1. Regulatory compliance 2. Punctuality of attendance 3. Consistency in task completion 4. Responsibilities in work 5. Obedience to work instructions

Source of researcher 2025

The data analysis model in this study uses a path analysis approach which is processed with the help of SmartPLS (Partial Least Square) software. This analysis was used to test the direct and indirect influence between independent variables (work design and work discipline) on bound variables (employee performance) and job satisfaction as an intervening variable. This analysis model was chosen because it can measure the relationship between latent variables that have multiple indicators and allows to see the role of intervening variables among these relationships (Hair et al., 2021).

The data analysis in this study includes instrument validity and reliability testing, measurement model evaluation (outer model), structural model testing (inner model), and mediation analysis. Instrument validity is assessed through convergent validity by examining loading factor values greater than 0.7 and Average Variance Extracted (AVE) values exceeding 0.5, as well as discriminant validity using cross-loading values and the Fornell–

Larcker criterion. Instrument reliability is evaluated using Composite Reliability and Cronbach's Alpha values, both of which must be greater than 0.7. The measurement model (outer model) is tested to evaluate the relationship between indicators and their respective latent constructs, where valid and reliable indicators indicate that the constructs adequately represent the latent variables.

Furthermore, the structural model (inner model) is tested to analyze the relationships among latent constructs using path coefficients, R-square values to determine the explanatory power of independent variables on dependent variables, and hypothesis testing based on t-statistics and p-values, with significance criteria of t-statistics greater than 1.96 and p-values less than 0.05 at a significance level of 5%. Finally, mediation analysis is conducted to examine whether job satisfaction acts as an intervening variable, where mediation is considered partial if the indirect effect is significant and the direct effect is reduced, and full mediation if the direct effect becomes insignificant.

RESULTS AND DISCUSSION

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

Convergent validity is part of the measurement model which in SEM-PLS is usually referred to as the outer model while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013:64). There are two criteria to assess whether the outer model (measurement model) meets the requirements for convergent validity for reflective constructs, namely (1) loading must be above 0.7 and (2) significant p-value (<0.05) (Hair et al. in Mahfud and Ratmono, 2013:65). However, in some cases, often loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, loading between 0.40-0.70 must still be considered to be maintained (Mahfud and Ratmono, 2013:66).

Indicators with loads below 0.40 should be removed from the model. However, for indicators with a load between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on average variance extracted (AVE) and composite reliability. We can remove indicators with a load between 0.40 and 0.70 if the indicator can increase the average variance extracted (AVE) and composite reliability above the limit (treshold) (Mahfud and Ratmono, 2013:67). The AVE limit value is 0.50 and the composite reliability is 0.7.

Table 1. Validity Testing by Loading Factor

	Work Discipline (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Work Plan (X1)
X1.1				0.895
X1.2				0.786
X1.3				0.841
X1.4				0.784
X1.5				0.813
X2.1	0.727			
X2.2	0.838			
X2.3	0.844			

	Work Discipline (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Work Plan (X1)
X2.4	0.833			
X2.5	0.935			
Y1			0.887	
Y2			0.931	
Y3			0.82	
Y4			0.807	
Y5			0.839	
Y6			0.773	
Z1		0.888		
Z2		0.931		
Z3		0.814		
Z4		0.8		
Z5		0.832		
Z6		0.749		
Z7		0.757		

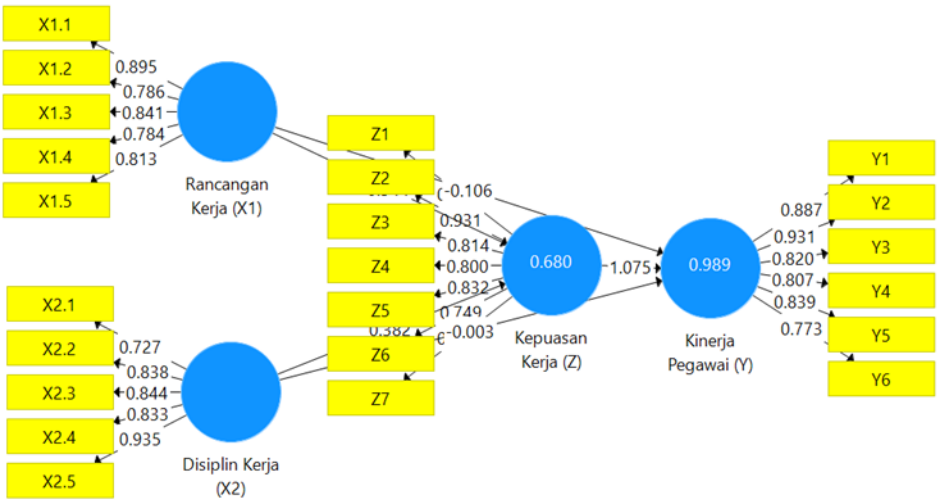

Figure 1. Validity Testing by Loading Factor

Based on the loading factor validity test in Table 4.2 and Figure 4.1, it is known that all loading values > 0.7, which means that they have met the validity requirements based on the loading value. Furthermore, validity testing was carried out based on the average variance extracted (AVE) value.

Table 2. Validity Testing by Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Work Discipline (X2)	0.702
Job Satisfaction (Z)	0.684
Employee Performance (Y)	0.713
Work Plan (X1)	0.68

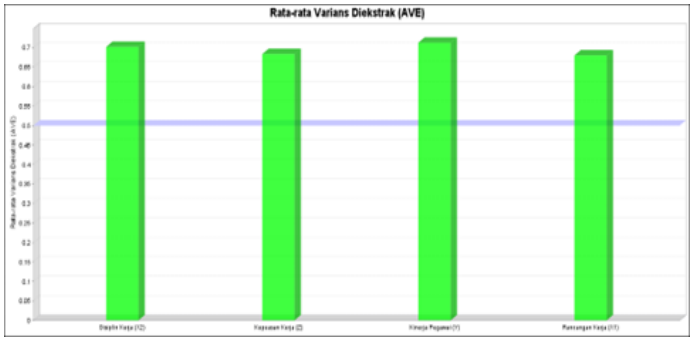

Figure 2. Validity Testing by Average Variance Extracted (AVE)

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

Table 3. Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Work Discipline (X2)	0.921
Job Satisfaction (Z)	0.938
Employee Performance (Y)	0.937
Work Plan (X1)	0.914

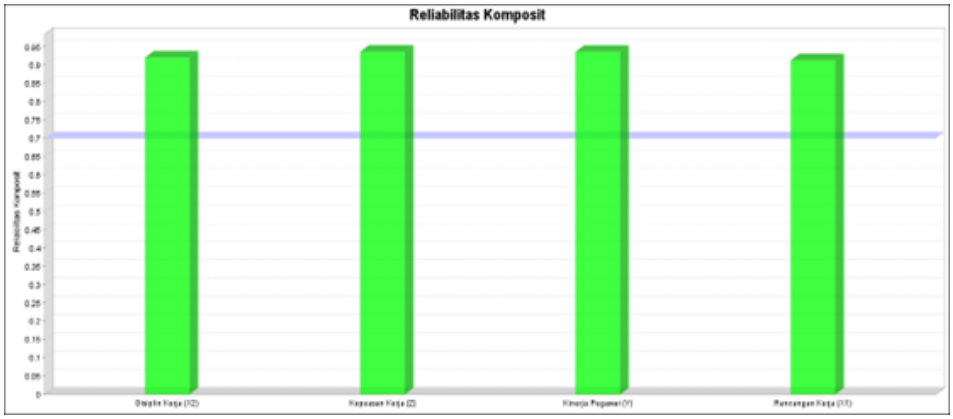

Figure 3. Reliability Testing by Composite Reliability (CR)

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

Table 4. Reliability Testing by Cronbach's Alpha (CA)

	Cronbach's Alpha
Work Discipline (X2)	0.892
Job Satisfaction (Z)	0.922
Employee Performance (Y)	0.919
Work Plan (X1)	0.882

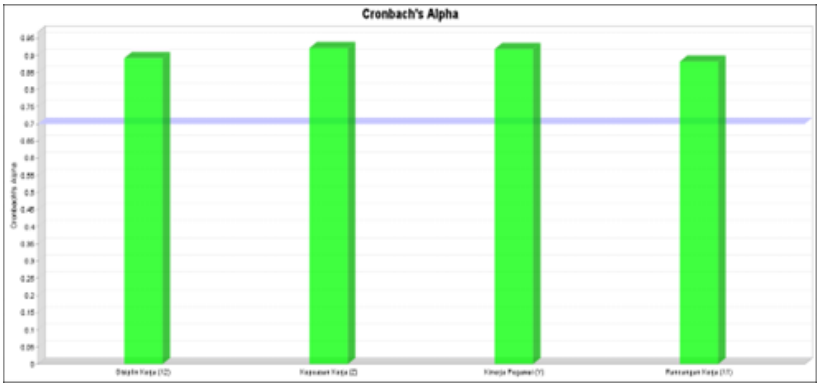

Figure 4. Reliability Testing based on Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 5. presents the results of the discriminant validity test.

Table 5. Discriminant Validity Testing

	Work Discipline (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Work Plan (X1)
Work Discipline (X2)	$\sqrt{AVE_{X2}}$ =0.838			
Job Satisfaction (Z)	0.694	$\sqrt{AVE_Z}$ =0.827		
Employee Performance (Y)	0.682	0.992	$\sqrt{AVE_Y}$ =0.844	
Work Plan (X1)	0.573	0.763	0.713	$\sqrt{AVE_{X1}}$ =0.825

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

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

Table 6. presents the results of the significance test of influence.

Table 6. Test Path Coefficient & Significance Influence

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Work Discipline (X2) -> Job Satisfaction (Z)	0.304	0.315	0.103	2.952	0.003
Work Discipline (X2) -> Employee Performance (Y)	0.254	0.266	0.089	2.85	0.005
Job Satisfaction (Z) -> Employee Performance (Y)	1.075	1.069	0.079	13.683	0.001

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Work Plan (X1) -> Job Satisfaction (Z)	0.365	0.353	0.118	3.099	0.002
Work Plan (X1) -> Employee Performance (Y)	0.288	0.281	0.085	3.387	0.001

Based on the results in Table 4.7, the results were obtained:

1. Work Discipline (X2) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.304, and significant, with a P-Values value = 0.003 (Accepted Hypothesis).
2. Work Discipline (X2) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.254, with a P-Values value = 0.005 (Accepted Hypothesis).
3. Job Satisfaction (Z) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 1.075, with a P-Values value = 0.001 (Accepted Hypothesis).
4. Work Design (X1) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.365, with a P-Values value = 0.003 (Accepted Hypothesis).
5. The Work Plan (X1) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.288, with a P-Values value = 0.001 (Accepted Hypothesis).

Table 7. R-Square

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.68	0.662
Employee Performance (Y)	0.989	0.988

It is known that the R-Square value of job satisfaction (Z) is 0.68 which means that work design (X1), work discipline (X2) and job satisfaction (Z) can affect employee performance (Y) by 6.8%. The R-Square value of employee performance (Y) is 0.989 which means that work design (X1), work discipline (X2) is able to affect employee performance (Y) by 98.9%.

The Adjusted R Square value for job satisfaction (Z) is 0.662. Because Adjusted R Square = 0.662 > 0, it is concluded that work design (X1), work plan (X2) and employee performance (Y) have predictive relevance for job satisfaction (Z). The *Adjusted R Square* value for employee performance (Y) is 0.988. Because *Adjusted R Square* = 0.988 > 0, it is concluded that the work plan (X1), work discipline (X2) has a predictive relevance for employee performance (Y).

Table 8. Testing the Goodness of Fit Model

	Saturated Models
SRMR	0.12

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.012 < 0.1, it is concluded that the model has FIT.

Table 9. Mediation Testing

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Work Discipline (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.511	0.515	0.132	3.87	0.000
Work Plan (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.375	0.375	0.115	3.258	0.001

Based on the results of the mediation test in Table 9: Employee performance (Y) significantly mediated the relationship between work discipline (X2) and job satisfaction (Z), with P-Values = 0.000 < 0.05 (Accepted Mediation Hypothesis). Employee performance (Y) significantly mediated the relationship between work design (X2) and job satisfaction (Z), with P-Values = 0.001 < 0.05 (Accepted Mediation Hypothesis).

CONCLUSION

The research confirms that work discipline (X_2) positively influences job satisfaction (Z) (path coefficient = 0.304, p = 0.003) and employee performance (Y) (0.254, p = 0.005), while work design (X_1) similarly affects job satisfaction (0.365, p = 0.003) and performance (0.288, p = 0.001). Job satisfaction (Z) strongly drives performance (1.075, p = 0.001). Notably, job satisfaction significantly mediates the relationships between work discipline and performance (p = 0.000) and between work design and performance (p = 0.001), supporting all hypotheses. For future research, studies could longitudinally examine these dynamics across diverse government sectors or incorporate additional variables like organizational culture and leadership style to enhance generalizability and practical implications.

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