

THE INFLUENCE OF WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT BKPSDMD MAKASSAR CITY

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Abstract

This study aims to analyze the influence of work discipline and work environment on employee job satisfaction at BKPSDMD Makassar City. The research employed a quantitative approach with an associative and explanatory research design. The population consisted of all 144 employees of BKPSDMD Makassar City using a total sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression with SPSS software, including validity, reliability, classical assumption, t-test, F-test, and coefficient of determination analyses. The results indicate that work discipline has a positive and significant effect on employee job satisfaction. The work environment also has a positive and significant effect on employee job satisfaction. Simultaneously, work discipline and work environment significantly affect employee job satisfaction with a coefficient of determination of 52.1%. These findings imply that improving work discipline and creating a conducive work environment are important strategies for enhancing employee job satisfaction.

Keywords: *Work Discipline, Work Environment, Job Satisfaction.*

1. INTRODUCTION

Human resources are the main assets that determine the success of organizations, both in the private sector and in the government sector (Seto et al., 2023). In public organizations, the quality of human resources is not only determined by technical competence, but also by behavioral and psychological factors that are able to support the effectiveness of services to the community. One of the factors that has received attention in human resource management is employee job satisfaction (Haris et al., 2023). High levels of job satisfaction can encourage increased discipline, loyalty, commitment, and work productivity, while low job satisfaction has the potential to cause low motivation, increased attendance, and decreased quality of organizational services (Tjahjana et al., 2023).

In the context of government organizations, job satisfaction has a strategic role in supporting the realization of a professional and public service-oriented state civil apparatus. However, various government agencies still face challenges in creating optimal employee job satisfaction. These conditions are influenced by various factors, including work discipline and work environment. Work discipline reflects the level of employee compliance with the rules, responsibilities, and work standards that apply in the organization. Meanwhile, the work environment includes physical and non-physical conditions that can

affect the comfort, safety, and enthusiasm of employees in carrying out their duties (Adawiyah et al., 2022).

Previous studies have shown that work discipline and the work environment are closely related to employee job satisfaction (Almakkah et al., 2025). Employees who have a high level of discipline tend to be able to carry out their duties effectively and feel better job satisfaction. Similarly, a comfortable, safe, and supported work environment that is supported by harmonious working relationships can improve psychological well-being and employee job satisfaction (Ishar et al., 2024). However, the results of previous research still show that there is a difference in the degree of influence of the two variables on various sectors and organizational characteristics, so further testing is needed on local government agencies that have a strategic function in the management of human resources of the apparatus (Fenianti & Nawawi, 2023).

The Makassar City Regional Personnel and Human Resources Development Agency (BKPSDMD) is a regional apparatus that has an important role in the management, coaching, and development of the state civil apparatus within the Makassar City Government. As an agency that focuses on managing the human resources of the apparatus, the level of employee job satisfaction is an important factor to consider in order to support the achievement of the organization's vision and improve the quality of public services. The results of the pre-research conducted on 20 ASN employees of the Makassar City BKPSDMD showed that although the majority of respondents gave positive assessments of work discipline, work environment, and job satisfaction, there were still 13% negative answers indicating problems in the aspects of punctuality, compliance with rules, comfort of the work environment, cleanliness, and appreciation for employee work results. The findings show that employees' perceptions of working conditions are not completely uniform and have the potential to affect the level of job satisfaction they feel.

This research has urgency because employee job satisfaction is one of the factors that support the effectiveness of public sector organizational performance. In addition, this research offers novelty in the context of the object of research, namely the Makassar City BKPSDMD as an agency directly responsible for the management and development of the state civil apparatus. Therefore, this study aims to analyze the influence of work discipline on employee job satisfaction, the influence of the work environment on employee job satisfaction, and the influence of work discipline and work environment simultaneously on employee job satisfaction in BKPSDMD Makassar City.

2. RESEARCH METHOD

This study uses a quantitative approach with associative research types (causality) and explanatory design to analyze the influence of work discipline and work environment on employee job satisfaction. This research was carried out at the Makassar City BKPSDMD. The population of this study is all employees at the Makassar City BKPSDMD which totals

144 people. The sampling technique uses total sampling, so that all members of the population are used as research respondents (Scott, 2023). The research data consists of primary data and secondary data. Primary data was obtained through the distribution of questionnaires using the Likert scale to respondents, while secondary data was obtained from agency documents, personnel reports, and various literature relevant to the research. Data collection was carried out through observation, interviews, documentation, and questionnaires. The relationships between variables were analyzed using multiple linear regression models to test the partial and simultaneous influence of independent variables on dependent variables.

Data analysis is carried out with the help of SPSS software. Before hypothesis testing, the research instrument is tested through validity and reliability tests, which show that all statement items meet the valid and reliable criteria so that they are suitable for use as a research measurement tool (Ghozali, 2021). Furthermore, classical assumption testing was carried out which included normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was carried out using multiple linear regression analysis, t-test to determine partial influences, F test to determine simultaneous influences, and determination coefficient (R^2) to measure the model's ability to explain dependent variables. Statistical testing mold refers to Ghozali (2021) and Sugiyono (2023).

3. RESULTS AND DISCUSSION

Results

The research was carried out at the Makassar City BKPSDMD by involving 144 employees as research respondents. Data collection was carried out through the distribution of questionnaires containing statements regarding work discipline, work environment, and job satisfaction. All questionnaires that were distributed were successfully recollected and can be processed as research data. Before hypothesis testing, the research instrument has gone through validity and reliability tests. The results of the validity test showed that all statement items had *a corrected item-total correlation value* greater than the r-value of the table, while the results of the reliability test showed that *the value of Cronbach's Alpha* of all variables was greater than 0.60 so that the instrument was declared valid and reliable. In addition, the results of classical assumption testing showed that the regression model met the assumption of normality, did not occur multicollinearity, and no symptoms of heteroscedasticity were found, making it suitable for hypothesis testing.

Table 1. Multiple Linear Regression Analysis Results

Variabel	Regression Coefficients	t count	Sig.
Konstanta	6,357	-	-
Work Discipline (X1)	0,664	6,375	0,000
Work Environment (X2)	0,265	3,361	0,001

Source: SPSS data processing results, 2026

Based on Table 1, the regression equation is obtained:

$$Y = 6.357 + 0.664X_1 + 0.265X_2$$

The regression equation shows that work discipline and work environment have a positive effect on employee job satisfaction. The work discipline regression coefficient of 0.664 indicates that an increase in work discipline will be followed by an increase in job satisfaction. Similarly, the work environment regression coefficient of 0.265 shows that the better the work environment, the higher the employee job satisfaction. The findings of this study analysis show that work discipline is the most dominant variable in influencing the job satisfaction of Makassar City BKPSDMD employees because it has a greater regression coefficient value than the work environment.

The dominance of the influence of work discipline shows that employee compliance with the agency's regulations, responsibilities, and work standards has a strong contribution in shaping job satisfaction. Employees who have a high level of discipline tend to be able to carry out work in a more targeted manner, complete tasks on time, and carry out work in accordance with agency procedures.

Table 2. Simultaneous Test Results and Coefficient of Determination

Remarks	Value
F count	76,690
Sig.	0,000
R Square	0,521

Source: SPSS data processing results, 2026

Table 2 shows that the significance value of 0.000 is smaller than 0.05, so that work discipline and work environment simultaneously have a significant effect on employee job satisfaction. The value of the determination coefficient (R^2) of 0.521 indicates that 52.1 percent of the variation in job satisfaction can be explained by work discipline and work environment, while the remaining 47.9 percent is influenced by other factors outside the research model.

Discussion

The Effect of Work Discipline on Job Satisfaction

The results of the study show that work discipline has a positive and significant effect on employee job satisfaction. These findings indicate that the higher the level of employee compliance with organizational rules, responsibilities, and work standards, the higher the level of job satisfaction felt. Good work discipline is able to create regularity in the implementation of tasks so that employees can work more effectively and obtain satisfaction with their work results.

The findings of this study are in line with Herzberg's Two-Factor Theory which explains that responsibility and work achievement are factors that can increase job satisfaction (Gimpl, 2024). Employees who are able to carry out their duties in a disciplined manner tend to have better work achievements, which causes satisfaction with their work.

The results of this study are also in line with previous research submitted by Sukmawati et al. (2024) and Sulistyono et al. (2025) found that work discipline has a positive influence on employee job satisfaction.

In the context of government organizations such as the Makassar City BKPSDMD, work discipline is an important aspect because it is related to the bureaucratic system, public services, and employee performance assessment. Disciplined employees tend to be more able to adjust to agency rules, maintain work professionalism, and complete work on time, so that they can increase employee job satisfaction.

The Influence of the Work Environment on Job Satisfaction

The results of the study show that the work environment has a positive and significant effect on employee job satisfaction. The conditions of a comfortable, safe, and supported work environment are able to create a conducive work atmosphere so that employees feel more comfortable in carrying out their duties. A good work environment can also help reduce work pressure and increase employee morale.

According to Sedarmayanti (2017) in Sarip & Mustangin (2023), the work environment is the conditions around employees that can affect the implementation of work, both physically and nonphysically. A conducive work environment can increase job satisfaction. This theory shows that the condition of the work environment has a close relationship with employees' attitudes and feelings towards their work. This finding is also supported by Herzberg's Two-Factor Theory which places working conditions as one of the important factors in shaping job satisfaction because the work environment is included in hygienic factors that can affect the level of job satisfaction (Gimpl, 2024 and Peramatzis & Galanakis, 2022).

The results of this study show that the influence of the work environment is smaller than that of work discipline. This shows that Makassar City BKPSDMD employees place the aspects of discipline and work responsibility as the main factors in forming job satisfaction rather than the conditions of the work environment. The results of this study are also consistent with various previous studies put forward by Prilia (2024) and Ishar et al. (2024) shows that a good work environment can increase employee job satisfaction.

The Influence of Work Discipline and Work Environment on Job Satisfaction

The results of the simultaneous testing showed that work discipline and the work environment together had a positive and significant effect on the job satisfaction of Makassar City BKPSDMD employees. The determination coefficient value of 52.1 percent showed that work discipline and work environment had a considerable contribution in explaining employee job satisfaction, while the rest was influenced by other factors outside the study, such as work motivation, compensation, leadership style, work culture, and career development. These findings show that efforts to increase job satisfaction can be done not

only through strengthening work discipline, but also through the creation of a conducive work environment.

According to Sondang P. Siagian, work discipline is one of the important factors in increasing the effectiveness and job satisfaction of employees (Siagian, 2016 in Serimbing et al., 2022). In addition, the work environment theory from Sedarmayanti also explains that a good work environment provides a sense of security, comfort and supports employees in carrying out their work (Sedarmayanti, 2017 in Sarip & Mustangin, 2023). These two theories show that work discipline and the work environment are mutually supportive factors in increasing employee job satisfaction. The results of this study are also strengthened by Herzberg's Two-Factor Theory explained by Peramatzis & Galanakis (2022) stated that job satisfaction is influenced by motivating factors and hygiene factors. Work discipline reflects responsibilities and work achievements, while work environment reflects working conditions that support employee comfort. Practically, the results of this study imply that the Makassar City BKPSDMD needs to maintain a culture of work discipline and continue to improve the quality of the physical and non-physical work environment to support the increase of employee job satisfaction.

4. CONCLUSION

The results of the study show that work discipline and work environment have a positive and significant effect on the job satisfaction of Makassar City BKPSDMD employees, both partially and simultaneously. These findings indicate that increasing employee compliance with work rules and responsibilities, as well as creating a comfortable and conducive work environment, can increase employee job satisfaction. Thus, job satisfaction is not only influenced by individual factors, but also by supportive working environment conditions. Based on the results of the research, the Makassar City BKPSDMD is advised to continue to improve work discipline through coaching, supervision, and performance evaluation on a regular basis. In addition, organizations need to pay attention to the quality of the work environment, both physical and non-physical, in order to create a comfortable working atmosphere and support the implementation of employee duties.

This research is limited to one local government agency with a focus on the variables of work discipline and work environment. Therefore, further research is recommended to involve a broader object and add other variables, such as work motivation, compensation, leadership style, or organizational culture, so as to provide a more comprehensive understanding of the factors that affect employee job satisfaction

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