

# THE EFFECT OF MOTIVATION, DISCIPLINE, AND THE WORKING ENVIRONMENT ON EMPLOYEE'S JOB SATISFACTION

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## ABSTRACT

*This study aims to determine the effect of work motivation, discipline, and work environment on employee's job satisfaction of Balikpapan Regional Drinking Water Company (PDAM). This research is quantitative and is conducted on the employees of the PDAM Balikpapan. The sample sizes taken are 187 employees. The results show that there is a simultaneous effect of work motivation, discipline, and work environment on job satisfaction. Work motivation partially has a positive and significant effect on job satisfaction. Discipline partially has a positive and significant effect on job satisfaction and the work environment partially has a positive and significant effect on job satisfaction. The most dominant influence on job satisfaction is discipline.*

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

## INTRODUCTION

The Balikpapan Regional Drinking Water Company – Throughout this paper will be referred to as PDAM Balikpapan, is one of the companies engaged in the service and utility sector, therefore, human resources within the organization are expected to have good performance. Organizations are systems and human activities that work together. In line with that, the organization is said to be a coordination of the activities of several rational people to achieve goals, therefore the organization expects that employees can excel and be able to create convenient conditions. The convenient condition is expected to be achieved by fulfilling employee expectations so that employees feel satisfied at work and will not experience boredom.

To achieve job satisfaction, an employee shall have motivation. An employee who is satisfied with the work obtained will be motivated to improve his performance to be more optimal so that it has an impact on increasing organizational success. Organizations that are able to meet the needs of employees at work will be useful for giving their employees the strength or energy that will create motivation. In other words, motivation for an employee to do his job can be met when the need for satisfaction is achieved. Thus, human resources are assets that can increase the success of a company.

Motivation becomes an impulse for an employee to carry out an activity in order to get the best results as expected. Therefore, it is not surprising that employees who have very high work motivation usually have job satisfaction as well. Deswarta (2017) asserts that motivation has a significant effect on job satisfaction. For this reason, employees need

to generate work motivation in order to deliver good performance as expected and satisfaction will be achieved.

In addition to work motivation, work discipline is also important for the organization because it will be obeyed by employees and it is expected that the work will be carried out effectively. Discipline is a management action to encourage organizational members to meet various requirements. The application of discipline for employees is expected to improve employee performance. Nugrahaningsih and Julaela (2017) report that work discipline has a positive and significant effect on job satisfaction. The relationship between work discipline variables and job satisfaction is that work discipline has a positive effect on job satisfaction.

Work discipline is an important factor in increasing job satisfaction because discipline is important for organizations in creating job effectiveness. Someone who has high work discipline will work well without supervision. This is in line with Novi Saridewi (2018) finding that work discipline has a positive and significant effect on job satisfaction of employees of the Bali Province Manpower and Energy and Mineral Resources Office. The higher the work discipline of an employee of the Bali Province Manpower and Energy Service is, the higher the job satisfaction will also be. This is also supported by Riyanto (2016) who finds that work discipline has an effect on job satisfaction. If employees have high work discipline, it is expected that they will be able to complete tasks quickly and precisely so that job satisfaction arises.

Another factor that affects satisfaction in the work environment, if employees are not able to create a good work environment among other employees, it will interfere with employee's performance. The work environment can create a binding work relationship between the people in the environment. Companies that try and are able to create a good work environment will greatly help to provide a sense of comfort for their employees and the comfort that employees feel will result in their own satisfaction in doing their work. Haedar, Saharuddin, and Herlangga (2015) claim that the work environment has a positive and significant effect on job satisfaction. The relationship between work environment variables and job satisfaction is that the work environment has a positive effect on job satisfaction.

Increasing employee's job satisfaction, especially improving the quality of health, does not only require work motivation. However, discipline and a comfortable work environment also need to be improved. In this case, researchers are interested to examine the influence of the relationship between work motivation, discipline, and work environment on job satisfaction at PDAM Balikpapan

## **LITERATURE REVIEW**

Wilson Bangun (2012: 327) states that by having job satisfaction, an employee can feel whether or not a job enjoyable to do, whereas Schermerhorn, Hunt, Osborn, and Uhl-Bien in Wibowo (2016) affirms that job satisfaction can be known through careful observation and interpretation of what people say and do while doing their work which is called a component of work satisfaction. There are two models that are suggested to

be used, namely The Minnesota Satisfaction Questionnaire and the Job Discretionary Index.

Hussain et al. (2012) agree that motivation controls the power that places the willingness in a person to perform a task. There is a significant relationship between work motivation and job satisfaction. Increasing employee motivation can increase job satisfaction. Maslow's motivation theory quoted by Gitosudarmo and Sudita (2014), namely Maslow's Hierarchy Theory, suggests that people in their workplace are motivated by a desire to satisfy several needs that exist within a person.

Sutrisno (2016) states that discipline is the behavior of a person in accordance with the regulations, existing work procedures, in other words, discipline is the attitude, behavior, and actions that are following the regulations of the organization, both written and unwritten. Good employee discipline will accelerate the achievement of organizational goals while degenerating discipline will become a barrier and slow down the achievement of organizational goals.

Emron et al (2016) highlight that a comfortable environment will create a sense of comfort and joy for employees or members in carrying out their work, and it will bring implications for job satisfaction. Jain et al. (2014) affirm that workload, stress, overtime, fatigue, boredom is several factors that increase job dissatisfaction. The work environment can imply social relations in the workplace and also maintains relationships between colleagues, superiors, and the organization. A good work environment will have a positive impact on job satisfaction

## RESEARCH METHOD

This research's variables consisted of latent variables, namely motivation, work discipline, work environment, and job satisfaction. From the pattern of causality relationships, the research's latent variables consist of exogenous variables and endogenous variables. The exogenous variables are motivation (X1), work discipline (X2), and work environment (X3). The endogenous variable is job satisfaction (Y3).

The instruments used to measure the four latent variables of the study were motivation, work discipline, work environment, and job satisfaction, which can be seen in Table 1.

Table 1  
Research Instrument

Variable	Indicators	Number of Questions
Work Motivation (X <sub>1</sub> )	Physiological Needs (X1.1)	1
	Need for Security (X1.2)	1
	Social Needs (X1.3)	1
	Need for Appreciation (X1.4)	1
	Self-actualization Needs (X1.5)	1
	Number of Questions 5	5
Work Discipline (X <sub>2</sub> )	Ability Objectives (X2.1)	1

	Leader's Role Model (X2.2)	1
	Fairness (X2.3)	1
	Inherent Supervision (X2.4)	1
	Penalties (X2.5)	1
	Assertiveness (X2.6)	1
	Human Relations (X2.7)	1
	Number of Questions 7	7
Work Environment (X3)	Cooperation (X3.1)	1
	Harmonious Relationship (X3.2)	1
	Communication (X3.3)	1
	Self-Control (X3.4)	1
	Number of Questions 5	4
Job Satisfaction (Y)	The job itself (Y1)	1
	Salary (Y1)	1
	Promotion (Y1)	1
	Supervision (Y4)	1
	Colleagues (Y5)	1
	Number of Questions 5	5

The data analysis model is used to test the relationship between variables, according to the problem and the proposed conceptual framework. The analysis technique used is a linear regression model.

The design of the relationship model between latent variables is based on the formulation of the problem or hypothesis proposed in this study. The structural model to be analyzed can be seen in Figure 1.

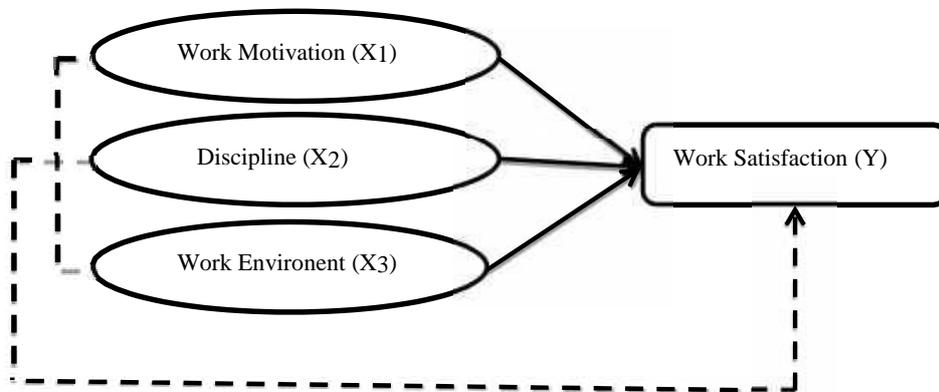


Figure 1. Conceptual Framework

The first task in this research is to show and prove that the sample has met the sample criteria that have been previously set. The sample was 187 respondents and their profiles are described in cross-tabulations as shown in Table 3 to Table 5.

Based on table 3, the sample is dominated by male respondents (68 people). The number of female respondents aged 36-45 years (19 people) dominated the sample based on gender and age. Taking into account the gender of the sample and their recent

education, we find that our sample is dominated by male respondents who previously had a high school education as their last education.

Table 2  
**Characteristics of Respondents by Gender**

		Total	Percentage
Gender	Male	156	83.4
	Female	31	16.6
	Total	187	100.0
Source: Primary data processing			

Table 3  
**Characteristics of Respondents by Age**

		Total	Percentage
Age	20-30 Years old	47	25.1
	31-40 Years Old	58	31.0
	41-50 Years Old	52	27.8
	51-60 Years Old	30	16.0
	Total	187	100.0
Source: Primary data processing			

Table 4  
**Characteristics of Respondents by Education**

		Total	Percentage
Education	Senior High School	82	43.9
	Diploma	7	3.7
	First Degree Graduate	98	52.4
	Total	187	100.0
Source: Primary data processing			

Table 5  
**Characteristics of Respondents by Length of Work**

		Frequency	Percent
Length of Work	1-10 Years	93	49.7
	11-20 Years	39	20.9
	21-30 Years	42	22.5

	31-40 Years	13	7.0
	Total	187	100.0
Source: Primary data processing			

### Test Instruments

The next task for analyzing the data was to test for the research instrument. For that, two tests were carried out, namely: [a] validity test, and [b] reliability test. Each test is described as follows.

**Table 6**  
**Validity Test Calculation Results**

Variables	Item	r count	r table	Description
Motivation (X1)	X1.1	0,539	0,3610	Valid
	X1.2	0,563	0,3610	Valid
	X1.3	0,588	0,3610	Valid
	X1.4	0,619	0,3610	Valid
	X1.5	0,653	0,3610	Valid
Discipline (X2)	X2.1	0,752	0,3610	Valid
	X2.2	0,616	0,3610	Valid
	X2.3	0,735	0,3610	Valid
	X2.4	0,733	0,3610	Valid
	X2.5	0,769	0,3610	Valid
	X2.6	0,611	0,3610	Valid
	X2.7	0,605	0,3610	Valid
Work Environment (X3)	X3.1	0,557	0,3610	Valid
	X3.2	0,690	0,3610	Valid
	X3.3	0,649	0,3610	Valid
	X3.4	0,622	0,3610	Valid
Job Satisfaction (Y)	Y1	0,645	0,3610	Valid
	Y2	0,733	0,3610	Valid
	Y3	0,570	0,3610	Valid
	Y4	0,624	0,3610	Valid
	Y5	0,643	0,3610	Valid

A validity test is used to measure the validity of the questionnaires. This is conducted by finding the correlation value for the total items corrected. As a rule, if the corrected item-total correlation value is greater than 0.3 then the question is valid. Based on Table 2, it can be seen that the correlation coefficient of each statement for the variable motivation (X1), discipline (X2), and work environment (X3), on job satisfaction (Y) is significant. Thus it can be concluded that all statements are declared valid because each statement item has a positive Pearson Correlation value and is greater than the r-table value, namely 0.361. Thus the statement on the research instrument is declared feasible.

**Table 7**  
**Reliability Test Calculation Results**

Variables	Cronbach Alpha	Crisis Value	Description
Motivation (X1)	0,727	0,60	Reliable
Discipline (X2)	0,771	0,60	Reliable
Work Environment (X3)	0,730	0,60	Reliable
Job Satisfaction (Y)	0,754	0,60	Reliable

A reliability test is used to measure whether the research instrument used in research is reliable or not. Reliable questioning means that it can be used to measure the same object multiple times and can predictably produce the same output. The reliability test of all items in the research instrument usually uses Cronbach's alpha value as the coefficient. A construct is reliable if its value is more than 0.60 ( $> 0.60$ ). From the analysis and research findings, we conclude that all questions in our research instrument are valid with the smallest value being 0.727

### Classical Assumption Test

In the classical assumption test, three types of measurement are carried out, namely [a] normality test, [b] multicollinearity test, and [c] heteroscedasticity test. These tests were performed before testing the hypotheses to get the correct summary or conclusions regarding the analysis. Each of the classical assumption tests in this study is described as follows.

The multicollinearity test is used to determine whether the independent variables in the multiple regression equation are not perfectly correlated with each other. Because if there is a perfect correlation between the independent variables, it will be difficult to know which independent variables partially have an influence on the dependent variable. The variables that cause multicollinearity can be seen from the Variance Inflation Factor (VIF) value of not more than 10 and a tolerance value greater than 0.10, so the model can be said to be free from multicollinearity. The higher the VIF is, then the lower the tolerance will be.

**Table 8**  
**Multicollinearity Test Calculation Results**

Model	Collinearity Statistics		Description
	Tolerance	VIF	
1	(Constant)		
	AverageX1	.658 1.521	Does not occur
	AverageX2	.642 1.557	Does not occur
	AverageX3	.844 1.184	Does not occur

Based on table 8, the tolerance value shows that there are no independent variables that have a tolerance value less than 0.10, and the VIF of each independent variable is less than 10 ( $VIF < 10$ ) which means there is no correlation between the independent variables or the regression model is independent of multicollinearity.

**Table 9**  
**Heteroscedasticity Test Calculation Result**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-3.775	4.084		-.924	.357
	Ln <sub>x1</sub>	3.044	2.764	.101	1.102	.272
	Ln <sub>x2</sub>	-3.159	2.752	-.106	-1.148	.253
	Ln <sub>x3</sub>	-.426	2.337	-.015	-.182	.855

a. Dependent Variable: Lnei2

The autocorrelation test aims to test whether the linear regression model is the correlation between the confounding error in period  $t$  and the confounding error in period  $t-1$  (previous). To determine whether autocorrelation exists or not, the Durbin Watson (DW) test can be performed. Durbin Watson is only used for level one autocorrelation (first-order autocorrelation) and requires an intercept (constant) in the regression model and no longer between independent variables. Hypotheses to be tested:  $H_0$ : no autocorrelation ( $r = 0$ )  $H_a$ : no autocorrelation ( $r \neq 0$ )

This test is done by comparing the Durbin Watson Standard values that have been determined. Provide criteria with the following conditions:

- $DW < dL$ , means that there is positive autocorrelation (+).
- $dL < DW < dU$ , inconclusive.
- $dU < DW < 4-dU$ , it means that there is no autocorrelation.
- $4-dU < DW < 4-dL$ , inconclusive.
- $DW > 4-dL$ , it means that there is negative autocorrelation (-).

The Durbin Watson (DW) value is calculated first. After that, it is compared with the upper limit value ( $dU$ ) and the lower limit value ( $dL$ ) for various values of  $n$  (amount of data) and  $k$  (number of independent variables) in the Durbin-Watson table. The value of  $dL$  with  $n = 187$ , ( $k = 3$ ,  $\alpha = 5\%$ ) = 1.7282 The value of  $dU$  with  $n = 187$ ,  $k = 3$ ,  $\alpha = 5\%$ ) = 1.7933  $4-dL = 4-1.7282 = 2.2718$ .

**Table 10**  
**Autocorrelation Test Calculation Results**

Model Summary <sup>b</sup>					
Model	R	R	Adjusted	Std. Error of	Change Statistics

	Square	R Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.760 <sup>a</sup>	.577	.570	.19289	.577	83.218	3 183	.000	<b>2.266</b>

a. Predictors: (Constant), AvargeX3, AvargeX1, AvargeX2

b. Dependent Variable: AvargeY

Based on table 10 it can be seen that the DW value is 2.266, then the DW value is in the zone:  $dU < DW < 4-dU$   $1.7933 < 2.266 < 2.2718$  the value is between the predetermined DW values, this means that it does not happen autocorrelation between these variables so that the assumptions of classical linear regression can be fulfilled.

### Hypothesis test

Hypothesis testing is our final task during data analysis. To do this, we performed three tests, namely [a] multiple regression analysis / F-test, and [b] partial regression analysis / T-test. The two tests are described below.

Simultaneous testing (F test) is a test to determine whether the independent variables together have a significant or not significant effect on the dependent variable.

**Table 11**  
**Results of the F-Test Calculation**

Indikator	Unstandardize		Standardize		t	Sig.	95.0% Confidence			Correlations	
	B	Std. Error	Beta				Lower	Upper	Zero	Partial	Part
(Constant)	0.184	0.277			0.664	0.507	-0.362	0.730			
AvargeX1	0.325	0.062	0.309		5.216	0.000	0.202	0.448	0.622	0.360	0.251
AvargeX2	0.467	0.062	0.451		7.511	0.000	0.344	0.589	0.688	0.485	0.361
AvargeX3	0.172	0.053	0.170		3.255	0.001	0.068	0.277	0.437	0.234	0.156

R	R		Std. Error of the Estimate	Change Statistics			df1	df2	Sig. F Change	Durbin
	Square	Adjusted R		R Square Change	F Change					
.760 <sup>a</sup>	0.577	0.570	0.19289	0.577	83.218	3	183	0.000	2.266	

In this test, it was obtained that Fcount was 83.218 at the significant level  $\alpha = 0.000$ , which is greater than Ftable 2.65. At the significant level  $\alpha = 0.05$ .  $F_{count} = 83.218 > F_{table} = 2.65$ , which means  $H_0$  and  $H_1$  are accepted. This proves that the Motivation (X1), Discipline (X2) and Work Environment (X3) variables together have a significant influence on the employees of the Balikpapan City PDAM. The relationship between the independent variables of Motivation (X1), Discipline (X2) and Work Environment (X3), together has a significant effect on job satisfaction of the employees of Balikpapan City PDAM. This can be seen from the R Square figure of 0.577 or 57.7%, while the rest is influenced by 42.3% by other variables. Seeing the magnitude of Multiple R = 0.760 shows that the ups and downs of the relationship between the independent variable (X) and the dependent variable (Y) are 76%. Thus the relationship of the three independent variables, namely Motivation (X1), Discipline (X2) and Work

Environment (X3), together has a strong influence on the job satisfaction of PDAM Balikpapan employees.

Based on the results of the first hypothesis which states that the variables of Motivation, Discipline, and Work Environment jointly influence job satisfaction of the PDAM Balikpapan employees can be accepted and proven to be true.

Motivation variable (X1), on job satisfaction (Y) PDAM Balikpapan employees, indicated by the partial coefficient value of the motivation variable (X1) is 0.360 which means that the motivation variable (X1) contributes 36% to the Job Satisfaction of PDAM Balikpapan employees assuming the discipline (X2) and the Work Environment (X3) are constant. Furthermore, it is known that  $t\text{-count } 5,216 > t\text{-table } 1,65313$  with a significant value of  $0,000 < \alpha = 0.05$ , this proves that the Motivation variable (X1) has a positive and significant effect on employee job satisfaction (Y) at PDAM Balikpapan. Based on the second hypothesis that the Motivation variable (X1) has a positive and significant effect on employee job satisfaction (Y) at PDAM Balikpapan, so the second hypothesis is proven to be true.

Discipline variable (X2), on job satisfaction (Y) PDAM Balikpapan employees, indicated by the partial coefficient value of the discipline variable (X2) is 0.485 which means that the discipline variable (X2) contributes 48.5% to the PDAM Balikpapan employees' Job Satisfaction, with the assumption of motivation (X1) and work environment (X3) is constant. Furthermore, it is known that  $t\text{-count } 7.511 > t\text{-table } 1.65313$  with a significant value of  $0.000 < \alpha = 0.05$ , which proves that the discipline variable (X2) has a positive and significant effect on employee job satisfaction (Y) at PDAM Balikpapan. Based on the second hypothesis that the discipline variable (X2) has a positive and significant effect on employee job satisfaction (Y) at PDAM Balikpapan, therefore, that the third hypothesis is proven to be true.

Work environment variable (X3), on job satisfaction (Y) PDAM Balikpapan employees, indicated by the partial coefficient value of the work environment variable (X3) is 0.234 which means that the work environment variable (X3) contributes 23.4% to the satisfaction. The work of PDAM Balikpapan employees with the assumption of motivation (X1) and discipline (X2) is constant. Furthermore, it is known that  $t\text{-count } 3.255 > t\text{-table } 1.65313$  with a significant value of  $0.001 < \alpha = 0.05$ , this proves that the work environment variable (X3) has a positive and significant effect on employee job satisfaction (Y) at PDAM Balikpapan. Based on the second hypothesis that the work environment variable (X3) has a positive and significant effect on employee job satisfaction (Y) at PDAM Balikpapan, so the third hypothesis is proven.

Based on the three independent variables, namely motivation, discipline, and work environment, the results of the partial t and r test analysis show that the discipline variable (X2) has a dominant influence on employee job satisfaction (Y) at PDAM Balikpapan. Based on the results of the fifth hypothesis which states that the Motivation variable (X3) has a dominant influence on employee job satisfaction (Y) at PDAM Balikpapan, therefore, the third hypothesis is not proven true, where the number of respondents, place, and time of research is different.

The results showed that motivation, discipline, and work environment simultaneously have a positive and significant relationship with the job satisfaction of the employees of PDAM Balikpapan. The results of this study have supported previous research conducted by Lumentut and Dotulong (2015: 84) which report that motivation, discipline, and work environment have a positive and significant effect on employee job satisfaction. That is, the variation of multiple linear regressions is able to explain the effect of the independent variables as a whole on the dependent variable. The increasing motivation, discipline, and work environment, the more employee job satisfaction increases. Thus, the hypothesis one proposed can be accepted and proven to be true.

The results showed that motivation partially has a positive and significant relationship with the job satisfaction of PDAM Balikpapan employees. These results support previous research conducted by Sanger (2013: 1302) which states that motivation partially has a positive and significant effect on job satisfaction. Work motivation can motivate someone to carry out an activity in order to get the best results. With the fulfillment of motivational indicators, namely physiological needs, security needs, social needs, reward needs, and self-actualization needs, job satisfaction will increase. Thus the second hypothesis proposed can be accepted and verified.

The results showed that discipline partially had a positive and significant relationship with the job satisfaction of the employees of the PDAM Balikpapan. These results support previous research conducted by Nugrahaningsih and Julaela (2017: 72) who conclude that discipline partially has a significant effect on employee job satisfaction. Increased work discipline can be seen from the provision of workloads according to abilities, role models of leaders in enforcing discipline, attention to employees, presence of leaders in providing instructions, leaders giving strict sanctions.

Based on the results of filling out the questionnaire for PDAM Balikpapan employees, it was found that there were disciplinary indicators that were fulfilled, namely, ability objectives, exemplary leadership, justice, inherent supervision, punitive sanctions, assertiveness, and human relations so that job satisfaction was increasing. Thus the third hypothesis proposed can be accepted and verified

The results showed that the work environment partially had a positive and significant relationship with job satisfaction of the employees of the PDAM Balikpapan. These results support previous research conducted by Haedar, Saharuddin, and Herlangga (2015) who affirm that the work environment has a significant effect on employee job satisfaction. A good work environment can spur a sense of satisfaction in employees which in turn can have a positive influence on employee performance. Based on the results of filling out the questionnaire with PDAM Balikpapan employees, it is found that there are indicators of the work environment, namely, cooperation, harmonious relationships, communication, and self-control, so that job satisfaction will increase. Thus the hypothesis four proposed can be accepted and proven to be true.

Among the motivation, discipline and work environment that have dominant influence on job satisfaction is discipline. This means that discipline is more decisive in

increasing employee job satisfaction at PDAM Balikpapan. These results are also in line with Rimbinguwu, Lapijan, and Dotulong (2015: 87) who affirm that discipline has a dominant effect on job satisfaction. Thus, the fifth hypothesis proposed cannot be accepted and cannot be proven, where the number of respondents, place, and time of research are different.

## CONCLUSION AND SUGGESTION

Based on the results of the analysis and discussion that have been stated in the previous chapter, the following conclusions can be drawn:

- 1) Motivation, discipline, and work environment simultaneously have a positive and significant effect on employee's job satisfaction at PDAM Balikpapan.
- 2) Motivation partially has a positive and significant effect on employee's job satisfaction at PDAM Balikpapan.
- 3) Discipline partially has a positive and significant effect on employee's job satisfaction at PDAM Balikpapan.
- 4) The work environment partially has a positive and significant effect on employee's job satisfaction at PDAM Balikpapan.
- 5) Discipline has a more dominant influence when compared to motivation and work environment on employee's job satisfaction at PDAM Balikpapan.

Based on the research results, the authors can provide the following suggestions:

1. For PDAM Kota Balikpapan, it is expected that this study can be taken into consideration in an effort to handle employee-related issues at PDAM Balikpapan by paying attention to and considering the motivation, discipline, and work environment of employees, where motivation, discipline, and work environment have an influence on employee job satisfaction and it is expected will improve employee's performance, including:
  - a. Motivation is increased by increasing employees' income so they can always feel the needs are fulfilled, therefore, employees will less worrying about difficulties at home. Also, increasing health benefits other than health insurance such as providing nutrition, providing health facilities is also important. Development of employee interaction in work relations with managerial training and increasing rewards for employees who have performed well. Also, providing equal opportunities in career development.
  - b. Discipline is increased by assigning employees according to their abilities so that the job can be performed effectively, leaders maintain an example of discipline to employees, leaders provide opportunities for employees in decision making, leaders are always present to provide guidance when employees experience any difficulties, implementation of punishment when employees violate regulations and maintain harmonious relationships within employees.
  - c. The work environment is enhanced by creating cooperation at both the superior and employee levels through workgroups, creating harmonious relationships regardless of status and position, good, open, and smooth communication between employees and leaders, leaders can control themselves in making decisions on employee problems.
- 2). Further research is suggested to be conducted to use other variables other than the variables used in this study to determine their effect on job satisfaction.

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