

The Effect of Discipline, Work Commitment, and Work Motivation on Employee Job Satisfaction

The Factor of
Employee Job
Satisfaction

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4923

Submitted:
SEPTEMBER 2025

Accepted:
DECEMBER 2025

ABSTRACT

Job satisfaction is essential for achieving organizational objectives, with work discipline, work commitment, and work motivation identified as key factors shaping employee attitudes and performance. The purpose of this study is to analyze the influence of work discipline, work commitment, and work motivation on employee job satisfaction. The research method uses a descriptive quantitative approach, involving 33 employees selected through a saturated sampling technique. Data were obtained using a 1–5 Likert-scale questionnaire and analyzed through multiple linear regression with SPSS version 25. The findings show that work discipline, work commitment, and work motivation each have a positive and significant effect on employee job satisfaction. Work motivation emerges as the most dominant variable, indicated by the highest regression coefficient. The simultaneous test confirms that all three variables collectively influence job satisfaction. The coefficient of determination ($R^2 = 0.878$) reveals that 87.8% of the variation in job satisfaction is explained by the studied variables, while 12.2% is affected by other factors not included in the model. These results emphasize the strategic importance of strengthening discipline, enhancing commitment, and improving motivation to elevate employee satisfaction and organizational performance.

Keywords: Human Resource Management, Job Satisfaction, Work Commitment, Work Discipline, Work Motivation.

ABSTRAK

Kepuasan kerja sangat penting dalam mencapai tujuan organisasi, di mana disiplin kerja, komitmen kerja, dan motivasi kerja menjadi faktor utama yang memengaruhi sikap serta kinerja karyawan. Tujuan penelitian ini adalah untuk menganalisis pengaruh disiplin kerja, komitmen kerja, dan motivasi kerja terhadap kepuasan kerja karyawan. Metode penelitian menggunakan pendekatan deskriptif kuantitatif, dengan melibatkan 33 yang dipilih melalui teknik sampling jenuh. Data dikumpulkan menggunakan kuesioner skala Likert 1–5 dan dianalisis melalui regresi linier berganda menggunakan SPSS versi 25. Hasil penelitian menunjukkan bahwa disiplin kerja, komitmen kerja, dan motivasi kerja masing-masing berpengaruh positif dan signifikan terhadap kepuasan kerja. Motivasi kerja menjadi variabel paling dominan berdasarkan koefisien regresi tertinggi. Uji simultan juga membuktikan bahwa ketiga variabel tersebut secara bersama-sama berpengaruh signifikan terhadap kepuasan kerja. Nilai koefisien determinasi ($R^2 = 0.878$) mengindikasikan bahwa 87.8% variasi kepuasan kerja dapat dijelaskan oleh ketiga variabel tersebut, sedangkan 12.2% dipengaruhi faktor lain di luar model. Temuan ini menegaskan

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 6, 2025
pp. 4923-4934
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i6.4148

INTRODUCTION

Improving employee job satisfaction is closely linked to the application of work discipline. Discipline represents a consistent behavioral attitude that reflects compliance with established regulations. These rules guide employees' actions and attitudes, serving as a foundation for companies to set clear standards and expectations. Strong work discipline also demonstrates an employee's sense of responsibility and commitment to carrying out assigned duties effectively (Dehotman, 2023). This level of responsibility encourages enthusiasm in working for the realization of company goals by obeying the regulations that apply in the company (Afianto & Utami, 2017).

Issues include inadequate supervision, which leads to delays in task completion and non-compliance with company regulations (Hartati & Putra, 2022). In addition, mutual respect among employees appears inconsistent in several cases, potentially weakening teamwork and trust within the organization. Such conditions may create an unhealthy work climate that hinders effective collaboration and reduces overall performance. Regarding work commitment, factors such as limited managerial support initiatives, insufficient training opportunities, and declining employee focus and awareness have been observed (Afianto & Utami, 2017). These limitations can undermine employees' sense of attachment to the organization and their willingness to exert discretionary effort. In terms of motivation, challenges arise from suboptimal communication between supervisors and subordinates, as well as unresolved interpersonal conflicts, which may reduce employees' overall drive and job satisfaction (Kahar et al., 2022). Over time, persistent motivational issues may negatively affect employee retention and long-term organizational effectiveness.

Human Resources (HR) represents a critical and inseparable component of any organization, whether it be an institution or a company (Susan, 2019). HR serves as the cornerstone of a company's progress, embodying individuals who act as catalysts, thinkers, and strategists in driving the organization toward its objectives (Busro, 2018; Hartati & Putra, 2022). Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior, as well as an effort to increase their awareness and willingness to comply with all company regulations (Prayogi et al., 2019; Iskandar, 2021; Kahar et al., 2022; Epriliani, 2022). Work discipline is a psychological or group attitude that always wants to follow and comply with all determined regulations (Hartati & Arifuddin, 2023). Discipline is a person's willingness that arises with their own awareness to follow the rules that apply in the organization (Ernest, 2021).

Previous studies on the factors influencing job satisfaction have shown inconsistent and contradictory results. Yulianti (2019) found that discipline has a significant effect on job satisfaction, whereas Tjahjadi et al. (2022) reported no such effect. Similarly, Setiawan (2020) revealed that employee commitment positively affects job satisfaction, but Hidayat et al. (2024) found otherwise. Furthermore, research by William and Khuluq (2020) indicated that work motivation significantly influences job satisfaction, while Dongoran and Wibowo (2020) concluded that it has no significant effect. These mixed findings demonstrate that the relationship between discipline, work commitment, and work motivation on job satisfaction remains inconclusive and context-dependent. Therefore, further investigation is needed to clarify these relationships, particularly within different organizational and industrial contexts. This study aims to examine and analyze the influence of discipline, work commitment, and work motivation on the job satisfaction of employees at PT Bosowa Berlian Motor, Parepare branch.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Work Discipline on Job Satisfaction

Job satisfaction is an interesting issue in organization or company management because it has a great influence on employees and companies (Wiliandari, 2019; Sihotang, 2020; Supriatin & Barima, 2022). For employees, job satisfaction will cause a pleasant feeling at work. Meanwhile, for companies, job satisfaction is useful in an effort to increase productivity and improve employee attitudes and behaviors. Job satisfaction is influenced by four main factors: psychological, social, physical, and financial aspects (Mulyana, 2019; Rahman & Subarkah, 2022). Psychological factors relate to an employee's mindset, interests, and attitude toward work. Social factors concern interactions with colleagues and superiors. Physical factors involve working conditions such as environment, facilities, and health. Financial factors cover salary, benefits, and welfare guarantees. Job satisfaction can be assessed using position index scales, which evaluate attitudes toward work, supervision, pay, promotion, and coworkers, or through facial expression assessments that reflect employees' emotional responses to their work environment (Prawira, 2020). The key indicators of job satisfaction, including wages, benefits, and communication, collectively reflect the degree to which employees feel fulfilled and valued in their workplace (Ali & Ardiansyah, 2022).

According to experts, work discipline is the implementation of management practices that aim to strengthen organizational guidelines. Work discipline is something that managers use to communicate with employees so that they are willing to change behavior and to increase their awareness and willingness to comply with all company regulations (Prayogi et al., 2019). From several definitions put forward by several experts, it can be concluded that work discipline is an attitude, behavior, and deed that is in accordance with both written and unwritten regulations, and if violated, it will be sanctioned or punished for its violation (Arisanti et al., 2019; Ali, 2023).

Employee discipline is reflected through punctuality, adherence to company regulations, compliance with behavioral standards, and obedience to organizational rules (Chewe & Taylor, 2021). Discipline is a fundamental element in achieving organizational goals because it promotes orderly, consistent, and efficient work behavior. Work discipline is shaped by several factors, including clear objectives, employee competence, exemplary leadership, fair rewards, justice, and harmonious interpersonal relationships (Meiliana et al., 2019; Fajri et al., 2022). A well-disciplined work environment creates stability, reduces conflict, and enhances employees' sense of responsibility and belonging, which ultimately contributes to greater job satisfaction. Empirical studies support this view; Susbiyantoro et al. (2022) and Gultom et al. (2024) found that work discipline has a significant positive effect on job satisfaction, while Putra et al. (2025) further confirmed that higher levels of discipline not only increase job satisfaction but also lead to improved employee performance. Thus, maintaining strong work discipline plays a crucial role in fostering satisfaction and motivation among employees.

H1: Work discipline has a significant effect on job satisfaction.

The Influence of Work Commitment on Job Satisfaction

Employee work commitment does not develop in isolation but results from the interaction of multiple contributing factors. Both the organization and its employees play an active role in fostering strong commitment within the workplace. Motivation serves as one of the key determinants of this commitment. When employees possess high motivation, their dedication and loyalty to the organization tend to increase as well. Several factors, including motivation, compensation, training, leadership effectiveness, work morale, and the presence of workplace conflicts, shape employee commitment (Beloor et al., 2017).

According to Meyer (2012), work commitment comprises three dimensions: affective commitment, which reflects an employee's emotional attachment to the organization; continuance commitment, which relates to the perceived cost of leaving the organization;

and normative commitment, which is based on a sense of moral obligation to remain. Employee commitment is influenced by various factors such as job characteristics, career development opportunities, individual traits, work environment, positive workplace relationships, organizational structure, and management style (Rahmawati & Priyono, 2022). Strong commitment is demonstrated through belief in organizational values, willingness to contribute actively, loyalty, and confidence in organizational goals (Nahak & Ellitan, 2022). When employees possess high levels of commitment, they tend to identify more closely with their organization, display greater enthusiasm in performing their duties, and experience a stronger sense of satisfaction from their work. Udin et al. (2024) and Yaakob et al. (2025) found that work commitment significantly affects job satisfaction, while Ong et al. (2021) noted that committed employees actively engage in their work and contribute to the achievement of organizational objectives. Therefore, a high degree of work commitment not only enhances organizational effectiveness but also fosters higher levels of job satisfaction among employees.

H2: Work commitment has a significant effect on job satisfaction.

The Influence of Motivation on Job Satisfaction

Work motivation can be understood as the internal energy or driving force within an individual that encourages them to act, perform tasks, and utilize their full potential to achieve predetermined goals. High work motivation requires consistent managerial attention and support, as it directly contributes to employee productivity and the company's long-term sustainability. Motivation reflects the willingness of individuals to exert their best efforts in reaching organizational objectives, which is largely influenced by how well the organization fulfills their personal needs (Dobre, 2013; Putra et al., 2022; Gultom et al., 2024). Employees tend to be more motivated when organizational goals align with their own interests and expectations. The psychological or emotional atmosphere within the workplace significantly affects an employee's enthusiasm and performance (Bahri & Nisa, 2017; Panjaitan, 2018). A positive inner state fosters a strong work spirit and dedication, ultimately enhancing the organization's achievement.

Motivation plays several critical roles in an organization, including boosting employee morale and job satisfaction, improving productivity, ensuring workforce stability, reinforcing discipline, and enhancing recruitment processes. This highlights motivation as both a managerial strategy and a psychological driver that significantly shapes employees' attitudes toward their roles. Consistent with Herzberg's Two-Factor Theory, work motivation is influenced by two key components: intrinsic and extrinsic factors. Intrinsic motivation arises from internal sources, such as feelings of accomplishment, recognition, responsibility, and opportunities for personal development, all of which greatly enhance job satisfaction. In contrast, extrinsic motivation is driven by external workplace elements, such as company policies, quality of supervision, salary, interpersonal dynamics, and the overall work environment. When both intrinsic and extrinsic motivational needs are met, employees are more likely to feel valued, engaged, and satisfied in their roles. Research by Ayub and Rafif (2011) and William and Khuluq (2020) reinforces this perspective, demonstrating a strong positive correlation between work motivation and job satisfaction. Therefore, cultivating robust motivational factors in the workplace is essential for improving employee satisfaction and driving overall organizational success.

H3: Work motivation has a significant effect on job satisfaction.

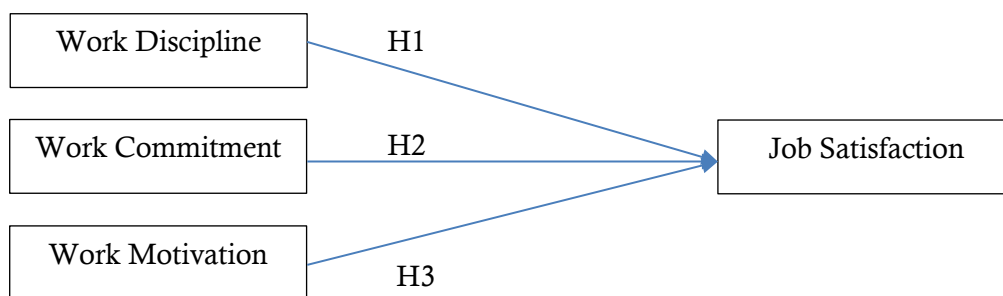


Figure 1. Research Framework

As depicted in Figure 1, each of these factors is anticipated to positively and significantly impact employee job satisfaction. Work discipline fosters compliance with organizational regulations and encourages accountability, whereas work commitment embodies employees' dedication and engagement in pursuing organizational objectives. Work motivation, on the other hand, fuels enthusiasm and enhances performance in the workplace.

RESEARCH METHODS

This study adopts a quantitative approach to explore the impact of work discipline, commitment, and motivation on job satisfaction among employees at PT Bosowa Berlian Motor, Parepare Branch. The quantitative component focuses on numerical data to establish statistical relationships between variables, while qualitative insights, gathered through interviews, provide a deeper understanding of employees' perceptions and contextual influences on job satisfaction. This combined methodology ensures a comprehensive analysis of the factors affecting employee satisfaction within the organization.

The research population consists of all 33 employees at PT Bosowa Berlian Motor. Given the small population size, a saturated sampling technique, also referred to as total sampling, was used, incorporating every employee as a respondent. This approach ensures that the data fully capture the workforce's characteristics and perspectives, enhancing the reliability of the findings. Data collection was conducted using questionnaires and interviews as primary tools. The questionnaire utilized a five-point Likert scale (1 = strongly disagree, 5 = strongly agree) to assess four key variables: work discipline, work commitment, work motivation, and job satisfaction. Discipline was measured through indicators such as punctuality, rule adherence, and responsibility in task completion. Commitment was evaluated based on employees' loyalty, engagement, and dedication to organizational goals. Motivation encompassed both intrinsic factors (e.g., personal satisfaction) and extrinsic factors (e.g., incentives and recognition). Job satisfaction, as the dependent variable, was assessed through indicators like work enjoyment, recognition, and fulfillment.

Data were analyzed using Statistical Product and Service Solutions (SPSS) version 25. The analysis process included validity and reliability tests to verify the questionnaire's accuracy and consistency, followed by multiple linear regression analysis to examine the individual and collective impacts of discipline, commitment, and motivation on job satisfaction. The results were interpreted through both statistical and descriptive methods, providing a thorough understanding of how these factors influence employee satisfaction and offering valuable insights for enhancing human resource strategies and organizational performance.

RESULTS

The following table presents the demographic characteristics of the respondents who participated in this study. This information is intended to provide an overview of the respondent profile related to gender, age, work experience, and educational background.

Table 1. Respondent Characteristics

Characteristics	Subcharacteristic	Amount	Percentage (%)
Gender	Man	21	63.6%
	Woman	12	36.4%
Age	< 20 years	-	-
	21-30 years	8	24.2%
	31-40 years	17	51.5%
	> 40 years	8	24.2%
Working Period	<5 years	9	27.3%
	6-10 years	8	24.2%
	11-15 years	12	36.4%
	> 15 years	4	12.1%
Education	Highschool	2	6.1%
	Diploma (D)	9	27.3%
	Bachelor (S1)	19	57.6%
	Magister (S2)	3	9.1%

Table 1 describes the characteristics of respondents involved in the study. The majority of participants are male (63.6%), while female respondents account for 36.4%. In terms of age, most respondents are between 31–40 years (51.5%), followed by those aged 21–30 years and over 40 years, each at 24.2%. The length of service is dominated by employees who have worked for 11–15 years (36.4%), indicating a relatively experienced workforce. Regarding educational background, most respondents hold a Bachelor’s degree (57.6%), followed by Diploma graduates (27.3%). The remaining respondents have a high school education (6.1%) and Master’s degrees (9.1%). The profile shows that respondents are generally experienced and well-qualified.

Table 2. Validity and Reliability Test

Variable	Item Number	R-Statistic	R-Table	Cronbach Alpha
Work Discipline	X1.1	0.805	0.3440	0.724
	X1.2	0.718		
	X1.3	0.595		
	X1.4	0.700		
	X1.5	0.639		
Work Commitment	X2.1	0.833	0.3440	0.860
	X2.2	0.830		
	X2.3	0.846		
	X2.4	0.860		
Work Motivation	X3.1	0.349	0.3440	0.619
	X3.2	0.781		
	X3.3	0.863		
	X3.4	0.803		
Job Satisfaction	Y.1	0.856	0.3440	0.874
	Y.2	0.914		
	Y.3	0.910		

According to the findings in Table 2, all items within the discipline variable (X1) are deemed valid, as evidenced by their Pearson correlation coefficients surpassing the r table value, with significance levels consistently below 0.05. Likewise, the items under the work commitment variable fulfill the validity requirements, showing correlation coefficients exceeding the r table value and significance levels below 0.05. The work motivation variable (X3) also demonstrates validity, with each item’s r statistic value exceeding the r table threshold and maintaining a significance level below 0.05. Similarly, the job satisfaction variable (Y) is confirmed valid, as all items exhibit Pearson correlation values above the r table cutoff, with significance levels remaining under 0.05.

Based on the results presented in Table 3, all research variables meet the established reliability criteria. The discipline variable (X1) has a Cronbach’s alpha value of 0.724, indicating a stable and dependable measurement. The work commitment variable (X2) shows a high level of consistency, with a Cronbach’s alpha of 0.860. Likewise, the work

motivation variable (X3) attains a Cronbach's alpha coefficient of 0.619, which is still within the acceptable range for reliability. Meanwhile, the job satisfaction variable (Y) records the highest reliability score of 0.874, confirming that all measurement instruments used in this study are valid, consistent, and suitable for further analysis.

Table 3. Multiple Linear Regression Analysis

Variable	Coefficient B	t-Statistic	Sig.
Constant	-0.996	-2.552	0.016
Discipline	0.290	2.193	0.036
Work Commitment	0.218	2.061	0.048
Work Motivation	0.751	5.199	0.000

Based on the regression results summarized in Table 3, the constant value of -0.996 indicates that when discipline (X1), work commitment (X2), and work motivation (X3) are all equal to zero, the predicted level of job satisfaction (Y) would also be -0.996 . The regression coefficient for the discipline variable (X1) is 0.290, meaning that every one-unit increase in discipline is associated with a 0.290-unit rise in job satisfaction, assuming other variables remain constant. Likewise, the work commitment variable (X2) has a coefficient of 0.218, showing that higher levels of commitment contribute positively to job satisfaction under the same conditions. Meanwhile, the work motivation variable (X3) records the largest coefficient, 0.751, signifying that an increase in employee motivation yields a substantial improvement in job satisfaction when the other variables are controlled.

Additional statistical tests reinforce these results. For the discipline variable (X1), the t-statistic of 2.193 surpasses the t-table value of 2.042, with a significance level of 0.016 (below 0.05), confirming a significant positive effect on job satisfaction. The work commitment variable (X2) shows a t-statistic of 2.061, which exceeds the t-table value of 2.042, with a p-value of 0.048 (less than 0.05), indicating a statistically significant positive relationship with job satisfaction. Lastly, the work motivation variable (X3) records a t-statistic of 5.199, well above the t-table value of 2.042, with a p-value of 0.000 (below 0.05), highlighting a robust and statistically significant positive influence on employee job satisfaction.

Table 4. F Test and Coefficient Determination

Test	Value
F-Statistic	69.702
Sig	0.000
R Square	0.878
Adjusted R Square	0.886

According to the results in Table 4, the computed F-value (F-statistic) of 69.702 surpasses the F-table value of 2.93, with a significance probability (sig.) of 0.000, falling below the 0.05 threshold. This suggests that the combined effect of the variables significantly impacts employee job satisfaction (Y) at PT. Bosowa Berlian Motor, Parepare Branch. Additionally, the R Square (R^2) value of 0.878 indicates that 87.8% of the variability in job satisfaction is accounted for by the three independent variables, while the remaining 12.2% is attributed to other unexamined factors, such as leadership approaches, career development, and opportunities for promotion.

DISCUSSION

The finding shows that the discipline variable ($\text{sig} = 0.016 < 0.05$) has a significant positive effect on employee job satisfaction. This result supports the theoretical perspective proposed by Chewe and Taylor (2021), who stated that discipline reflects employee compliance with company regulations, punctuality, and behavioral standards that create an orderly work environment. Work discipline is formed through clear objectives, consistent leadership, and fair treatment, which together foster stability and a sense of belonging among employees (Meiliana et al., 2019; Dinsar et al., 2023). The

current findings are also consistent with the empirical research by Gultom et al. (2024) and Putra et al. (2025), both of which found that strong work discipline enhances job satisfaction and performance. This implies that at PT Bosowa Berlian Motor, disciplined behavior such as adherence to company rules and punctuality has cultivated an environment of fairness and predictability, thereby increasing employees' satisfaction and motivation to perform effectively.

The second key finding indicates that work commitment ($\text{sig} = 0.048 < 0.05$) has a significant impact on job satisfaction. This aligns with Meyer's (2012) three-component model of organizational commitment, which suggests that employees with strong emotional attachment and loyalty to the organization experience greater job satisfaction. Factors such as job characteristics, opportunities for career growth, and leadership styles play a critical role in fostering employee commitment (Drewniak, 2017). When employees feel valued and supported, their sense of loyalty to the organization deepens, resulting in enhanced job satisfaction. This finding is supported by Udin et al. (2024), who identified a notable positive relationship between work commitment and job satisfaction, and Ong et al. (2021), who noted that committed employees demonstrate greater engagement in pursuing organizational goals. Consequently, it can be inferred that employees at PT Bosowa Berlian Motor Parepare display a strong sense of organizational commitment, characterized by loyalty, pride, and alignment with the company's objectives, which significantly boosts their job satisfaction.

The third result indicates that work motivation ($\text{sig} = 0.000 < 0.05$) exerts a significant and positive effect on employee job satisfaction. Additionally, Herzberg's two-factor theory posits that intrinsic elements, such as a sense of accomplishment, recognition, and responsibility, alongside extrinsic factors like effective supervision and fair compensation, are pivotal in shaping job satisfaction. This study is consistent with da Cruz et al. (2020) and William and Khuluq (2020), who demonstrated a positive relationship between work motivation and job satisfaction. Employees who are motivated tend to feel more appreciated and engaged in their roles, leading to greater satisfaction and improved performance. At PT Bosowa Berlian Motor, the results suggest that intrinsic motivators, such as acknowledgment of achievements, combined with extrinsic factors like equitable pay and supportive leadership, significantly enhance employee satisfaction.

Furthermore, the F-test results ($\text{sig} = 0.000 < 0.05$) demonstrate that the three independent variables simultaneously have a significant influence on job satisfaction. This indicates that these factors interact and complement one another in shaping employees' satisfaction. When employees are disciplined, committed to their organization, and intrinsically and extrinsically motivated, they are more likely to perceive their work positively, contributing to improved morale and performance (Mardanov, 2021). The combination of these elements reinforces the importance of an integrated approach to human resource management, where behavioral consistency, organizational loyalty, and motivational support are maintained simultaneously.

To maintain and enhance job satisfaction, PT Bosowa Berlian Motor should continue to strengthen employee discipline through clear rules and fair enforcement, foster organizational commitment by improving career development and recognition systems, and sustain motivation through both financial and non-financial rewards. By integrating these three elements, the company can create a more productive, loyal, and satisfied workforce, which ultimately supports long-term organizational success.

CONCLUSION

The findings indicate that work discipline, commitment, and motivation each positively and significantly impact employee job satisfaction. Improvements in these areas lead to heightened satisfaction levels among employees. When considered collectively, these variables exert a substantial combined effect on job satisfaction, affirming their pivotal role in shaping employee attitudes and performance. These results underscore the importance for PT. Bosowa Berlian Motor, Parepare Branch, to prioritize fostering disciplined work habits, enhancing employee commitment, and boosting motivation to

sustain organizational effectiveness, adapt to emerging challenges, and maintain a competitive edge in the industry.

Nevertheless, this study has certain limitations that warrant consideration. Conducted with a limited sample of 33 employees at a single branch in Parepare, the findings may not fully generalize to other branches or organizational settings. The use of self-reported questionnaires raises the possibility of response bias, as employees may have provided socially desirable responses rather than entirely candid ones. Additionally, the study focused solely on three variables, omitting other potentially influential factors such as leadership styles, organizational culture, or compensation structures, which could also significantly affect job satisfaction. Future studies should aim to overcome these constraints by involving larger and more diverse samples across various branches or organizations, employing mixed-method or longitudinal designs to capture temporal dynamics, and incorporating additional variables that may interact with employee satisfaction. Such research would provide a more holistic understanding of job satisfaction determinants and support organizations in developing targeted human resource strategies suited to diverse operational contexts.

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