

**IMPROVEMENT OF HR PERFORMANCE BY A WORKING CONDITION  
APPROACH, AND WORK CONTENT WITH DISCIPLINE AS  
AN INTERVENTION VARIABLE  
(Case Study of The Department of Tourism Subo Suko Wono Sragen/Solo Raya)**

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**Abstract:** *A good organization is an organization that seeks to improve its human resource capabilities, because it is a main factor for improving performance. The important things that need to be considered include; Safe, profitable and satisfactory working conditions also contribute to increasing employee motivation on work. In addition, work content is also no less important to measure employee performance. Original work content is the contents of the work or task given to employees and it is one of the supporting factors that provide smoothness of work motivation. The purpose of this study were to: (1) analyze and explain the effect of working conditions and work content on the discipline and employee performance (2) knowing and analyzing the mediation effect of discipline in the influence of work conditions and work content on employee performance. This research was conducted at the employees of the former Surakarta Residency Office of Surakarta, Boyolali, Sukoharjo, Wonogiri and Sragen, which are usually sacrificed (Subo Suko Wono Sragen or Solo Raya), each of which has 25 employees, so that the total total is 125 employees. Then each region was taken by 15 employees as respondents. The Path analysis is used to test the relationship between independent variables with the dependent variable mediated by the mediation variable. The results of the study found that (1) there is a positive influence and significant work conditions and work content on the discipline and employee performance (2) there is a direct influence that is better than working conditions and work content on employee performance than must be mediated by discipline.*

**Keywords:** *working conditions, job content, discipline, performance, and path analysis.*

## **1. Introduction**

Human resources are the main and most important assets for companies that are active planners and actors in various activities in an organization. They have thoughts, feelings, desires, status, and educational background brought into the company's organizational

environment. They are not like money, machinery, and materials that are passive and can be fully managed to support the achievement of company goals.

Safe, profitable and satisfying working conditions also contribute to increasing employee motivation to work. It is assumed that when employees work under good hygienic conditions it will affect employee performance motivation (Khanz et al., 2011). Work conditions consist of intrinsic working conditions and extrinsic working conditions. "Intrinsic working conditions consist of achievement, recognition, work itself, responsibility and progress, while extrinsic working conditions consist of company policies, supervision, interpersonal relationships, working conditions, salaries and benefits" (Fathonah, et al., 2016).

In addition, work content is equally important to measure employee performance. Work content itself is the content of the work or assignment given to employees and one of the supporting factors that gives the smooth running of work motivation (Fakri and Widiartanto, 2017). If this is not met it will cause job dissatisfaction (no job satisfaction) so that the resulting performance is not optimal. A good organization is an organization that seeks to improve its human resource capabilities, because it is a key factor to improve performance. Employee performance is the extent to which the employee can carry out the task well in the sense of the word implementation in accordance with the plan, so that it is obtained satisfying results (Maidita and Amelia (2021).

Improving employee performance can bring progress to an organization to survive in unstable competition. Success in achieving the goals and survival of the institution or organization depends on the quality of the performance of human resources in it, therefore an effort to improve employee performance is a big challenge that must be considered. Performance is said to be good if employees have a high level of discipline at work. With the discipline of work in employees, it will improve employee performance which is initially low. Performance is said to be good if employees have a high level of discipline at work. With the discipline of work in employees, it will improve the performance of the work that is initially low (Talakua, et al., 2020).

The Regional Tourism Office of the former Karesidenan Surakarta which was consulted from Surakarta City, Boyolali Regency, Sukoharjo Regency, Wonogiri Regency and Sragen Regency which were usually recruited by Subo Suko Wono Sragen/Solo Raya. To make reliable and professional human resources, of course a good management system is needed and work discipline of human resources. Before the evolution of the function of human resource management, employees were only treated as input in producing goods and services. This paradigm shift was up in a study in Hawthorne conducted by Professor Elton Mayo in 1924-1932 when he examined productivity and working conditions (Dickson in Khan et al., 2011).

But in reality the performance owned by the Employee of the Tourism Office Subo Suko Wono Sragen or Solo Raya. In terms of quantity there are employees who cannot complete their work on time, so that the employee's working hours increase because they have to complete their work. There are also employees who postpone their work so that even at the time specified their work piled up. In terms of quality there are employees who are not obedient to the procedures set by the organization such as employees who enter and come home from work are not compliant with the specified time. In terms of employee reliability, there are employees who are unable to provide good service to tourists. In terms of attendance, the attendance rate of the

Employee of the Subo Suko Tourism Office Wono Sraten tends to fluctuate even the level of employee attendance reaches 50% and is considered a high category.

The purpose of this study is to: 1) Analyze and explain the effect of work conditions and work content on employee discipline and performance 2) Knowing and analyzing the effects of discipline mediation on the influence of work conditions and work content on employee performance.

## **2. Literature Review, Framework for Thought and Hypothesis**

### **➤ Literature Review**

#### **1. Performance**

##### **a. Understanding Performance**

According to (Setyawan, 2018) "Performance is about doing the work and results achieved from the work. Performance is about what is done and how to do it".

According to Steers in Sutrisno (2019: 151), "Performance is as a result of work that has been achieved by someone from his work in carrying out work activities". Furthermore, the definition of work performance according to Sunyoto (2012: 18), " Work performance is a work result achieved by someone in carrying out completing the work charged to him".

Based on the various opinions above, in general it can be concluded that employee performance is the results obtained from certain job functions for a certain period of time.

##### **b. Dimensions and Performance Indicators**

Sutrisno (2019: 152) said that the measurement of work performance was directed at six aspects which were the field of key performance for the organization, namely:

- 1) Work result. The level of quantity and quality that has been produced and the extent to which supervision is carried out.
- 2) Job knowledge. The level of knowledge related to work tasks that will directly affect the quantity and quality of the work.
- 3) Initiative. The level of initiative during carrying out its special work tasks in terms of handling problems that arise.
- 4) Mental dexterity. The level of ability and speed in accepting work instructions, and adjusting to the workings and work situations that exist.
- 5) Attitude. The level of morale and positive attitudes in carrying out work tasks.
- 6) Discipline of time and attendance. The level of timeliness and attendance level.

Carefully, Dessler (2015: 329) describes indicators of performance in several points, namely:

- a) Quality of work is a standard of work, which draws its work skills,
- b) Productivity is the result of work obtained by workers, in the long time specified,
- c) Knowledge of work is the skills of workers, in understanding the field of work assignments.
- d) Trust is a form of abundance of job responsibilities to employees, so that it can be trusted to complete the work of the work,
- e) Availability is a form of employee compliance with the rules, so that it can optimize operational time at work,

- f) Freedom is a form of independence and giving space for employees, to complete his own work.

## 2. Working Conditions

In connection with the problem of working conditions, Joseph (2000: 225) in Hartanto et al., (2018) gave his opinion that the working conditions were closely related to the physical environment such as lighting, sound, air and as Him. Indicators that can be used to achieve good working conditions include work space, employee cooperation, workload, number of employees, and work facilities.

The work environment is one of the factors that is quite influential on the work carried out by employees. The condition of the work environment that is comfortable, safe and supportive will make employees become encouraging and passionate at work, and this can have a positive influence on their performance. With the spirit and passion at work employees tend to feel satisfied at work. Conversely, the work environment that causes a lot of risk or unsafe, and does not support the implementation of the tasks charged will cause a decline in enthusiasm and passion for work, the possibility of errors in the task, and decreased work productivity of Nitisemito (2016: 183).

The work environment is everything that is around the worker and that can influence him in carrying out the tasks that are burdened. The physical environmental factors that must be considered by the company in an effort to increase the enthusiasm and passion of work include: cleanliness, air exchange, lighting, peace, security and noisemito noise (2016: 183). From the opinions stated above, the working conditions used in this study are as follows:

### a. Calm

Calm in the office needs to be considered by the company because it can add to the concentration or seriousness of workers when doing work. This is directly beneficial for the company's progress.

### b. Cleanliness

A clean work environment can cause pleasure, so that it can affect the enthusiasm and passion of the work of the employees.

### c. Air exchange (ventilation)

Enough air exchange, especially in the workspace, is very necessary, especially in the room full of employees. This adequate air exchange will cause the physical freshness of the employees. Conversely, lack of air exchange will cause a sense of stuffy, so that it is easy to cause fatible employees.

### d. Lighting

The company must strive for sufficient lighting, but not dazzling, because if this is fulfilled, the work can be carried out well and more thoroughly.

### e. Security

Companies that provide security at work can cause a sense of calm employees in doing work.

Meanwhile, according to (Djumadi, 2012) "Working Conditions are the condition of the workplace, where employees perform their work assignments". To measure the variables of this working condition, indicators can be used:

- a. Environmental Security,
- b. Working hours,

- c. Comfortable spatial planning,
- d. Work facilities,
- e. Comfortable work atmosphere.

### 3. Job content

#### a. Understanding Job Content

Job content is the content of the job or assignment given to employees and one of the supporting factors that gives the smooth running of motivation.

Job content according to Gillies, quoted by Gatot et al. (2015) are factors that are related to the content (content) of the work or task, which is referred to as motivating factors. Motivating factors include authority or autonomy, recognition, scratching opportunities, appreciation, and workload. If this is fulfilled it will cause job satisfaction.

#### a. Relationship of Capacity (*capacity-load relationship*)

The main objective of CRP is to show the ratio between the load set at the work centers through existing work orders and the capacity of each work center for a certain period of time. Through the identification of overload or underload, if any, replanning actions can be done to eliminate the situation in order to achieve a balance between load and capacity (balanced load). If the order of the arrival of the order exceeds the capacity, the load will increase, which is marked in the inventory that is in the work queue that is not processed in front of the work center. Conversely, if the flow of the arrival of the order is less than the existing capacity, the load (the order waiting to be processed) will be reduced.

1) The purpose of capacity planning is to try to manage together work orders that come and or the capacity of the work center to achieve a steady and balanced stream. If the load increases marked by the number of queues, the Work Center Lead Time will be longer. Conversely, if the load is reduced, the waiting time will be shorter because the work flow moves through the work center without the need for a long queue. The handling of the relationship between capacity and load is based on the ability of the planning system and implementation to adjust the level of arrival of capacity orders. The measurement unit of the load and the most capacity uses working hours for a certain time interval. Sistem perencanaan kebutuhan kapasitas (CRP).

As a capacity planning system in a larger MRP II system, CRP has input, process, output, and feedback.

#### a) Input CRP :

##### (1) Schedule of planned factory orders releases

This schedule is one of the outputs of MRP, CRP has two main sources of load data, namely:

- (a) Schedule Receipts containing data order due to date, order quantity, operation complete, operation remaining, and
- (b) Planned Order Releases containing Planned Order Receipt data, Planned Order Quantity. Other sources such as; Product Network, Quality Recall, Engineering Prototype, Excess Script and others, must be translated into one of the two types of orders used by CRP.

(2) Work Order This status information status is given to all open orders with operations that still need to be completed, the work center involved, and estimated time.

(3) Data Routing

Provide a planned path for factory orders through the production process with an estimated operating time. Every part, assembly, and product made have a unique routing, consisting of one or more operations. The info needed for CRP is: Operation Number, Operation, Planned Work Possible Alternate Work Center, Standard Setup Time, Standard Run Time Per Unit, Tooling at Each Work Center, and others. Routing provides instructions on the CRP process as a BOM like giving in the MRP process.

(4) Work center data.

This data is related to every production work center, including resources, standardization and efficiency standards, as well as capacity. The work center data elements are: identification and description, the number of machines or work stations, the number of working days per period, the number of shifts scheduled per working day, the number of working hours per shift, utilization factors, efficiency factors, the average queue time, Average waiting and moving time

b) Proses CRP

(1) Calculate the capacity of the work center (work center). The capacity of the working center is determined based on the machine and human resources, the factors of operating hours, efficiency and utilization. The capacity of the work center is usually determined manually. In determining the capacity of the work center are: Identification and definition of work center, as well as calculation of work capacity.

(2) Determine the load

Calculation of the load at each work center in each time period is carried out with a backward scheduling. Using infinite loading, duplicating loads for each item through the quantity of items scheduled in a period of time that is accumulated based on Open Orders (Schedule Receipt) and Planned Factory Orders Releases. This process usually uses a computer.

(3) Balance the load capacity.

When there is an imbalance between capacity and load, one of the capacity or load must be adjusted again to obtain a balanced schedule. When routine adjustments are not adequate enough, the scheduling of the MRP or MPS output needs to be done. Usually it is occurred by human judgment iteratively (repeated/repeatedly) together with the output of the work center report from the CRP. In other words the process will be repeated until it obtains an acceptable load.

From the description above it can be explained that the content of the job is a factor that is directly related to the work itself. The indicators in this study, are including: autonomy, recognition, and workload.

#### **4. Discipline**

According to Friedmant (2013: 11) that self-discipline is something that is used by, not something he has, then that person can definitely use it to achieve all the goals he ever set, they can use whenever they want, or leave it when he want.



Discipline is a form of obedience to a person in carrying out tasks in accordance with the rules that have been set. Regulations governing discipline, aiming to discipline employees at work (Flippo., 2013: 201).

"Discipline is the awareness and attitude of someone who voluntarily waiting for all rules, aware of duties and responsibilities. Willingness is an attitude, behavior, and deed of someone in accordance with the organizational regulations both written and unwritten possessed by someone to obey all applicable social institutional regulations and social norms (Hasibuan, 20014: 190).

Employee awareness in living their duties without coercion, will help smooth the mechanism of work. Work time compliance is a form of time discipline, as for the discipline of work time including:

- a. Coming home from work on schedule (disciplinary of coming home of work).
- b. Come to the office on schedule (discipline of working)
- c. Do not use work time for other activities.
- d. Do not use work time to sleep or read newspapers or also to talk that has nothing to do with work (discipline in utilizing work time).

Factors that influence the level of discipline of employees who match the organization, including: (Hasibuan, 2014: 192)

- a. Goals and abilities; The goal achievement must be clear and determined ideally and are quite challenging for the ability of employees. This means that the goals/ jobs imposed on employees must be in accordance with the ability of the employee concerned, so that he works seriously and discipline.
- b. Exemplary Leader; The leader must give a good example, be honest, fair, and in accordance with deeds. With a good example of the leadership, the discipline of subordinates will be good too.
- c. Remuneration; To realize good employee discipline, the organization must provide a relatively satisfied service. Employee discipline will not increase if the service they receive is not enough to cover the needs of their lives and their families.
- d. Justice: Treating employees indiscriminately and consider them to be one unit in the organization.
- e. Inherent supervision ; real effective actions to prevent and find out employees mistakes, correct mistakes, maintain discipline, improve work performance, activate the role of superiors and subordinates, explore effective work systems, and create the best internal control systems in supporting the realization of organizational goals, employees and the community.
- f. Penalties; The sanction of punishment should be quite reasonable for every indisciplinary level, educational, and become a motivational tool to maintain discipline in the organization.
- g. Human Relationships: Harmonious relationships create discipline, both vertically and horizontally.
- h. Firmness: The firm leader who wants to reprimand and punish every disciplinary employee will realize good discipline in the organization.

### ➤ Framework

The variables studied in this study consisted of; Working conditions, work content, discipline and performance. The relationship between these variables can be described in the theoretical thinking framework as in Figure 1 as follows:

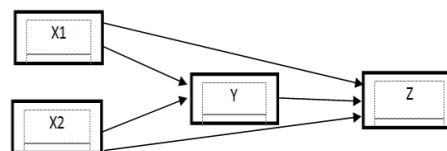


Figure 1: Framework

Information::

X<sub>1</sub> and X<sub>2</sub> are independent variables in this case are working conditions and job content.

Z is a dependent variable in this case, namely employee performance.

While Y is the variable intervening in this case is discipline.

### ➤ Hypothesis

1. There is a positive and significant influence on working conditions on the discipline of the Employee Tourism Office Subo Suko Wono Sragen/ Solo Raya.
2. There is a positive and significant influence on the work content of the discipline of the Employee Tourism Office Subo Suko Wono Sragen/ Solo Raya.
3. There is a positive and significant influence on working conditions on the performance of the Employee Tourism Office Subo Suko Wono Sragen/ Solo Raya.
4. There is a positive and significant influence on work content on the performance of the Employee Tourism Office Subo Suko Wono Sragen/ Solo Raya.
5. There is a positive and significant influence on discipline on the performance of the Employee Tourism Office Subo Suko Wono Sragen/ Solo Raya.
6. Discipline mediated the effect of working conditions on the performance of Employees of the Tourism Office Subo Suko Wono Sragen/ Solo Raya.
7. Discipline mediates the effect of content work to the performance Employees of the Tourism Office Subo Suko Wono Sragen/ Solo Raya.

## 3. Research Methods

### A. The scope of research

This research was conducted on employees of the former Surakarta Residency Tourism Office who were consulted from Surakarta, Boyolali, Sukoharjo, Wonogiri and Sragen which were usually recruited (Subo Suko Wono Sragen or Solo Raya)

### B. Research variable

1. Dependent variable

In this study what is meant by the dependent variable is employee performance.

2. Independent variable

The independent variables in this study consist of two independent variables (X<sub>1</sub>, and X<sub>2</sub>,) which are categorized as follows:

X<sub>1</sub> = working conditions



$X_2$  = job content

3. Working discipline as a mediation variable (Y)

**C. Data Source**

Data sources that researcher collects consist of primary data and secondary data.

- a. Primary data
- b. Secondary data

**D. Population and Sample**

There are 125 employees populations. Then each region was taken by 15 employees as respondents, with the random sampling method

**E. Method of collecting data**

1. Questionnaire.

Measurement used the Likerts Summated Ratings (LSR) method, with alternative options 1 to 5 answers.

2. Interview.

3. Documentation

**F. Type of data**

The data used in this study are primary data

**G. Method of collecting data**

1. Questionnaire
2. Documentation
3. Interview

**H. Data Analysis Method**

1. Research Instrument Test
2. Normality Test and Linearity Test
3. Path regression test
4. Mediation test

**4. Result and Discussion**

**Data analysis results**

1. Research instrument test

Based on the research instrument test consisting of the validity test and reliability test it is known that each valid question item and reliable meet the requirements for further testing.

2. Normality Test and Linearity Test

It has passed the analysis prerequisite test, therefore it is worth predicting the next analysis.

c. Path analysis

- 1) First equation

Table 1  
First equation regression

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,405	2,124		,661
	Working conditions (X <sub>1</sub> )	,142	,067	,166	,037
	Job content (X <sub>2</sub> )	1,178	,125	,737	,000
a. Dependent Variable: Discipline					

Source: SPSS processed results in 2021

Obtained the path regression equation as follows: (taken from the standardized coefficients beta).

$$Y_1 = 0,166 X_1 + 0,737 X_2 + \varepsilon$$

$$\text{Sig. } (0,037) \quad (0,000)$$

2) Second equation

Table 2  
Regression of the second equation

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4,882	1,778		2,747
	Working conditions (X <sub>1</sub> )	,145	,047	,178	,003
	Job content (X <sub>2</sub> )	,320	,078	,369	,000
	Discipline (Y/ X <sub>2</sub> )	,898	,179	,462	,000
a. Dependent Variable: Employee performance					

Source: SPSS processed results in 2021

Based on Table 2. the path regression equation is obtained as follows: (taken from the standardized co-efficients beta).

$$Y_2 = 0,178X_1 + 0,369X_2 + 0,462X_3 + e$$

$$\text{Sig. } = (0,003) \quad (0,000) \quad (0,000)$$

4. Mediation test

The results of the mediation test are as follows:

a. Discipline variables in mediating the effect of working conditions on employee performance

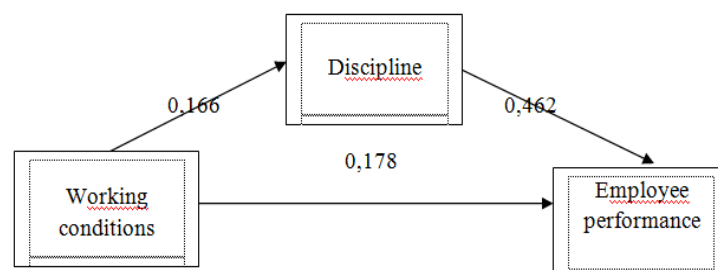


Figure 2

Because  $P_1 \times P_2 < P_3$  ( $0.166 \times 0.462 = 0.0767 < 0.178$ ) then discipline does not mediate the effect of working conditions on employee performance, so 6<sup>th</sup> hypothesis is not proven.

2) Discipline variables in mediating the effect of job content on employee performance

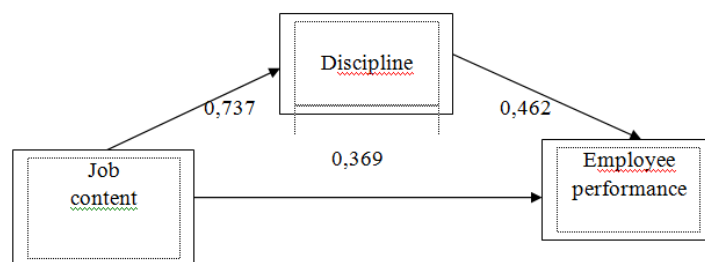


Figure 3

Because  $P_1 \times P_2 < P_3$  ( $0.737 \times 0.462 = 0.3405 < 0.369$ ) then discipline does not mediate the effect of work content on employee performance, so 7<sup>th</sup> hypothesis is not proven

## I. Discussion

Based on the statistical analysis that has been carried out on each research variable, the researcher tries to provide discussion of the problems discussed in this study, namely:

### 1. The effect of working conditions on discipline

The results of the study found that there was a positive and significant influence on working conditions on discipline. The relationships has a meaning the better working conditions, the better discipline of employees. The results of this study are in line with the results of research in Inbar et al., (2018), Putra, and Kartir (2020). The conducive work environment is very important in an organization to create feelings of satisfaction and comfort for employees. This will determine an organization's success and will achieve employee work discipline.

Based on the results of the above study, it implies that the company to pay attention to the conditions of the work environment, especially in the workspace, it is necessary to supervise employees to use the time to rest appropriately, provide direction about the tasks given to employees so that the completion of the work will be quickly completed and on time , pay more attention and provide support so that employees do not complain while working.

### 2. The effect of work content on discipline

The results of the study found that there was a positive and significant influence on work content on discipline. This means that with a relationship contains the meaning that the better the job content, the better level of employee discipline. The findings in this study also supported research conducted by Khan (2011) which states that working conditions, work content and career development have a significant positive influence on employee work motivation in Rawalpindi Islamabad Pakistan.

**3. The effect of working conditions on employee performance.**

The results of the study found that there was a positive and significant influence on working conditions on employee performance. This means that with a relationship contains the meaning that the better the working conditions, the better the employee performance. The results of this study are on the results of the research of Muhamadun, Nunung (2012). and Ardista, (2018). Hartanto et al., (2018)

**4. The effect of job content on employee performance**

The results of the study are known that there is a positive and significant influence on job content on employee performance. This means that with a relationship like this contains the meaning that the better the job content, the better the employee performance. The results of this study were supported by the results of the research of Muhamadun, Nunung (2012). and Ardista, (2018). This is because the work content relates to employees every day, the work content given commonly to employees.

**5. The effect of discipline on employee performance**

The results of the study are known that there is a positive and significant influence on discipline on employee performance. This means that with a relationship contains the meaning that more discipline of employees, the better the employee performance. The results of this study were supported by the results of research from Hamzah (2019), Rialmi, (2020). and Nurjaya, et al., (2021).

**6. Discipline variables in mediating the effect of working conditions on employee performance**

Based on data analysis it is known that discipline does not mediate the effect on working conditions on employee performance, it means there is a better direct effect of working conditions on employee performance than must be mediated by discipline.

Based on the data analysis it is known that discipline does not mediate the effect on the content work of employee performance means that there is a better direct effect of work content on employee performance than must be mediated by discipline. This is because the condition of work in the Employees of the Subo Suko Tourism Office Wono Sragen/ Solo Raya is good enough, By the working conditions given, the performance of the employees is required to be better. Based on the general description of the agency it can be seen that there are 44 respondents or 38.67 % have a working period of more than 15 years, so the satisfied or not the working conditions given, does not affect discipline but to performance, as a work demands must be achieved so that employees can stay permanent as an employee of Tourism Office Subo Suko Wono Sragen/ Solo Raya. The results of this study were contrary to the results of Ardista's research, (2018).

**7. Discipline variables in mediating the effect of job content on employee performance**

Based on data analysis it is known that discipline does not mediate the influence on working conditions on employee performance, meant there is a better direct effect on working conditions on employee performance than must be mediated by discipline. Discipline variables in mediating the effect of job content on employee performance.

This is because work content is always related to employees every day, so they feel that it is given as a common. This means that the improvement of HR performance is built with indicators of daily work content. The results of this study are in line with the results of Muhamadun and Nunung's research (2012).

## **5. Conclusions And Suggestions**

### **A. Conclusions**

Based on the results of the study, it can be concluded as follows:

1. There is a positive and significant influence on working conditions on discipline in Pariwisata Department employees Subo Suko Wono Sragen/ Solo Raya. Discipline in the Subo Suko Tourism Office Wono Sragen/ Solo Raya is in the good category supporting employee performance.
2. There is a positive and significant influence on work content on discipline in the Pariwisata Office of Subo Suko Wono Sragen/ Solo Raya. Discipline in the Subo Suko Tourism Office Wono Sragen/ Solo Raya is in the good category supporting employee performance.
3. There is a positive and significant influence on working conditions on the performance of Employees of the Tourism Office Subo Suko Wono Sragen/ Solo Raya.
4. There is a positive and significant influence on work content on the performance of Employees of the Tourism Office Subo Suko Wono Sragen/ Solo Raya.
5. There is a positive and significant influence on discipline on the performance of Employees of the Tourism Office Subo Suko Wono Sragen/ Solo Raya.
6. There is a better direct influence on working conditions to employees performance of the Pariwisata Office of Subo Suko Wono Sragen/ Solo Raya than having to be mediated by discipline.
7. There is a better direct influence on work content to the employees performance of the Pariwisata Office of Subo Suko Wono Sragen/ Solo Raya than must be mediated by discipline.

### **B. Suggestions**

The suggestions that the authors convey are as follows:

1. Considering that there is a better direct influence on working conditions on performance than to be mediated by discipline, so which is needed to be a more concern is the arrangement of a comfortable workspace and the creation of a harmonious work atmosphere to improve the performance of its employees and can complete work more effective and efficient.
2. Considering that there is a better direct influence on work content on performance than having to be mediated by discipline, so the leadership should always evaluate the results of employee work of each period, because the work content commonly given to employees, sometimes occurs work development so that needs the leadership monitoring.

3. Considering the absence of mediation from discipline variables, work discipline should be evaluated appropriately because if the application is too tight, rigid, and less flexible will lead to inproductive attitude to the performance of the employee of the Pariwisata Service Subo Suko Wono Sragen/ Solo Raya.

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