

The Effect of Work Environment, Work Discipline and Motivation on Employee Satisfaction

The Effect of Work Environment

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ABSTRACT

Employee satisfaction is something that companies should pay close attention to because when the company provides job satisfaction, employees are ensured to give their best to the company. This study is a descriptive quantitative type. The research was conducted at PT. Pos Indonesia (Persero) Tapaktuan. The data used in this study are primary data. The population in this study consisted of all employees of PT. Pos Indonesia Tapaktuan, totaling 32 people. The data analysis technique used in this study is multiple linear regression assisted by SPSS software. The tests conducted in this study include validity testing, reliability testing, normality testing, multiple linear regression testing, hypothesis testing (t and f), and determinant testing. The results of the study indicate that the work environment partially influences employee satisfaction, work discipline partially influences employee satisfaction, motivation partially influences employee job satisfaction and work environment, work discipline, motivation collectively influence employee job satisfaction at PT. Pos Indonesia Tapaktuan.

Keywords: *Work Environment, Work Discipline, Motivation, Employee Satisfaction*

ABSTRAK

Kepuasan karyawan menjadi hal yang sangat penting di perhatikan oleh perusahaan karena dengan kepuasan kerja yang diberikan oleh perusahaan maka dipastikan karyawan akan memberikan yang terbaik kepada perusahaannya. Penelitian ini adalah jenis kuantitatif deskriptif. Penelitian ini dilakukan pada PT. Pos Indonesia (Persero) Tapaktuan. Data yang digunakan pada penelitian ini adalah data primer. Populasi pada penelitian ini adalah semua karyawan PT. Pos Indonesia Tapaktuan sebanyak 32 orang. Teknik analisis data yang digunakan pada penelitian ini adalah regresi linear berganda yang dibantu oleh software SPSS. Adapun pengujian yang dilakukan pada penelitian ini meliputi: uji validitas, reabilitas, uji normalitas, uji regresi linear berganda, uji hipotesis (t dan f) dan uji determinan. Hasil penelitian menunjukkan bahwa lingkungan kerja memiliki pengaruh secara parsial terhadap kepuasan karyawan, disiplin kerja berpengaruh secara parsial terhadap kepuasan karyawan, motivasi berpengaruh secara parsial terhadap kepuasan kerja karyawan dan lingkungan kerja, disiplin kerja, motivasi memiliki pengaruh secara simultan terhadap kepuasan kerja karyawan pada PT. Pos Indonesia Tapaktuan.

Kata kunci: *Lingkungan Kerja, Disiplin Kerja, Motivasi, Kepuasan Karyawan*

INTRODUCTION

PT. Pos Indonesia Tapaktuan is one of the post office branch offices in South Aceh Regency. PT. Pos Indonesia Tapaktuan is one of the delivery services places that is in demand by the local community. The Tapaktuan Post Office itself oversees 32 employees. Employees have a very important role in supporting the success goals of a

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company. Employees who have high integrity are the determinants of achieving success in the organization (Kurniasari, 2014). At this time, employee performance is very important in an organization, there are many ways for companies to improve their performance, one of which is by providing job satisfaction to each employee. Employee satisfaction is a very important thing for companies to pay attention to because with the job satisfaction provided by the company, it is certain that employees will give the best to their company (Adipura & Puspitasari, 2022).

Employee satisfaction is the feeling felt by employees regarding the appreciation they receive, whether it is a pleasant or unpleasant feeling (Imam & Risnawati, 2022). Employee satisfaction refers to the level of satisfaction, happiness and personal satisfaction felt by an employee with his work, work environment, compensation and other factors related to his work experience (Wuwungan et al., 2017). While undertaking the Independent Campus internship program at PT. Pos (Persero) Indonesia Tapaktuan researchers saw that there was very little job satisfaction felt by employees, such as employees feeling stressed because of the large amount of work that had to be done at any time coupled with a lack of motivation so that employees felt less job satisfaction. Therefore, researchers feel it is necessary to examine what factors can influence the job satisfaction of PT employees. Tapaktuan Post so that in the future PT. Tapaktuan Post can improve the performance of its employees. To increase employee satisfaction, there are many factors that companies must pay attention to, such as environmental factors at work, discipline at work and providing motivation to employees.

Work environment is a term to describe the physical, social and psychological conditions in the workplace that can influence the well-being, performance and interactions between employees (Muttaqijn, 2021). A good work environment will make employees happy and satisfied at work. Factors such as security, comfort, relationships between coworkers, and positive organizational culture can create a conducive work environment (Kurniasari, 2014). Employees who feel appreciated, supported, and have good interactions with coworkers and management are more likely to feel satisfied with their jobs. A healthy and inclusive work environment is a vital foundation for employee productivity and well-being (Adams et al., 2020). An atmosphere that is supportive, collaborative, and promotes open communication will encourage teams to innovate, share ideas, and work effectively (Nugrahaningsih & Julaela, 2017). Comfortable facilities, attention to work-life balance, and appreciation for the contribution of each individual are important points in creating a work environment that builds, inspires, and maintains a positive spirit of collaboration. Apart from the work environment, work discipline factors must also be considered.

Work discipline is the ability and desire of employees to comply with the rules, procedures and norms that apply in the workplace (Yuliantini & Santoso, 2020). Employees who are disciplined will tend to complete tasks well, respect work time, and have responsibility for their work. Good work discipline can create increased efficiency and productivity, which in turn can increase employee satisfaction (Aziz, 2017). Work discipline is the main foundation that supports success and efficiency in a professional environment (Lumentut & Dotulong, 2015). This includes consistency in adhering to schedules, responsibility for assigned tasks, and a willingness to comply with existing rules and procedures. Discipline is not only about following rules, but also showing dedication and commitment to achieving company goals (Aziz, 2017). The ability to maintain focus, be responsible for work, and maintain high standards in performance is the core of strong work discipline in creating an effective and productive work environment (Hidayat & Taufik, 2012). Likewise with motivation factors, motivation is also part of increasing employee satisfaction.

Employee motivation is a strong factor in influencing job satisfaction. Employees who are intrinsically motivated (motivation comes from within themselves) and extrinsically (motivation comes from rewards, recognition, or external incentives) will tend to be more satisfied with their work (Yuliantini & Santoso, 2020). Good

motivation can increase employee engagement, productivity, and sense of personal accomplishment, all of which contribute to job satisfaction (Lumentut & Dotulong, 2015). Employee motivation is like gasoline for a car. When employees feel appreciated, have the opportunity to develop, and know what the company wants, their enthusiasm is ignited (Mentang, 2021). Things like recognition for hard work, opportunities to learn new things, and understanding how their work relates to company goals can all make them enthusiastic.

The purpose of this research is to see whether there is an influence between the work environment, work discipline and motivation on employee satisfaction at PT. Pos Indonesia (Persero) Tapaktuan. It is hoped that with this research researchers can contribute to increasing job satisfaction for PT employees. Pos Indonesia (Persero) Tapaktuan by considering work environment factors, work discipline and work motivation. Several previous studies, such as those conducted by Imam and Risnawati (2022), showed the results that the work environment had no effect on job satisfaction, while work discipline and motivation had a positive influence on employee satisfaction. Research conducted by Gentari (2022), shows the results that the work environment, work discipline and motivation have a positive influence on job satisfaction. The research results of Lumentut and Dotulong (2015), show that the work environment and work discipline have no effect on job satisfaction, but motivation has a positive influence on the job satisfaction of PT employees. Bank of North Sulawesi Airmadidi branch. Based on several previous research results, there are different research results. For this reason, researchers tried to review the results of previous research. The problem formulation in this research is whether there is an influence between the work environment, work discipline and work motivation on job satisfaction among PT employees. Tapaktuan Post and the aim of this research is to determine the influence of the work environment, work discipline and motivation on job satisfaction at PT. Pos Indonesia (Persero) Tapaktuan.

LITERATURE REVIEW

Job satisfaction is an effectiveness or emotional response to various aspects of work (Sekartini, 2016). A set of feelings that employees have regarding the extent to which their work is enjoyable or not can be described as a general attitude toward one's work that reflects the difference between the rewards one receives and the rewards one believes one should receive. According to Hasyim et al. (2022) the level of job satisfaction is an employee's evaluation of their work which involves various aspects, including working conditions, collaboration with colleagues, rewards received at work, as well as physical and psychological factors that influence them. According to Gentari (2022), defining job satisfaction is the level of happiness, satisfaction, or positive evaluation that an individual has regarding his or her work.

According to Oktaria & Nugraheni (2017), the work environment is a place where individuals carry out their work or duties. It includes all physical and social aspects that influence the work experience, including the physical conditions of the workplace, relationships with coworkers, team dynamics, organizational culture, norms, as well as psychological factors that influence employee well-being and productivity. According to Sari (2020), the work environment is defined as everything around employees that has the potential to influence the way they carry out their work, including the workplace, facilities, work equipment, cleanliness, lighting, calm atmosphere, and interactions with fellow colleagues. at that location. Indicators of the work environment according to Taheri et al. (2020), are services for employees and working conditions.

Discipline is an attitude where someone will be happy to follow the rules set by the leadership (Wijaya & Laily, 2019). Meanwhile, according to Badawi (2014), work discipline is the behavior or attitude of employees in carrying out their duties in accordance with the regulations, norms, rules and standards that apply in the workplace. This includes punctuality, adherence to procedures, commitment to work, and responsibility in carrying out assigned tasks. Indicators of work discipline according to

Adams et al. (2020) is coming to the office on time, dressing neatly at work, using office equipment carefully and having a high level of responsibility.

According to Dewi & Ardana (2022), motivation is an internal or external force that encourages someone to take action or achieve certain goals. With high motivation, a person will be enthusiastic about achieving their targeted desires. So that motivation becomes a trigger for carrying out work with enthusiasm. As for other definitions of motivation, according to Hidayat & Taufik (2012), work motivation is internal or external encouragement or desires that encourage someone to work with maximum ability and dedication. Motivation is the enthusiasm that arises to do something, usually motivation in the form of encouragement to fulfill basic needs and then increasing to higher needs such as appreciation, self-achievement and fulfillment of individual potential (Sekartini, 2016). According to Putrima (2017), indicators of work discipline are physiological needs, safety needs, social needs, esteem needs and self actualization needs.

The work environment has a significant influence on the level of employee satisfaction at work. The work environment in question includes physical and non-physical conditions in the office area and surroundings (Muttaqijn, 2021). Physical conditions such as the layout of the work space, room temperature, air circulation, lighting, cleanliness and completeness of work facilities greatly influence employee comfort in completing their work (Hidayat & Taufik, 2012). Meanwhile, non-physical conditions such as interpersonal relationships between employees and with superiors, workload, as well as the work atmosphere and culture that is formed in the workplace also have a huge impact on employee psychology. When the work environment is supportive and conducive, employees will feel comfortable, appreciated, and motivated to work well (Kurniasari, 2014). This will ultimately increase their job satisfaction with their job and the company they work for. On the other hand, if the work environment is bad, not ergonomic, or even tends to be toxic, then employees will easily get bored, stressed, and ultimately dissatisfied and even want to leave the job. Therefore, it is important for companies to ensure that the existing work environment is truly conducive and supports employee productivity. This will positively influence job satisfaction and also reduce employee turnover rates.

Employee work discipline is an important factor that can influence their level of job satisfaction at work. Work discipline is demonstrated by employees' compliance with the rules and regulations that apply in the company (Aziz, 2017). This includes punctuality in work, completing work according to standards, obeying a code of ethics and manners, and obeying orders from superiors. Employees with good work discipline tend to achieve maximum performance more easily. They are also more appreciated and receive promotions more often than employees who are less disciplined. This condition will ultimately make employees more satisfied with their work and the company where they work. Meanwhile, employees who lack work discipline tend to often receive reprimands and even punishment (Surahman, 2022; Andershon et al., 2024). They are also less appreciated so that their sense of job satisfaction and loyalty to the company is usually low (Wijaya & Laily, 2019). Therefore, it can be said that high work discipline is positively correlated with increased employee job satisfaction. On the other hand, low work discipline has the potential to reduce satisfaction and even increase employee turnover intention (Dihan & Hidayat, 2020). Companies that want their employees to be satisfied and loyal need to encourage the application of high and fair work discipline within the organization.

Employee work motivation is a drive from within to be enthusiastic and highly committed to their work. Work motivation is usually influenced by intrinsic factors such as interest in the work itself, pride in the profession, and the need for self-actualization (Imam & Risnawati, 2022). Apart from that, extrinsic factors such as competitive salaries, conducive work environment and culture, and harmonious interpersonal relationships also play an important role. Employees with high work motivation generally show great work enthusiasm, initiative and creativity (Badawi, 2014). They

strive to achieve maximum performance and even exceed the standards set by the company. This condition makes them receive awards, promotions and increased compensation more often. Ultimately, this increases employee satisfaction with their job and the company where they work. On the other hand, employees who have low work motivation tend to work as hard as they can to meet minimum targets (Bashir et al., 2020; Hajiali et al., 2022). Their work ethic and enthusiasm are usually low so that career development and career advancement is difficult to expect. Such conditions will ultimately reduce the level of employee satisfaction and even increase their intention to quit their job. Therefore, it is important for companies to always motivate all their employees to continue to excel. This will positively influence employee satisfaction and loyalty to the company (Wijaya & Laily, 2019).

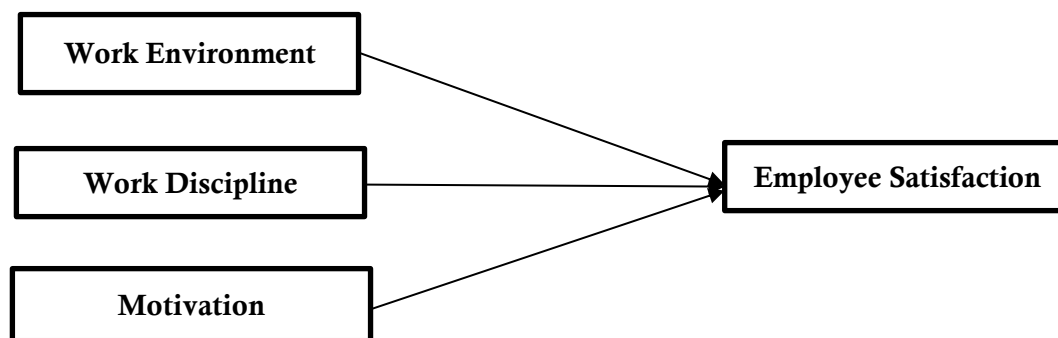


Figure 1. Conceptual framework

H1: *It is suspected that the work environment can influence employee satisfaction.*

H2: *It is suspected that work discipline can influence employee satisfaction.*

H3: *It is suspected that motivation can influence employee satisfaction.*

H4: *It is suspected that the work environment, work discipline, and motivation can simultaneously influence employee satisfaction.*

METHOD

This research method uses a type of quantitative descriptive research conducted at PT. Pos Indonesia (Persero) Tapaktuan. The data used in this research is primary data, collected directly from the source. The population in this study included all 32 employees. The sample selection technique used is saturated sampling, where the entire population is sampled. Primary data was collected through distributing questionnaires to all employees. The questionnaire used in this research adopted an interval scale based on previous research by Putrima (2017). To analyze the data, this research uses multiple linear regression techniques assisted by SPSS software. Several tests were carried out to ensure the validity and reliability of the data, including the classic assumption test, multiple linear regression test, hypothesis test t-test and f test, and determinant test. Validity and reliability testing aims to ensure that the questionnaire used in this research actually measures what it is supposed to measure and is consistent in its measurements. The classic criteria test is carried out to ensure that the data meets the basic requirements of linear regression. The multiple linear regression test is used to analyze the relationship between several independent variables and one dependent variable. Hypothesis testing is carried out to test the significance of the relationship between variables, while the determinant test is used to measure how much the independent variable can explain the dependent variable.

RESULT

The results of the validity analysis show that all items used in this research are valid. For the work environment variables, all items (X1.1 to X1.5). The work discipline variable also shows very good results, with corrected item-total correlation values

ranging from 0.758 to 0.860 for items X2.1 to X2.5. This shows that all items in the work discipline variable are significantly correlated with the total score of the variable, indicating high validity. For the motivation variable, all items (X3.1 to X3.5) are also valid, with corrected item-total correlation values between 0.599 to 0.809. This shows that all items in the motivation variable have good validity. Meanwhile, for the employee satisfaction variable, the corrected item-total correlation value for items Y1 to Y5 ranges from 0.690 to 0.772, also indicating adequate validity. The results of this validity analysis show that the research instruments used are reliable for measuring the variables studied, namely work environment, work discipline, motivation and employee satisfaction.

Table 1. Validity test

Variable		Corrected Item-Total Correlation	Information
Work environment	X1.1	0.492	Valid
	X1.2	0.594	Valid
	X1.3	0.677	Valid
	X1.4	0.707	Valid
	X1.5	0.677	Valid
Work Discipline	X2.1	0.859	Valid
	X2.2	0.860	Valid
	X2.3	0.777	Valid
	X2.4	0.775	Valid
	X2.5	0.758	Valid
Motivation	X3.1	0.669	Valid
	X3.2	0.625	Valid
	X3.3	0.718	Valid
	X3.4	0.809	Valid
	X3.5	0.599	Valid
Employee Satisfaction	Y1	0.756	Valid
	Y2	0.702	Valid
	Y3	0.744	Valid
	Y4	0.772	Valid
	Y5	0.690	Valid

Validity testing is comparing the table r value with the calculated r value (Corrected Item-Total Correlation). The table r value of $df = (N-2)$ is 0.349. Based on the test results above, the calculated r-value is greater than the r table of 0.349, so it can be concluded that all the question instruments used in this research are valid. The reliability test is used to find out whether the question instrument for each variable is reliable or not. If there is data that is not reliable then it cannot be used in research.

Table 2. Reliability Test

Cronbach's Alpha	Standardized Items	N of Items
0.955	0.958	20

The Cronbach's Alpha value obtained, namely 0.955, this result is greater than the r table value so that in this reliability test it is stated that the question instrument for each variable used in this research is valid. The normality test is a type of statistical test used to test whether the data that has been collected comes from a normal distribution or not. If the data is normally distributed then the resulting points follow the center line.

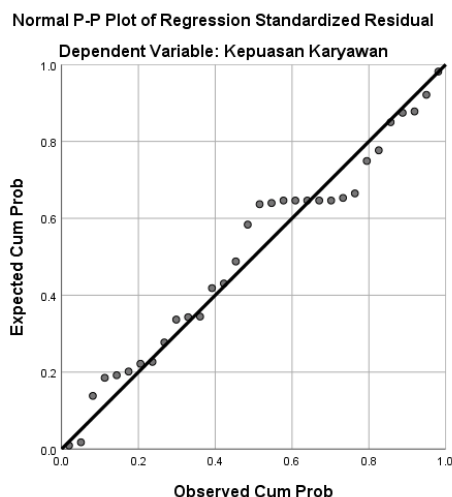


Figure 1. Normality test

Figure 1 normality testing shows that the resulting points follow the diagonal line in the middle. Therefore, the data is declared to be normally distributed. The multicollinearity test is used to determine whether there is multicollinearity in the relationship between the independent variables or not.

Table 3. Multicollinearity Test and Heteroscedasticity Test

Model	Col Stat Tolerance	Col Stat VIF	Sig
Constant	0.996		0.996
Work environment	0.063	2.554	0.063
Work Discipline	0.844	3.423	0.844
Motivation	0.084	2.167	0.084

The regression model requires that multicollinearity does not occur. A regression model is said to be free from multicollinearity if the VIF value is < 10 and the tolerance value is > 0.05 . Therefore, in the regression model used in this research, multicollinearity does not occur. If the significance probability is above 0.05 then the regression model does not contain heteroscedasticity. The regression model requires that heteroscedasticity does not occur. The results of the sig value calculation show that there are no independent variables that have a sig value of less than 0.05, which means that this regression model is free from multicollinearity. With the Multiple Linear Regression Analysis Test Technique and the T Test, this is used to test the hypothesis, namely to determine the magnitude of the regression of the independent variable and the dependent variable.

Table 4. Multiple Linear Regression Analysis

Model	Unst Coef B	Std. Error	Stan Coef Beta	t	Sig.
Constant	0.716	2.489		0.288	0.776
Work environment	0.503	0.170	0.287	2.785	0.031
Work Discipline	0.627	0.207	0.565	3.034	0.005
Motivation	0.461	0.178	0.051	4.343	0.000

The test results in Table 4 show that the regression equation model is that every time there is an improvement in the work environment by 1%, employee satisfaction will increase by 50.3%. Every time there is an increase in work discipline by 1%, job satisfaction will increase by 62.7%. For every 1% increase in motivation, job satisfaction will increase by 46.1%. Testing the t (partial) hypothesis is comparing the t table value with the calculated t to find out whether or not the dependent variable has an effect on the independent variable. The t table value with a significance level (α) of 0.05 for this research is 2.042. The conclusion from testing the t hypothesis is that work environment

variables have a partially significant influence on employee satisfaction, because the resulting sig value is $0.031 < 0.05$ and the resulting calculated t value is greater than the t table ($2.785 > 2.042$). The work discipline variable has a partially significant influence on employee satisfaction, because the resulting sig value is $0.031 < 0.05$ and the resulting calculated t value is greater than the t table ($3.034 > 2.042$). The motivation variable has a partially significant influence on employee satisfaction, because the resulting sig value is $0.031 < 0.05$ and the resulting calculated t value is greater than the t table ($4.343 > 2.042$). The F test shows how far the influence of all independent variables together influences the dependent variable.

Table 5. F test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	392.855	3	130.952	23.562	0.000
Residual	155.614	28	5.558		
Total	548.469	31			

Based on the research results, a significant value of 0.000 or below 0.05 was obtained and the f count was 23.562 or below f table 2.960, so it can be concluded that the work environment variables, work discipline and motivation have a significant influence simultaneously on the work environment. Determinant testing aims to see how much the independent variables contained in this research can influence employee satisfaction.

Table 6. Determinant Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.846	0.716	0.686	2.357

The test results in table 6 of the determinant test show an Adjusted R Square value of 0.686. These results indicate that 68.6% of employee job satisfaction is influenced by the work environment, work discipline and motivation, while the other 31.4% is due to factors outside this model.

DISCUSSION

The work environment variable has a partially significant influence on employee satisfaction, because the resulting t value is greater than the t table ($2.785 > 2.042$). The influence of the work environment on employee satisfaction is very important in the context of company success and stability. A positive and supportive work environment can have a positive impact on employee satisfaction, while an environment that does not accommodate employee needs can cause dissatisfaction and even lead to high employee turnover rates. Several factors that influence employee satisfaction in the work environment include relationships between employees, quality of leadership and management, recognition of work achievements, career development opportunities, balance of work and personal life, as well as adequate facilities and working conditions. The results of this research are in line with research conducted by Sari (2020), who stated that the work environment influences employee job satisfaction at PT Bank BRI Syariah Tbk KC Jakarta Wahid Hasyim.

The work discipline variable has a partially significant influence on employee satisfaction because the resulting calculated t value is greater than the t table ($3.034 > 2.042$). Employees who have good work discipline tend to be more organized and responsible in carrying out their duties. They will follow company rules and procedures consistently, which can increase operational efficiency. The quality of work produced by disciplined employees is also likely to be higher because they tend to be more focused and punctual in carrying out their duties. Apart from that, employees who are disciplined at work also play an important role in increasing productivity, because they can manage their time better and prioritize priority tasks. When employees feel they have a good level of work discipline, this can create a more positive and efficient work environment, which can ultimately contribute to higher levels of employee

satisfaction. Increased employee satisfaction can have a positive impact on workforce retention and a company's overall productivity. The results of this research are in line with research conducted by Imam & Risnawati (2022), they stated that discipline has a positive and significant effect on employee satisfaction at LPI Al Haromain.

The motivation variable has a partially significant influence on employee satisfaction, because the resulting t value is greater than the t table ($4.343 > 0.042$). The influence of motivation on employee satisfaction is very important in producing a productive and enjoyable work environment. Motivated employees have a strong internal drive to achieve goals and perform work with dedication. High motivation will encourage employees to strive to achieve better results, face challenges with enthusiasm, and develop their skills continuously. Thus, motivation can improve the quality of work produced by employees. Additionally, employees who feel motivated tend to be more satisfied with their work because they feel appreciated and feel that their efforts are recognized. Higher levels of satisfaction can increase employee retention rates, allowing companies to retain an experienced workforce and reduce training and rehiring costs. The results of this research are similar to research conducted by Wuwungan et al. (2017), who stated that good motivation can influence employee satisfaction at PDAM Tirtamoedal, Semarang City.

The variables of work environment, work discipline, and motivation simultaneously influence employee satisfaction, because the resulting calculated f value is greater than the table ($23.562 > 2.960$). Work environment, work discipline, and motivation are three factors that are interconnected and influence employee job satisfaction. A good work environment, effective leadership, and adequate facilities can increase job satisfaction. Good work discipline will increase productivity and quality of work, while high motivation will encourage employees to achieve goals and excel. These three factors need to be considered holistically to create a satisfying and productive work environment for employees. The results of this research are in line with research conducted by Yuliantini & Santoso (2020), they stated that the work environment, work discipline and motivation influence job satisfaction at PT Travelmart Central Jakarta.

CONCLUSION

The results of the research that has been carried out show that the variables of work environment, work discipline and motivation have a significant influence on employee satisfaction. The results of the analysis show that each of these variables contributes partially or simultaneously to the level of satisfaction felt by employees. Work environment variables are proven to have a partial effect on employee satisfaction. A conducive work environment, which includes factors such as safety, a comfortable working atmosphere, and social support from coworkers and management, can increase employee satisfaction. High work discipline shows a level of consistency in complying with company regulations and procedures, thereby contributing to achieving organizational goals and creating a more orderly and efficient work environment. Motivation is also an important factor in determining employee satisfaction. Employees who feel motivated have an internal drive to achieve individual and organizational goals, which ultimately increases their satisfaction with their jobs and the company where they work.

Furthermore, this research found that the third variable, namely work environment, work discipline, and motivation together have a significant influence on employee satisfaction. This emphasizes the importance of maintaining and improving conditions that support the working environment, encouraging good work discipline, and motivating employees on an ongoing basis. From the results of this research, it is recommended that companies focus on improving a positive work environment, increasing work discipline, and providing capable motivation to employees. However, for a deeper understanding, it is recommended to carry out further research involving additional variables and a wider population. This can provide additional insight into other factors that may influence employee satisfaction across various industry contexts

and organizational cultures. Further research could also identify complex interactions between existing variables and additional variables that are relevant in the specific context of a particular company or industry sector.

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