



Original Article

The Influence of Work Environment, Motivation and Discipline Work on Teacher Job Satisfaction

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Abstract:

The aim of this study is to determine the influence of the environment Work , Motivation and Work Discipline on Teacher Job Satisfaction SMK Negeri 3 Balikpapan. In this study there was a population of 86 teachers and a sample of 60 respondents . The method used in this study was a statistical test with primary data from the distributed questionnaire . Data analysis using SmarPLS. The results of the study showed that partially the work environment and motivation had a positive effect on teacher job satisfaction. While work discipline did not succeed in influencing teacher job satisfaction.

Keywords: Work environment, Motivation, Work discipline, Job satisfaction

Introduction

One of the educational institutions at the secondary school level is the Vocational High School (SMK). Vocational High School (SMK) is a formal educational institution that provides education to students who want to expand their knowledge in a specific field. As an educational institution that aims to achieve educational goals, the main process is learning for students who want to deepen their knowledge in a particular field (Igram, 2019).

As a top state vocational school in Balikpapan, the role of teachers is as professional educators in their fields who have the main task of educating, teaching, guiding, giving direction, providing training, providing assessments, and conducting evaluations for students who are studying (Mashuri & Wahyudiati, 2023). Teachers who have high job satisfaction will enjoy their work and be comfortable in carrying out their duties and responsibilities while still not ignoring the size of the compensation (Damayanti & Ismiyati, 2020). Teachers are educators who ensure the education system runs well and a teacher is required to show concern for their students. Teachers are often linked to any component in the learning system, such as that held in schools (Ginting & Siagian, 2021).



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Job satisfaction is a general attitude of an individual towards his/her job. Work according to interactions with co-workers and superiors, following organizational rules and policies, meeting performance standards, living in often less than ideal working conditions and similar things ([Nabawi, 2019](#)). Basically, job satisfaction is an individual thing because each individual has different levels of satisfaction according to the values that apply in each individual ([Ulkarima dkk., 2024](#)). Job satisfaction is a pleasant feeling that is the result of an individual's perception in order to complete a task or meet his/her needs to obtain work values that are important to him/her ([Wicaksono & Gazali, 2021](#)). The results of the study ([Damayanti & Ismiyati, 2020](#)) stated that the work environment has a positive and significant effect on job satisfaction. While the results of the study conducted by ([Imam & Rismawati, 2022](#)) showed that the work environment has a negative and insignificant effect on employee job satisfaction.

factors can also affect job satisfaction. Motivation is an effort to encourage subordinates' work passion, so that they are willing to work optimally and give all their abilities and skills to achieve organizational goals, the motivation needed in educational institutions is the motivation that causes teachers to be enthusiastic in teaching ([Nazira, 2023](#)). Motivation directs the power and potential of subordinates, so that they are willing to work together productively, successfully achieve and realize the goals that have been determined ([Sutrisno, 2023](#)). The results of research conducted by ([Basri dkk., 2023](#)) stated that motivation has a positive effect on teacher job satisfaction. While the results of research conducted by ([Ginting & Siagian, 2021](#)) stated that motivation has an insignificant effect.

In addition to the work environment and motivation, work discipline also has an influence on job satisfaction. Work discipline is a concept in an organization or management to demand its members to behave regularly ([Nurhasanah dkk., 2024](#)). Work discipline is essentially to foster awareness for workers to carry out the tasks that have been assigned, where its formation does not arise by itself, but must be formed through formal and non-formal education ([Hidayat Rahmat, 2019](#)). The influence of employee work discipline on employee job satisfaction is significant and shows a positive relationship ([Alvaritzi & Santoso, 2023](#)). While the results of research conducted by ([Iswara dkk., 2021](#)) which states that work discipline does not have a positive effect on employee job satisfaction.

Methods

Data analysis is an activity after data from all respondents or other data sources has been collected. ([Sugiyono, 2022](#)). Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents presenting data for each variable studied, performing calculations to test the hypotheses that have been proposed. In this study, analyzing multiple regression models with the PLS (Partial Least Square) method whose data management and presentation are carried out using Smart-PLS software. Partial Least Square is a powerful analysis method indeterminacy factor because it does not assume and must be measured on a certain scale, the number of samples is small. PLS can also be used to confirm the theory. ([Ghozali, 2021](#)). Analysis in PLS is carried out through several stages as follows:

Measurement of Outer Model Construct Reflective Indicator

a. Validity Test

Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between indicator scores and construct scores ([Ghozali, 2021](#)). Convergent validity can be seen from the loading factor. Measurement using loading factors, individual reflective measures are said to meet convergent validity if they have a loading factor value of 0.70 with the construct to be measured. However, for the initial stage of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. ([Ghozali, 2021](#)) The output value of outer loading must be above 0.5 to be considered valid. ([Ghozali, 2021](#)) There is another way to determine convergent validity, namely by looking at the Average Variance Extracted (AVE) value. Constructs with good validity in AVE requirements must be above 0.50.

Discriminant validity of the measurement model with reflective indicators is assessed based on the cross loading of the construct measurement. ([Ghozali, 2021](#)). If the correlation with a measurement item is greater than with other measures of the construct, then this indicates that the latent construct predicts measures in its block better than measures in other blocks.

b. Reliability Test

Reliability testing is a tool for measuring a questionnaire which is an indicator of a variable or construct. ([Ghozali; 2021, p. 61](#)). Reliability testing is conducted to test the consistency of respondents' answers through the questions given. To determine whether the instrument is reliable or not, the following provisions are used:

- a. If Cronbach's Alpha > 0.7 , it means that this research variable is reliable.
- b. If Cronbach's Alpha < 0.7 , it means the research variable is not reliable.

Outer Model Measurement of Multicollinearity Formative Indicator Construct

Multicollinearity aims to test the manifest variables in the block whether there is multicollinearity between variables. The method that can be used to test this is the Variance Inflation Factor (VIF) value. A VIF value > 10 indicates that there is multicollinearity between constructs.

Structural Model (Inner Model)

a. R-Square (R^2)

The value can be used to assess the influence of certain exogenous latent variables on endogenous latent variables. ([Ghozali, 2021](#)) The R-Square value can be seen from the endogenous latent variables, the R^2 result value of 0.67 indicates that the model is "good", the R^2 value of 0.33 is interpreted as "moderate", and the R^2 value of 0.19 is interpreted as "weak".

b. Effect Size (F^2)

Explaining the F^2 values of 0.02, 0.15 and 0.35 can be interpreted as representing whether the latent variable predictor has a weak, medium or large influence at the structural level ([Ghozali, 2021, p. 30](#)).

c. Fit Model

Model fit can be seen from the Standardized Root Mean Square Residual (SRMR) value and the Fit Index (NFI) value ([Ghozali, 2021, p. 47](#)). A good SRMR value must be below 0.08. Likewise, a good NFI value must be above 0.90. The closer the NFI value is to 1, the better/more appropriate it is to the model being built.

Equation Model

The basic formula of the equation model is as follows (Ghozali; 2021):

$$\eta = \beta_0 + \beta X_1 + \beta X_2 + \varepsilon_y$$

Information:

η = Endogenous Latent Variable

β_0 = Constant

βX = Exogenous Latent Variable

ε_y = Measurement Error or noise

Hypothesis Testing

The t-test criteria are as follows:

1. With a significant p-value of $0.05\% > (5\%)$, if the $t\text{-statistic value} > t\text{-table value}$ (1.96), then the variables Work Environment (X1), Motivation (X2), and Work Discipline (X3) have a partial influence on Job Satisfaction (Y).
2. With a significant p-value of $0.05\% < (5\%)$, if the $t\text{-statistic value} < \text{the } t\text{-table value}$ (1.96), then the variables Work Environment (X1), Motivation (X2), and Work Discipline (X3) do not have a partial effect on Job Satisfaction (Y).

Results

Outer Model Measurement of Reflective Indicator Construct

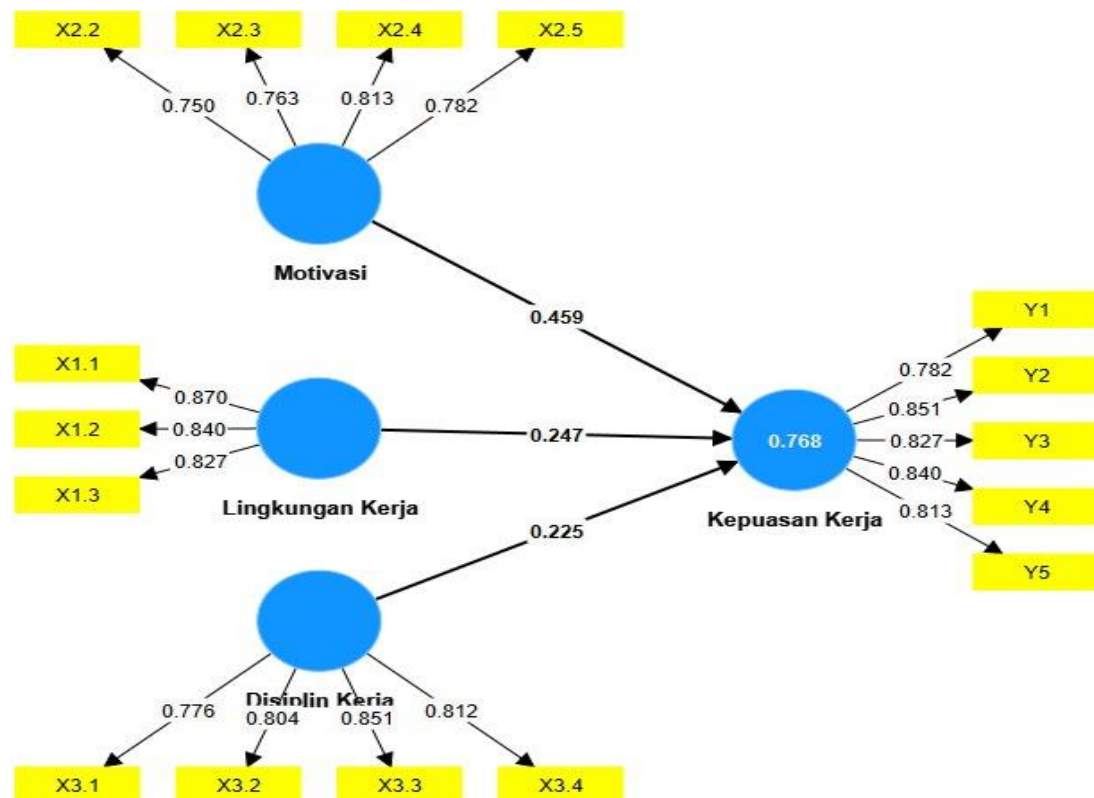


Figure 1
Loading Factor Model

Based on the results of model 1 above, it shows that all indicators have a loading factor value of > 0.70 , so the loading value meets the requirements and it can be said that all indicators are valid.

loading factor value, the convergent validity test can be seen from the Average Variance Extracted (AVE) value which must be > 0.50 .

Table 1
Average variance extracted (AVE)

Work Discipline	0.658
Job satisfaction	0.677
Work environment	0.716
Motivation	0.589

Source: Processed Smart-PLS Output (2025)

Based on table 1 above, the AVE value for each construct is > 0.50 so that the construct is valid or has good convergent validity .

The next test is the discriminant validity test. The cross loading value is used to measure discriminant validity. The table of cross loading values is as follows:

Table 2
Cross Loading Value

	Work Environment (X1)	Motivation (X2)	Work Discipline (X3)	Job Satisfaction (X4)
Work Environment	0.870	0.739	0.806	0.738
Work Environment	0.840	0.696	0.657	0.646
Work Environment	0.827	0.650	0.595	0.639
Motivation	0.656	0.782	0.628	0.614
Motivation	0.637	0.770	0.613	0.622
Motivation	0.641	0.764	0.674	0.644
Motivation	0.636	0.776	0.661	0.719
Motivation	0.589	0.747	0.644	0.635
Work Discipline	0.725	0.684	0.776	0.682
Work Discipline	0.646	0.722	0.804	0.597
Work Discipline	0.661	0.684	0.851	0.627
Work Discipline	0.616	0.638	0.813	0.704
Job satisfaction	0.554	0.647	0.593	0.784
Job satisfaction	0.656	0.698	0.680	0.851
Job satisfaction	0.699	0.708	0.703	0.826
Job satisfaction	0.659	0.669	0.650	0.841
Job satisfaction	0.708	0.748	0.693	0.812

Source: Processed Smart-PLS Output (2025)

The cross loading value of each indicator for each latent variable has a loading factor value that is greater than the size of other constructs. This shows that the cross loading value in the table above has good discriminant validity.

Table 3
Construct Reliability and Validity Value

	Cronbach's alpha	(rho_a)	Composite reliability	Average variance extracted (AVE)
Work Environment (X1)	0.802	0.808	0.883	0.716
Motivation (X2)	0.826	0.827	0.878	0.589
Work Discipline (X3)	0.827	0.828	0.885	0.658
Job Satisfaction (Y)	0.881	0.883	0.913	0.677

Source: Processed Smart-PLS Output (2025)

The results of composite reliability and Cronbach's alpha above show that the composite reliability value is greater than 0.70, so it can be said that all variables have good reliability. And the Cronbach's alpha value is above 0.70, so it can be said that the indicator is reliable.

Outer Model Measurement of Formative Indicator Construct

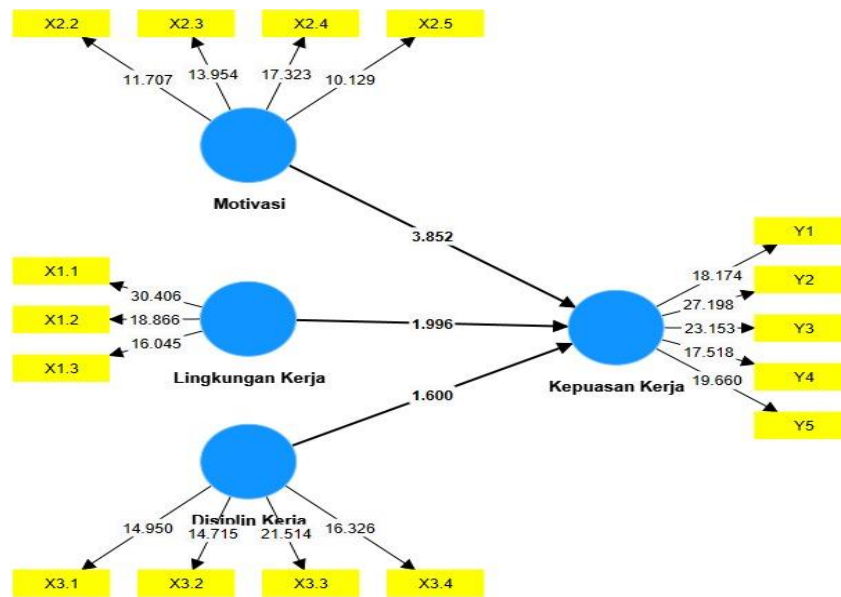
The multicollinearity test aims to test the manifest variables in the block whether there is multicollinearity between variables. The method that can be used to test this is the Variance Inflation Factor (VIF) value. A VIF value > 10 indicates that there is multicollinearity between constructs.

Table 4
Variance Inflation Factor (Vif) Value

	Work Environment (X1)	Motivation (X2)	Work Discipline (X3)	Job Satisfaction (Y)
Work Environment (X1)				3,718
Motivation (X2)				4,188
Work Discipline (X3)				4,067
Job Satisfaction (Y)				

Source: Processed Smart-PLS Output (2025)

Structural Measurement Model (Inner Model)



Source: Processed Smart-PLS Output (2025)

Figure 2. Inner Model

The next stage is testing the inner model. The method used is to calculate the R-Square (R^2), Effect Size (F^2) and FIT Model and Path Coefficients.

a. R-Square (R^2)

R-square value can be used to assess the influence of exogenous latent variables on endogenous latent variables. The R^2 value of 0.67 indicates that the model is “good”, the R^2 value of 0.33 is interpreted as “moderate”, and the R^2 value of 0.19 is interpreted as “weak”.

Table 5
-Square Value (R^2)

	R-square	R-square adjusted
Job Satisfaction (Y)	0.762	0.753

Source: Processed Smart-PLS output (2025)

The results in table 4.19 above show that the R-Square value of 0.762 means that the large influence on the job satisfaction variable (Y) explained by the work environment variable (X1), motivation (X2), and work discipline (X3) is 76.2%, while the remaining 23.8% is explained by other factors. The Adjusted R-Square of 75.3% means that if the exogenous (independent) variable is added, the job satisfaction value is 0.753 or 75.3%.

b. Effect Size (F^2)

F-square (F^2) value is used to interpret the magnitude of the influence of latent variables on the structural model. An F^2 value of 0.02 indicates that the latent variable has a weak influence, 0.15 indicates that the latent variable has a medium influence and 0.35 indicates that the latent variable has a large influence.

Table 6
Effect Size Value (F^2)

	Work environment	Motivation	Work Discipline	Job satisfaction
Work environment				0.059

Motivation	0.209
Work Discipline	0.059
Job satisfaction	

Source: Processed Smart-PLS Output (2025)

The results in table 4.19 above show that the work environment variable has a weak influence on job satisfaction with an F-square value (F^2) of 0.059. The motivation variable has a medium influence on job satisfaction with an F-square value (F^2) of 0.209. While the work discipline variable has a weak influence on job satisfaction with an F-square value (F^2) of 0.059.

c. FIT Model

According to (Ghozali, 2021) a good SRMR value must be below 0.08 and a good NFI value must be above 0.90. If the SRMR value is above 0.08 and the NFI value is below 0.90, it is considered marginal because it does not meet the model suitability criteria. The results of the FIT model test can be explained in table 4.21 below.

Table 7
Model Fit Value

	Saturated model	Estimated model
SRMR	0.072	0.072
d_ULS	0.796	0.796
d_G	0.536	0.536
Chi-square	240,161	240,161
NFI	0.770	0.770

Source: Processed Smart-PLS Output (2025)

The results in table 4.21 above show an SRMR value of 0.072, which means that the value is considered good, an NFI value of 0.770, which means that the value is considered marginal because it does not meet the model suitability criteria.

Basic Equation Model

The basic equation model can be explained that the magnitude of the work environment parameter coefficient is 0.247, the motivation parameter coefficient is 0.459, and the work discipline parameter coefficient is 0.225. So the equation model is as follows:

$$Y = 0.247 X_1 + 0.459 X_2 + 0.225 X_3 + \varepsilon$$

The equation has the following meaning:

- 1) The relationship between the work environment variable (X_1) and job satisfaction (Y) is indicated by a value of 0.247, including if (X_1) the work environment increases by one unit, then job satisfaction (Y) will increase by 0.247 or 24.7% assuming (X_2) motivation and (X_3) work discipline are constant.
- 2) The relationship between the motivation variable (X_2) and job satisfaction (Y) is indicated by a value of 0.459, including if (X_2) motivation increases by one unit, then job satisfaction (Y) will increase by 0.459 or 45.9% assuming (X_1) work environment and (X_3) work discipline are constant.
- 3) The relationship between the work discipline variable (X_3) and job satisfaction (Y) is indicated by a value of 0.225, including if (X_1) the work environment increases by

one unit, then job satisfaction (Y) will increase by 0.225 or 22.5% assuming (X1) the work environment and (X2) motivation are constant.

Hypothesis Testing

Table 8
Path Coefficients Test Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Environment (X1) -> Job Satisfaction (Y)	0.247	0.242	0.124	1,996	0.046
Motivation (X2) - > Job Satisfaction (Y)	0.459	0.456	0.119	3,852	0,000
Work Discipline (X3) -> Job Satisfaction (Y)	0.225	0.236	0.141	1,600	0.110

Source: Processed Smart-PLS Output (2025)

The Influence of Work Environment on Teacher Job Satisfaction

From the results of the hypothesis testing, the work environment variable (X1) has a positive and significant effect on the job satisfaction variable (Y) of teachers at SMK Negeri 3 Balikpapan. It can be concluded that the work environment has an influence on teacher job satisfaction. The work environment cannot contribute to increasing job satisfaction. The work environment is something related to the conditions and atmosphere of the place where teachers do their work. A good work environment can increase teachers' enthusiasm for work and improve employee welfare in doing their jobs. The results of this study are supported by [\(Taufan & Prasetyo, 2021\)](#) who state that the work environment has a positive and significant effect on job satisfaction. The results of this study are not supported by [\(Pradana & Santoso, 2022\)](#) who state that the work environment has a negative and insignificant effect on job satisfaction.

The Influence of Motivation on Teacher Job Satisfaction

From the results of the hypothesis testing, the motivation variable (X2) has a positive and significant effect on job satisfaction (Y) of teachers at SMK Negeri 3 Balikpapan. It can be concluded that motivation has an effect on teacher job satisfaction. Motivation can contribute to increasing job satisfaction. Motivation is the reason for us to be enthusiastic about carrying out an activity, or the reason for our enthusiasm for achieving something we want to achieve. Motivation is a kind of encouragement from within or from outside that makes us have a goal and want to try to achieve that goal. The results of this study are supported by [\(Hakim & Muhdi, 2020\)](#) who state that motivation has a positive and significant effect on job satisfaction. The results of this study are not supported by [\(Maharati & Patimah, 2021\)](#) who state that motivation has a negative and insignificant effect on job satisfaction.

The Influence of Work Discipline on Teacher Job Satisfaction

From the results of the hypothesis test, the work discipline variable (X₃) has no significant effect on the job satisfaction variable (Y) of teachers at SMK Negeri 3 Balikpapan. It can be concluded that work discipline has no effect on teacher job satisfaction. Work discipline cannot contribute to increasing job satisfaction. Work discipline is an attitude, behavior, and action that shows a person's or employee's obedience to the regulations and standards that exist in a workplace. Work discipline is very important because it has a direct effect on an employee's responsibility for their work tasks. The results of this study are supported by (Alam & Walianisa, 2021) who state that work discipline has no significant effect on job satisfaction. The results of this study are not supported by (Safitri & Santoso, 2022) who state that work discipline has a positive and significant effect on job satisfaction.

Conclusion

Based on the results of research on the influence of work environment, motivation and work discipline on job satisfaction of teachers at SMK Negeri 3 Balikpapan, the following conclusions can be drawn.

1. Based on the test results, the work environment variable has a positive and significant effect on the job satisfaction of teachers at SMK Negeri 3 Balikpapan. Although the work environment is good, the work environment does not necessarily make teachers satisfied in doing their jobs.
2. Based on the test results, the motivation variable has a positive and significant effect on the job satisfaction of teachers at SMK Negeri 3 Balikpapan. This shows that the higher the teacher's motivation, the higher the job satisfaction that the teacher feels.
3. Based on the test results, the work discipline variable has no significant effect on the job satisfaction of teachers at SMK Negeri 3 Balikpapan.

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