

FACTORS INFLUENCING JOB SATISFACTION: A STUDY OF EMPLOYEE ENVIRONMENT, MOTIVATION, AND DISCIPLINE

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ABSTRACT

This study aims to determine the effect of work environment, work motivation and work discipline on job satisfaction at PT Meindo Elang Indah. The research method used in this study is a quantitative method with primary data through the distribution of questionnaires. The population in this study was 180 employees. The technique in determining the sample in this study used the proportional random sampling technique with an error rate of 5% so that the sample in this study amounted to 124 employees. The results of the analysis using Partial Least Square (PLS) show that the work environment variable has a significant effect on work discipline, work motivation has a significant effect on work discipline, the work environment has a significant effect on job satisfaction, work motivation has a significant effect on job satisfaction, work discipline has a significant effect on job satisfaction, the work environment has a significant effect on job satisfaction through work discipline, and work motivation has a significant effect on job satisfaction through work discipline.

Keyword: Work environment, Work motivation, Work discipline, Job satisfaction

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh lingkungan kerja, motivasi kerja dan disiplin kerja terhadap kepuasan kerja pada PT Meindo Elang Indah. Metode penelitian yang digunakan dalam penelitian ini adalah metode kuantitatif dengan data primer melalui penyebaran kuesioner. Populasi pada penelitian ini sejumlah 180 karyawan. Teknik dalam penentuan sampel menggunakan teknik proportional random sampling dengan tingkat kesalahan 5% sehingga sampel berjumlah 124 karyawan. Hasil analisis dengan menggunakan *Partial Least Square* (PLS) menunjukkan bahwa lingkungan kerja berpengaruh signifikan terhadap disiplin kerja, motivasi kerja berpengaruh signifikan terhadap disiplin kerja, lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja, motivasi kerja berpengaruh signifikan terhadap kepuasan kerja, disiplin kerja berpengaruh signifikan terhadap kepuasan kerja, lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja melalui disiplin kerja, dan motivasi kerja berpengaruh signifikan terhadap kepuasan kerja melalui disiplin kerja.

Kata kunci: Lingkungan kerja, Motivasi kerja, Disiplin kerja, Kepuasan kerja

INTRODUCTION

Human resources (HR) are the main indicators of a company's competitive environment. These benefits can only be realized if an organization has quality human resources and meets operational and strategic needs. Without competent human resources, a

business cannot function effectively, let alone develop. Therefore, HR is the most important factor in building competitive advantage and becoming a key player in the company's future growth. One effective way to help and support employees is to increase their level of work performance. Collaboration satisfaction is defined as a negative attitude that employees have towards the work they do. According to Gupta and Kumar (2012), employees who are happy in their work consistently bring benefits to the company because they are more motivated and committed. This has a positive impact on increasing work performance standards.

Job satisfaction is felt by employees if their expectations match the reality provided by the company. The more aspects of the job that suit the employee's wishes, the higher the level of job satisfaction they feel. Conversely, the more aspects of work that do not match employee expectations, the lower the level of job satisfaction they feel. In this case, to see what the actual conditions are regarding job satisfaction at PT Meindo Elang Indah. Researchers conducted pre-research by distributing temporary questionnaires containing indicators regarding employee job satisfaction to 30 employees.

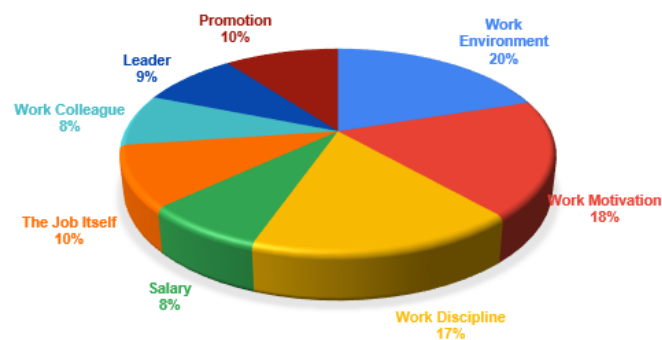


Figure 1. Pre-Research Questionnaire Results Regarding Job Satisfaction of PT Meindo Elang Indah Employees

Based on the pre-research results, factors that affect employees' performance at work have been identified. There are three factors that have the greatest influence on employees' work performance: work environment, employee motivation, and work discipline. According to the data, the first factor is the work environment with an average sentiment of 20%, the second factor is related to work motivation at 18%, and the third factor is related to work discipline at 17%.

According to (Taiwo, 2010) the work environment is a physical and non-physical factor that influences employee work.. In addition, (Uno, 2021) Work motivation is a basic drive that can move an employee to behave. According to (Sutrisno, 2016) Work discipline is that employees must be able and willing to follow, obey and comply with all work rules enforced by the company.

Previous research results by (Sul-toni M. & Rismawati, 2022) stated that work environment variables have a positive and significant effect on work discipline. In the study (Rahmi, Achmad, & Adhimursandi, 2020) stated that work motivation has a positive effect on work discipline. Research conducted by (Zanardi & Zhau, 2020) stated that work environment variables have a positive and significant effect on job satisfaction. Research conducted by (Salsabila & Fakhri, 2021) stated that work motivation variables have a positive effect on employee job satisfaction. In research conducted by (Sudiarditha, Susita, & Kartini, 2019) stated that work discipline has a positive and significant effect on employee job satisfaction. In research conducted by (Ong & Hendry, 2021) stated that work discipline has a positive and significant effect on employee job satisfaction. Furthermore, research conducted by (Santoso & Sidik, 2020) stated that work discipline has a positive and significant effect on employee job satisfaction.

This study aims to investigate how each work environment factor, work motivation, and work discipline work together to increase employee productivity. It is expected that the study's results will help businesses develop effective strategies for creating a consistent work environment, encouraging employees to work hard, and improving work discipline so that, eventually, employee productivity will increase completely.

LITERATURE REVIEW

Work Environment

(Darmadi, 2020), lingkungan kerja refers to all things that are present around employees and can affect them in fulfilling the requirements that are given to them. This pendapat was emphasized by (Enny, 2019), who stated that the work environment is something that exists around employees and can affect their ability to perform their jobs. According to (Jaya, 2022), the work environment of employees encompasses all things that are present in the surrounding workplace and can hinder them in carrying out their tasks.

Based on the theory presented above, the work environment encompasses social, psychological, and physical aspects that exist within the company and might influence employees in carrying out tasks that are assigned to them. According to Luthans in (Siagian, 2014), the workplace can be divided into two categories: the physical workplace and the non-physical workplace. An indicator of the physical work environment includes the work structure between the desk and the floor, as well as the workspace's amenities and productivity. Conversely, the non-fiscal lingkungan kerja indicator comprises the relationships between supervisors and subordinates, as well as the mutual aid and support amongst coworkers.

Sofyan (2013) states that in general work facilities, employee relations and benefits are factors that have a negative impact on the work environment. Based on these theories, it can be concluded that a strong work environment both physical and non-physical is very important to encourage employee performance. A key factor that can improve the quality of the work environment will be that the facilities, namely, good working relationships and appropriate comfort will have a positive impact on employee and job satisfaction.

Work Motivation

According to Rivai in (Marliani, 2016), motivation at work is a tool that enhances a worker's performance because it has certain goals that need to be achieved. In line with this, (Siagian, 2016) states that employee motivation is a kind of pressure that pushes or pulls a person's boundaries and encourages them to reach their goals. Wae-esor and Hee (2016) found that motivation is an important indicator for employees to consider when assessing their performance in relation to their work. According to the aforementioned theory of employees, motivation at work is a tool that an individual uses to accomplish any tasks that can help the company reach its goals. Extremely low work motivation makes it difficult for an employee to determine the extent of their performance.

According to (Afandi, 2018), the two main dimensions of work motivation are employee engagement and employee morale. Just out of necessity, the dimension of peace includes feelings of happiness and enthusiasm, with indicators namely remuneration, working conditions and work facilities. The Encouragement dimension is related to the desire to work optimally, with indicators consisting of work performance, recognition from superiors, and individual work. According to (Afandi, 2018), the factors that influence work motivation are life needs, future needs, self-esteem needs, and the need for recognition of work achievements.

Work Discipline

As stated by (Hasibuan, 2014), work discipline is the efforts made by employees to comply with all company policies. (Arda, 2017) states that effective work discipline reflects

the sensation of a person's sense of responsibility at work. According to (Fahmi, 2016) explains that work discipline is the level of awareness an employee has of the applicable regulations and the consequences that arise if these regulations are violated. According to (Sutrisno, 2016) states that the factors that influence work discipline are the size of the updates given, whether there are definite rules that can be used as guidelines, the courage of leadership in taking action, whether or not leaders carry out supervision, whether they pay attention to employees, and creating habits. which supports the upholding of discipline.

Job satisfaction

According to (Handoko, 2016), work-related stress is defined as an emotional experience that makes employees feel positive or negative about their work. According to (Mangkunegara, 2017), work-related stress is a condition that makes employees less aware of their work and conditions. (Robbins & Judge, 2015) define work performance as a positive attitude towards work products which is the result of evaluation of the characteristics of work products. As a feeling of joy and love for a job which is reflected in morale, discipline and work performance, Hasibuan (2014) defines job satisfaction. According to (Afandi, 2018), work, wages, promotions, superiors and co-workers are indicators of job satisfaction. Gilmer stated in (Sutrisno, 2016) that factors that influence work performance include work experience, skills, salary, supervision, working conditions, communication and facilities.

METHOD

The methodology used in this study is a quantitative approach. The population in this study were all employees of PT Meindo Elang Indah totaling 180 people. The sampling technique used in this study was proportional random sampling with a significance level of 5% so that 124 samples were obtained. Data was measured using a Likert scale on work environment variables, work motivation, work discipline and job satisfaction. The work environment indicators in this study were adapted from (Sedarmayanti, 2014) and (Siagian, 2014) which cover lighting, temperature, spatial layout, leadership approach, relationships with colleagues at the same level, relationships between superiors and employees. Furthermore, the work motivation variable indicators in this study were adapted from (Edy, 2009) which cover physiological needs, safety needs, social needs, supervision, reward. Furthermore, the work motivation variable indicators in this study were adapted from (Alifah, 2019) which cover attendance, compliance with company regulations, compliance with work standards. Furthermore, the work motivation variable indicators in this study were adapted from (Robbins & Judge, 2007) which cover promotion, the job itself, salary.

The data analysis technique in this study used PLS-SEM with SmartPLS software version 4. There are three stages of analysis in the PLS-SEM model, namely the outer model, inner model, and hypothesis testing. The outer model is carried out to ensure that the instruments used are suitable for measuring each variable, assessed through validity and reliability. The inner model is used to examine the causal relationship between latent variables. In addition, hypothesis testing is carried out to ensure and analyze the direct and indirect effects between variables. Hypothesis testing can be calculated using bootstrapping through path coefficients with the criteria of p value < 0.5 . Then to find out and analyze the indirect effect using intervening variables can be calculated using bootstrapping through a specific indirect effect test with the criteria of p value < 0.5 .

RESULTS AND DISCUSSION

Respondent Profile

In this research, researchers distributed questionnaires to 124 employees of PT Meindo Elang Indah. Respondent profiles are differentiated based on gender, age and years of service.

The following are the results of the respondent profile analysis which can be seen in the table below.

Table 1. Profile of Respondents Based on Gender

Respondent Identity Variable	Category	Number of employees	Percentage (%)
Gender	Man	68	55
	Woman	56	45
Total		124	100

According to the above table, it can be seen that the characteristics of the PT Meindo Elang Indah employees' responses vary depending on the type of respondent. Most of the respondents were female, with about 68 employees with a response rate of 55% and male, with approximately 56 employees with a response rate of 45%. The next respondent profile based on gender can be seen in the table below.

Table 2. Profile of Respondents Based on Age

Respondent Identity Variable	Category	Number of employees	Percentage (%)
Age	20-29 years old	77	62
	30-39 years old	33	26
	40-49 years old	7	6
	>50 years	7	6
Total		124	100

Based on the above table, it can be seen that the characteristics of the respondents that the researchers analyzed based on the age of the participants indicate that the majority of respondents are from the age group of 20 to 29 years old, which comprises approximately 77 workers with an average age of 62%, from the age group of 30-39 years old, approximately 33 workers with an average age of 26%, from the age group of 40-49 years old, approximately 7 workers with an average age of 6%, and from the age group of over 50 years old, approximately 7 workers with an average age of 6%. The respondent profile based on work experience may be seen in the table below.

Table 3. Respondent Profile Based on Years of Work

Respondent Identity Variable	Category	Number of employees	Percentage (%)
Years of service	0-3 years	39	31
	4-6 years	54	44
	7-9 years	13	10
	>10 years	18	15
Total		124	100

Based on the table above, it can be seen that the majority of respondents are workers who have worked for a minimum of four to six years, namely 54 workers. This is in accordance with the characteristics of respondents that researchers observed based on duration of work. There are 39 workers with a percentage of 31%, followed by workers with a percentage of 44% who have worked for 96-3 years, 13 workers with a percentage of 47%, and approximately 18 workers who have worked for more than 10 years. with a percentage of 15%.

Outer Model Analysis

Convergent Validity

Based on the Table 4, it shows that the value of each loading factor has a value > 0.7, which means that each construct indicator in this study is valid.

Table 4. Results of Loading Factor Analysis

Indicator	Item	Job Satisfaction	Work Environment	Work Motivation	Work Discipline
Promotion	Y1	0,847			
	Y2	0,735			
	Y3	0,841			
The job itself	Y4	0,863			
	Y5	0,731			
	Y6	0,760			
Salary	Y7	0,870			
	Y9	0,814			
Lighting	X1.1		0,858		
	X1.2		0,776		
	X1.3		0,709		
	X1.4		0,830		
Temperature	X1.5		0,919		
	X1.6		0,740		
	X1.8		0,775		
Spatial	X1.9		0,800		
	X1.10		0,788		
	X1.11		0,890		
	X1.12		0,871		
Leadership approach	X1.13		0,867		
	X1.14		0,863		
Co-worker relationships at the same level	X1.15		0,844		
	X1.16		0,875		
Relationships beetwen superiors and employees	X1.17		0,776		
	X1.19		0,799		
	X1.21		0,804		
Physiological needs	X2.1			0,968	
	X2.2			0,965	
	X2.3			0,919	
Safety needs	X2.4			0,838	
	X2.6			0,895	
Social needs	X2.7			0,977	
	X2.8			0,967	
	X2.9			0,978	
Supervision	X2.10			0,838	
	X2.11			0,871	
Award	X2.13			0,862	
	X2.14			0,972	
Presence	X3.1				0,855
	X3.2				0,869

Indicator	Item	Job Satisfaction	Work Environment	Work Motivation	Work Discipline
Comply with company regulations	X3.3				0,925
	X3.4				0,925
	X3.5				0,888
Comply with work standards	X3.6				0,794
	X3.7				0,932
	X3.8				0,839
	X3.9				0,882

Discriminant Validity

Based on the Table 5, it shows that the cross loading value of the variable indicator has a greater value compared to the value of other variable constructs. This means that each construct indicator in the study is valid.

Table 5. Cross Loading Analysis Results

	Job Satisfaction	Work Environment	Work Motivation	Work Discipline
Y1	0,847	0,474	0,595	0,659
Y2	0,735	0,512	0,525	0,594
Y3	0,841	0,461	0,554	0,621
Y4	0,863	0,620	0,723	0,789
Y5	0,731	0,446	0,546	0,590
Y6	0,760	0,429	0,544	0,600
Y7	0,870	0,555	0,661	0,933
Y9	0,814	0,415	0,590	0,653
X1.1	0,600	0,858	0,577	0,596
X1.2	0,461	0,776	0,422	0,434
X1.3	0,528	0,709	0,480	0,587
X1.4	0,495	0,830	0,510	0,458
X1.5	0,521	0,919	0,531	0,478
X1.6	0,408	0,740	0,475	0,445
X1.8	0,480	0,775	0,499	0,383
X1.9	0,491	0,800	0,501	0,436
X1.10	0,329	0,788	0,368	0,284
X1.11	0,504	0,890	0,517	0,492
X1.12	0,462	0,871	0,494	0,431
X1.13	0,407	0,867	0,505	0,426
X1.14	0,484	0,863	0,511	0,499
X1.15	0,609	0,844	0,549	0,634
X1.16	0,619	0,875	0,623	0,635
X1.17	0,423	0,776	0,362	0,378
X1.19	0,482	0,799	0,510	0,388
X1.21	0,538	0,804	0,558	0,543
X2.1	0,712	0,564	0,968	0,721
X2.2	0,693	0,560	0,965	0,707
X2.3	0,669	0,609	0,919	0,710

	Job Satisfaction	Work Environment	Work Motivation	Work Discipline
X2.4	0,594	0,586	0,838	0,622
X2.6	0,627	0,567	0,895	0,664
X2.7	0,720	0,577	0,977	0,732
X2.8	0,711	0,581	0,967	0,709
X2.9	0,722	0,574	0,978	0,717
X2.10	0,662	0,587	0,838	0,682
X2.11	0,661	0,540	0,871	0,658
X2.13	0,659	0,532	0,862	0,643
X2.14	0,724	0,556	0,972	0,709
X3.1	0,635	0,500	0,607	0,855
X3.2	0,747	0,529	0,647	0,869
X3.3	0,865	0,571	0,690	0,925
X3.4	0,857	0,579	0,689	0,925
X3.5	0,668	0,444	0,607	0,888
X3.6	0,646	0,550	0,649	0,794
X3.7	0,863	0,544	0,654	0,932
X3.8	0,695	0,449	0,650	0,839
X3.9	0,750	0,515	0,726	0,882

Average Variance Extracted (AVE)

Based on the Table 6, it shows that the AVE value has a value > 0.5 if the AVE value is greater than 0.5, it means that all variables have met the validity standards.

Table 6. Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work Environment	0,677
Work Motivation	0,851
Work Discipline	0,774
Job Satisfaction	0,655

Composite Reliability

Based on the table 7, it shows that each variable has a composite reliability rating > 0.7, which means that each latent variable meets the reliability standard.

Table 7. Composite Reliability Results

	Composite reliability (ρ_c)
Work Environment	0,974
Work Motivation	0,986
Work Discipline	0,969
Job Satisfaction	0,938

Cronbach's Alpha

Based on the table 8, it shows that the Cronbach's Alpha value for each variable is > 0.7, which indicates that the variable has met the reliability standards.

Table 8. Cronbach's Alpha Results

	Cronbach's alpha
Work Environment	0,972
Work Motivation	0,984
Work Discipline	0,963
Job Satisfaction	0,924

Inner Model Analysis

R-Square (R^2)

Based on the table 9, it shows that the work environment and work motivation have a relationship with work discipline and in the second path model, the work environment, work motivation and work discipline have a greater relationship with job satisfaction.

Table 9. R-Square

	R-square	R-square adjusted	Keterangan
Work Discipline	0,588	0,582	Moderate
Job Satisfaction	0,761	0,755	substansial

F-Square (F^2)

Based on the table 10, it shows that the influence between the construct of work environment variables with work discipline is $0.068 < 0.15$, meaning it has a small relationship. Work motivation with work discipline is $0.575 > 0.35$, meaning it has a large relationship. Work environment with job satisfaction is $0.030 < 0.15$, meaning it has a small relationship. Work motivation with job satisfaction is $0.052 < 0.15$, meaning it has a small relationship. Work discipline with job satisfaction is $0.744 > 0.35$, meaning the two variables have a large relationship.

Table 10. F-Square

	Work Environment	Work Motivation	Work Discipline	Job Satisfaction
Work Environment			0,068	0,030
Work Motivation			0,575	0,052
Work Discipline				0,744
Job Satisfaction				

Variance Inflation Factor (VIF)

Based on the table above, it shows that all variables have a VIF value < 5.00 , which means that there is no multicollinearity problem in the correlation model.

Table 11. Variance Inflation Factor (VIF)

	Work Environment	Work Motivation	Work Discipline	Job Satisfaction
Work Environment			1,614	1,723
Work Motivation			1,614	2,541
Work Discipline				2,429
Job Satisfaction				

Hypothesis Testing Analysis

Table 12. Path Coefficients Test Results

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics ((O/STDEV))</i>	<i>P values</i>
Work Environment -> Work Discipline	0,212	0,219	0,102	2,089	0,037
Work Motivation -> Work Discipline	0,618	0,600	0,111	5,581	0,000
Work Environment -> Job Satisfaction	0,111	0,104	0,053	2,098	0,036
Work Motivation -> Job Satisfaction	0,178	0,187	0,071	2,517	0,012
Work Discipline -> Job Satisfaction	0,657	0,663	0,063	10,347	0,000

Based on the results of the path coefficient calculation in the table above, the work environment variable on work discipline obtained an original sample result of 0.212, while for the t-statistic it was 2.089 > 1.96. Then for the p-value it obtained a value of 0.037 < 0.05. So it can be said that the work environment has a significant and positive direct effect on work discipline.

Based on the results of the path coefficient calculation in the table above, the work motivation variable on work discipline obtained an original sample result of 0.618, while for the t-statistic it was 5.581 > 1.96. Then for the p-value it obtained a value of 0.000 < 0.05. So it can be said that work motivation has a significant and positive direct effect on work discipline.

Based on the results of the path coefficient calculation in the table above, the work environment variable on job satisfaction obtained an original sample result of 0.111, while for the t-statistic it was 2.098 > 1.96. Then for the p-value it obtained a value of 0.036 < 0.05. So it can be said that the work environment has a significant and positive direct effect on job satisfaction.

Based on the results of the path coefficient calculation in the table above, the work motivation variable on job satisfaction obtained an original sample result of 0.178, while for the t-statistic it was 2.517 > 1.96. Then for the p-value it obtained a value of 0.012 < 0.05. So it can be said that work motivation has a significant and positive direct effect on job satisfaction.

Based on the results of the path coefficient calculation in the table above, the work discipline variable on job satisfaction obtained an original sample result of 0.657, while for the t-statistic it was 10.347 > 1.96. Then for the p-value it obtained a value of 0.000 < 0.05. So it can be said that work discipline has a significant and positive direct effect on job satisfaction.

Table 13. Results of Indirect Effect Testing

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics ((O/STDEV))</i>	<i>P values</i>
Work Environment -> Work Discipline -> Job Satisfaction	0,139	0,146	0,070	1,985	0,047
Work Motivation -> Work Discipline -> Job Satisfaction	0,406	0,396	0,077	5,262	0,000

Based on the results of the path coefficient calculation in the table 13, the work environment variable on job satisfaction with the mediating variable, namely work discipline, obtained an original sample result of 0.139, while for the t-statistic it was $1.985 > 1.96$. Then for the p-value, it obtained a value of $0.047 < 0.05$. So it can be said that the work environment indirectly has a significant effect on job satisfaction mediated by work discipline.

Based on the results of the path coefficient calculation in the table 13, on the work motivation variable towards job satisfaction with the mediating variable, namely work discipline, the original sample results were 0.406, while for the t-statistic it was $5.262 > 1.96$. Then for the p-value, it obtained a value of $0.000 < 0.05$. So it can be said that work motivation indirectly has a significant effect on job satisfaction mediated by work discipline.

Discussion

The results of this study indicate that the work environment has a positive influence on the work discipline of PT Meindo Elang Indah employees. The higher the level of the work environment, the higher the work discipline. The results of a study conducted by Putra & Aprianti (2020) stated that the work environment variable has a positive and significant influence on work discipline. The results of this study are proven by the significance value (0.000) which is smaller than 0.05.

The results of this study indicate that work motivation has a positive influence on the work discipline of PT Meindo Elang Indah employees. The higher the level of work motivation, the higher the employee's work discipline. The results of research conducted by Saputra (2019) found a significant relationship between work motivation and employee work discipline.

The results of this study indicate that the work environment has a positive influence on employee job satisfaction at PT Meindo Elang Indah. The higher the level of the work environment, the higher the employee job satisfaction. The results of the study by Irma & Yusuf (2020) stated that there was a significant influence between the work environment and employee job satisfaction at the Cooperatives and UMKM Office of Bima Regency with a significance value of 0.000, which is smaller than 0.05.

The results of this study indicate that work motivation has a positive influence on employee job satisfaction at PT Meindo Elang Indah. The higher the level of work motivation, the higher the employee job satisfaction. The results of the study conducted by Mubaroqah & Yusuf (2020) from the results of the study there is a significance value of $0.000 < 0.05$, which means that there is a significant influence between work motivation and employee job satisfaction.

The results of this study indicate that work discipline has a positive effect on employee job satisfaction at PT Meindo Elang Indah. The higher the level of work discipline, the higher the employee job satisfaction. The results of a study conducted by Hasyim et al., (2022) stated that the work discipline variable has a positive and significant effect on job satisfaction with a p-value of $0.007 < 0.05$ and a t-statistic value of $2.711 > 1.96$.

The results of this study indicate that the work environment indirectly has a significant effect on job satisfaction mediated by work discipline, so H6 in this study is accepted. The higher the level of work discipline carried out by an employee, the higher the work environment will be so that employee job satisfaction will increase. The work environment can affect job satisfaction through work discipline. The results of this study are in line with the results of previous research conducted by Sahlan (2023) which stated that the work environment and work discipline have a significant effect on job satisfaction.

The results of this study indicate that work motivation indirectly has a significant effect on job satisfaction mediated by work discipline, so H7 in this study is accepted. The higher the level of work discipline carried out by an employee, the higher the work motivation will be so

that employee job satisfaction will increase. Work motivation can affect job satisfaction through work discipline. The results of this study are in line with the results of previous research conducted by Saptarini (2018) which stated that work motivation and work discipline simultaneously affect job satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

After analyzing the influence of the work environment, work motivation, work discipline and job satisfaction, the following conclusions can be drawn from this research: (1) The work environment has a positive and significant effect on work discipline. (2) Work motivation has a positive and significant effect on work discipline. (3) The work environment has a positive and significant effect on job satisfaction. (4) Work motivation has a positive and significant effect on job satisfaction. (5) Work discipline has a positive and significant effect on job satisfaction. (6) The work environment has a positive and significant effect on job satisfaction through work discipline. (7) Work motivation has a positive and significant effect on job satisfaction through work discipline. The contribution that can be made by researchers is to provide input or suggestions to companies in improving the work environment, work motivation, and employee work discipline so that employees feel satisfied in working. Suggestions that can be given to improve job satisfaction are to create a comfortable work environment for employees, build good communication, provide awards and recognition for employee performance, provide training and socialization regarding company regulations. By implementing the suggestions that have been given by researchers, companies will be able to improve employee job satisfaction.

Recommendation

Based on the research results and conclusions obtained from this research, several recommendations that need to be submitted include the following: (1) Companies are expected to be able to improve the conduciveness of their work environment. In this case, the results of the research's descriptive analysis show that the work environment indicator that still needs to be improved is temperature. This means that the company must be able to pay attention to and improve the temperature in the room, such as adjusting the room temperature, neither too hot nor too cold. Because if the temperature in the room feels hot or cold it will make employees not focus on work. Having a stable or appropriate room temperature will make employees feel comfortable while working. (2) The company is expected to increase the work motivation of its employees. In this case, the results of the research's descriptive analysis show that the indicator of work motivation that still needs to be improved is reward. This means that companies must pay more attention and often give praise to employees who have carried out their work well. That way, employees feel appreciated for the work they have done. (3) The company is expected to improve the work discipline of its employees. In this case, the results of the research's descriptive analysis show that the indicator of work discipline that still needs to be improved is compliance with work standards. This means that companies must be able to provide training or seminars by continuously instilling company values in employees so that employees have a sense of belonging to the company. (4) The company is expected to increase employee job satisfaction. In this case, the results of the research's descriptive analysis show that the indicator of job satisfaction that still needs to be improved is salary. This means that companies must be able to improve the system of providing salaries to employees, paying attention to providing salaries according to the level of education and abilities of employees.

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