



Original Article

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

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Abstract:

The aim of this research is to determine the influence of work discipline, motivation, and work environment on the employees of PT. Energy Logistic Balikpapan. This research was conducted at PT. Energy Logistic Balikpapan, with 60 respondents, using quantitative research methods. Data collection was carried out through observation and questionnaires. The data analysis technique used was multiple linear regression with the Partial Least Square (PLS) program. The research results indicate that the variables of work discipline, motivation, and work environment have a significant positive influence on employee job satisfaction at PT. Energy Logistic Balikpapan.

Keywords: Discipline, Motivation, and Work Environment.

Introduction

Information In the era of competition growing business tight, pushing company For Keep going adapt with changes that occur in environment business. Source Power man considered as element key in reach objective company. If the source Power human owned can give appropriate results with hope company, then achievement objective company will become more easy (Supriadi, 2022).

As factor main production in A organization, source Power man play a very big role in achievement objective organization said, no surprising If organization must give attention more on management and development source Power humans, so that the desired goals are achieved can achieved optimally (Arsilah et al. 2019). The role that is owned employee in success or failure in the company is very important. This is supported by the opinion (Lwanga 2018) which states that source Power man is the most vital asset in organization Because his contribution direct to achievement objective business. If the employee capable show appropriate results with expectation company, then will make it easier company in reach objective strategic.

Ability a organization business For success depends largely on how much satisfied people with work they, who make satisfaction Work as component crucial in reach objective organization (Aldi Saputra 2022). Satisfaction Work play a role as booster for



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employee in carry out his duties, which are not only individual but also has an impact on the company. So that employees No leave company and more tend look for possibility in place other, company expect that satisfaction Work will Keep going increase.

Satisfaction level Work height owned employee tend see work they as a fun thing. Important for company For focus on improvement satisfaction Work employee with evaluate factors that influence it. A study conducted by ([Alam and Wanialisa 2021](#)) which stated that satisfaction work owned every employee in a way individual own different levels. Although job owned same, level satisfaction Work It really depends on the needs of each employee and the system that applies to him. Satisfaction Work employee will increase when hope they fulfilled. which in the end can impact positive on performance and loyalty to company.

According to ([Wau 2021](#)) Respect, appreciate, follow and obey law written and not relevant written is the core of discipline. This also involves ability For carry out and accept consequence on violation not quite enough responsibility and power which has entrusted to self yourself. Based on research ([Zahirah., 2020](#)) shows that discipline influential significant to satisfaction work. Good discipline will influential to satisfaction work, such as guidelines work to be done done and not done leave task without description. However matter This contradictory with research ([Sanggarwati et al., 2021](#)) which states that satisfaction Work No influenced by discipline. Most of employee No like existence regulations that are of a nature force, because matter This can influential to achievement satisfaction Work.

Besides discipline, motivation influence satisfaction work. ([Apriansyah, et al., 2021](#)) States motivation is condition or driving force worker in direction certain For reach objective organization. This is in line with research ([Mubarogah , ST, & Yusuf 2020](#)) states motivation influential to satisfaction work . With existence confession on results work, and award to high achieving employees are expected can increase motivation employee in the work. This is contradictory with research ([Jariah, 2022](#)) Motivation No influential to satisfaction work. Some factor Possible become reason like need fulfilled, leader behave fair, feel satisfied with performance Work that's it Why results research conducted researcher to nurse become No in accordance with theory that shows that motivation No influential to satisfaction Work.

Motivation is Environment work. ([Rachman et al, 2022](#)) stated that environment Work is A environment that becomes place he did a work employees in the form of facilities and equipment, atmosphere work, and environment place work. This is in line with research conducted ([Dhani, NKSJ, & Surya 2023](#)) States environment Work influential to satisfaction Work.

Environment friendly work can give positive message to Spirit Work employees. This is contradictory with research ([Prasetyo and Kamela 2023](#)) Environment Work No influential to satisfaction Work employees. Is it safe or not? environment work, employee will still operate his job Because existence other factors that influence satisfaction Work.

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*, the individual reflective measure is said to meet convergent validity if it has 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 validity convergent that is with see mark *Average Variance Extracted* (AVE). Construct 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 test is tool For measure a questionnaire which is indicators from variable or construct (Ghozali; 2021, p. 61) Reliability test done For test consistent answer from Respondent through questions given. For determine the instrument reliability or no so used provision as following:

- a. If Cronbach's Alpha > 0.7 it means variable study This reliable.
- b. If Cronbach's Alpha < 0.7 means variable study No 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 (R²)

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 R² result value of 0.67 indicates that the model is "good", the R² value of 0.33 is interpreted as "moderate", and the R² value of 0.19 is interpreted as "weak".

b. Effect Size (F²)

Explain F value ² of 0.02, 0.15 and 0.35 can be interpreted whether predictor latent variables have weak influence, medium or big on level structural (Ghozali, 2021, p. 30).

c. Fit Model

Fit model can seen from Standardized Root Mean Square Residual (SRMR) value and Fit Index (NFI) value (Ghozali, 2021, p. 47). A good SRMR value must below 0.08. Likewise with good NFI value must above 0.90. The NFI value is getting higher approaching 1 then the more better / getting better in accordance with the model built.

Equation Model

Formula basic equation model is as following (Ghozali; 2021):

$$\eta = \beta_0 + \beta X_1 + \beta X_2 + \beta X_3 + \varepsilon_y$$

Information:

- η = Endogenous Latent Variable
- β_0 = Constant
- βX = Exogenous Latent Variable
- ε_y = Error Measurement or *noise*

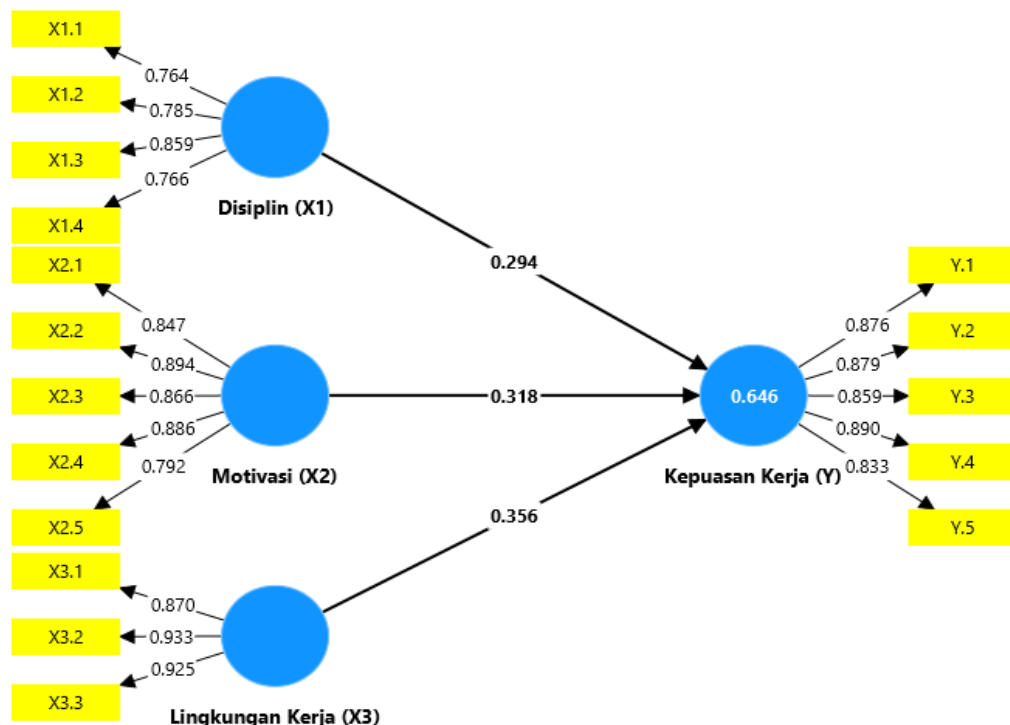
Testing Hypothesis

The t-test criteria are: as following:

1. With a significant p-value of 0.05% > (5%), if the t- statistic value > t- 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- statistic value < the t- 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



Source: Smart-PLS Data Analysis Results (2025)

Figure 1. OUTER MODEL

Validity Test Convergent

Table 1
Convergent Validity Loading Factor Test Results

	Discipline	Motivation	Environment Work	Satisfaction Work
X1.1	0.764			
X1.2	0.785			
X1.3	0.859			
X1.4	0.766			
X2.1		0.847		
X2.2		0.894		
X2.3		0.866		
X2.4		0.886		
X2.5		0.792		
X3.1			0.870	
X3.2			0.933	
X3.3			0.925	
Y.1				0.876
Y.2				0.879
Y.3				0.859
Y.4				0.890
Y.5				0.833

Source: Smart-PLS Data Analysis Results (2025)

Based on the results of the convergent validity test through the loading factor value, all indicators in the variables of discipline, motivation, work environment and job satisfaction show values above the minimum threshold of 0.70, as suggested by [Ghozali \(2021\)](#). This shows that each indicator represents a construct that is measured consistently and validly, and has met the requirements for convergent validity and is suitable for use in further analysis.

Discriminant Validity Test

Table 2
Discriminant Validity Cross Loading Test Results

	Discipline (X1)	Motivation (X2)	Environment Work (X3)	Satisfaction Work (Y)
X1.1	0.764	0.394	0.202	0.399
X1.2	0.785	0.410	0.445	0.525
X1.3	0.859	0.509	0.339	0.526
X1.4	0.766	0.738	0.351	0.601
X2.1	0.517	0.847	0.416	0.580
X2.2	0.598	0.894	0.435	0.653
X2.3	0.551	0.866	0.508	0.592
X2.4	0.458	0.886	0.448	0.607
X2.5	0.741	0.792	0.426	0.557
X3.1	0.401	0.488	0.870	0.558
X3.2	0.415	0.523	0.933	0.650

X3.3	0.361	0.401	0.925	0.551
Y.1	0.594	0.600	0.488	0.876
Y.2	0.577	0.631	0.541	0.879
Y.3	0.575	0.592	0.629	0.859
Y.4	0.561	0.643	0.603	0.890
Y.5	0.553	0.558	0.542	0.833

Source: Smart-PLS Data Analysis Results (2025)

Based on the table above, it can be seen that the construct indicators of each variable in this study have a higher correlation compared to other indicators, so it can be said that all variable indicators in the discriminant validity test are valid.

There is another way to test discriminant validity, namely the fornell-lacker calculation by comparing the square root value of AVE for each construct with the correlation between other constructs in the model. The following table shows a comparison of the square root value of AVE with other constructs.

Table 3
Discriminant Validity Test Results Fornel
Larcker Criterion

	Discipline	Satisfaction Work	Environment Work	Motivation
Discipline	0.794			
Satisfaction Work	0.659	0.868		
Environment Work	0.432	0.648	0.910	
Motivation	0.665	0.698	0.520	0.858

Source: Smart-PLS Data Analysis Results (2025)

The table above shows that the correlation value of each variable construct is higher compared to other constructs so it can be said that all variables in this research model have good discriminant validity.

Reliability Test

Data is said to be reliable if it has a Composite Reliability and Cronbach's Alpha value above 0.70, and an Average Variance Extracted (AVE) value of more than 0.50.

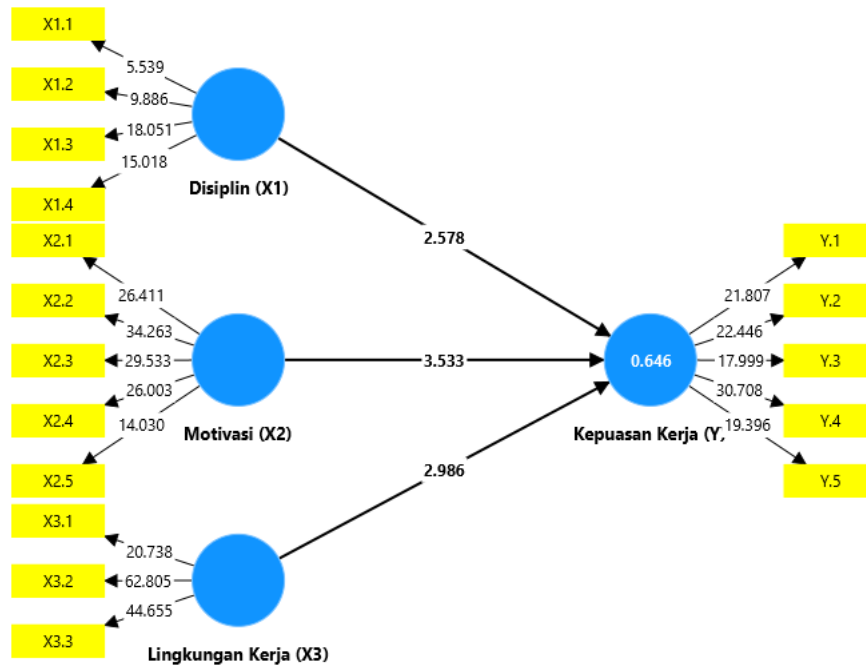
Table 4
Reliability Test Results

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Discipline	0.806	0.872	0.631
Motivation	0.910	0.933	0.736
Environment Work	0.896	0.935	0.828
Satisfaction Work	0.918	0.938	0.753

Source: Smart-PLS Data Analysis Results (2025)

Based on the table above, all constructs in this study have met the criteria, namely: Discipline variable of 0.806, Motivation of 0.910, Work Environment of 0.896, and Job Satisfaction of 0.918. Criteria mark Good Composite Reliability is more from 0.70. Based on results testing, all construct has fulfil criteria namely: Discipline of 0.872, Motivation of 0.933, Environment Work of 0.935, and Satisfaction Work of 0.938. The criteria for a good AVE value is more than 0.50. Based on the results of the analysis, all constructs have AVE values that exceed the minimum limit, namely: Discipline of 0.631, Motivation of 0.736, Work Environment of 0.828, and Job Satisfaction of 0.753.

Structural Measurement Model (Inner Model)



Source: Processed Smart-PLS Output (2025)

Figure 2
Inner Model

R- Square (R²)

R-Square value is used to assess the influence of certain exogenous latent variables on endogenous latent variables. The R-Square value can be seen from the endogenous latent variables, the R-Square value of 0.67 is interpreted as "good", the R-Square value of 0.33 is interpreted as "moderate" and the R-Square value of 0.19 is interpreted as "weak".

Table 5
R Square Test Results

	R-square	R-square adjusted
Satisfaction Work	0.646	0.627

Source: Smart-PLS Data Analysis Results (2025)

Based on the analysis results, the R-Square value of 0.646 indicates that the job satisfaction variable can be explained by the independent variables in this study by 64.6%, while the remaining 35.4% is explained by other factors outside the research model. Meanwhile, the Adjusted R-Square value of 0.627 indicates that after being

adjusted for the number of independent variables, the model's ability to explain variations in job satisfaction remains in a fairly strong and stable category. With an R-Square value above 0.5, this model can be categorized as having moderate predictive power . This means that the independent variables in the study make a significant contribution to job satisfaction.

F Square

F-Square value is used to see whether the latent variable predictor has an influence with the criteria of an F2 value of 0.02 which means it has a "weak" influence, an F² value of 0.15 means it has a "medium" influence and an F2 value of 0.35 has a "large" influence.

Table 6
F Square Test Results

Source: Smart-PLS Data Analysis Results (2025)

	Discipline	Motivation	Environment Work	Satisfaction Work
Discipline				0.133
Motivation				0.140
Environment Work				0.255
Satisfaction Work				

Based on the results of data analysis, the F-Square (F²) value was obtained for each independent variable on job satisfaction. The discipline variable has an F² value of 0.133 which is included in the moderate category, so it can be concluded that this variable provides a significant contribution in explaining job satisfaction. The motivation variable has an F² value of 0.140 and is also included in the moderate category, with a relatively balanced level of influence on job satisfaction. Meanwhile, the work environment variable has an F² value of 0.255 which is also included in the moderate category, but provides the greatest contribution compared to the other two variables. Thus, it can be concluded that the work environment is the most dominant variable in influencing job satisfaction, followed by discipline and motivation.

Fit Model

The FIT model is seen from the Standardized Root Mean Square Residual (SRMR) value and the Normal Fit Index (NFI) value. The criteria for a good SRMR value are below 0.08, and a good NFI value is above 0.9.

Table 7
Model Fit Test Results

	Saturated model	Estimated model
SRMR	0.087	0.087
NFI	0.711	0.711

The results of the Model Fit test show that the Standardized Root Mean Square Residual (SRMR) value in the saturated model and estimated model is 0.087, which slightly exceeds the recommended threshold of <0.08. Therefore, this model is

categorized as marginal fit, which means that the model's suitability to the data is not optimal, but is still acceptable. In addition, the Normed Fit Index (NFI) value of 0.711, which is below the ideal value of ≥ 0.90 , also indicates that the model is not fully good at explaining the data, and again shows the marginal fit category. Thus, overall, the model in this study is in the marginal fit category, which indicates that the model can still be used

Equation Model

$$\eta = 0.294X_1 + 0.318X_2 + 0.356X_3 + \varepsilon$$

The following equation has the following meaning:

- 1) If Discipline (X1) increases by one unit, Job Satisfaction (Y) will increase by 0.294, assuming Motivation (X2) and Work Environment (X3) remain constant.
- 2) If Motivation (X2) increases by one unit, Job Satisfaction (Y) will increase by 0.318 assuming Discipline (X1) and Work Environment (X3) remain constant.
- 3) If the Work Environment (X3) increases by one unit, Job Satisfaction (Y) will increase by 0.356 assuming Discipline (X1) and Motivation (X2) remain the same.

Hypothesis Testing (Bootstrapping)

Table 8
Path Coefficient Hypothesis Test

	Original sample (O)	T statistics (O/STDEV)	P values
Discipline - > Satisfaction Work	0.294	2,578	0.010
Motivation - > Satisfaction Work	0.318	3,533	0,000
Environment Work - > Satisfaction Work	0.356	2,986	0.003

The Influence of Discipline on Job Satisfaction of PT Energy Logistic Employees

Based on the results of hypothesis testing, the discipline variable has a positive and significant influence on job satisfaction of PT Energy Logistic employees. This shows that the higher the level of employee discipline, the higher the level of job satisfaction they feel. This finding indicates that the implementation of good discipline can increase employee satisfaction in the company.

The indicator with the highest average score on the discipline variable is Obedience to Time Rules at 4.03, which indicates that compliance with work schedules and time discipline are the aspects that are most highly valued by employees. This reflects that employees feel more satisfied when the company applies time rules consistently and fairly, and when they themselves are able to carry out their responsibilities on time. Discipline towards time not only creates work efficiency, but also increases the sense of responsibility and professionalism, which ultimately has a positive impact on the overall level of job satisfaction.

The results of this study are in line with research conducted by [\(Safitri et al., 2023\)](#) which shows that discipline has a positive and significant relationship with employee job satisfaction. This confirms that the implementation of consistent work

discipline, such as compliance with working hours, company regulations, and timely implementation of responsibilities, can create a more orderly and professional work environment, thereby increasing employee comfort and job satisfaction. Thus, companies need to continue to encourage a culture of discipline in the work environment as a strategy to increase employee motivation and loyalty to the organization.

The Influence of Motivation on Job Satisfaction of PT Energy Logistic Employees

Based on the results of hypothesis testing, the motivation variable has a positive and significant influence on job satisfaction of PT Energy Logistic employees. This shows that the higher the level of employee motivation, the higher the level of job satisfaction they feel. This finding indicates that increasing employee motivation can contribute significantly to increasing job satisfaction in the company.

The indicator with the highest average score on the motivation variable is the Need for Self-Esteem at 4.22, which indicates that employees highly value recognition, appreciation, and respect for the contributions they make. This reflects that fulfilling the need for self-esteem, such as giving appreciation, recognition for work achievements, and fair and dignified treatment, plays an important role in forming high work motivation. Thus, companies need to pay more attention to strategies that support the fulfillment of this psychological need, because it has been proven to be able to significantly increase employee job satisfaction.

The results of this study are in line with research conducted by [\(Tanod et al., 2024\)](#) which shows that motivation has a positive and significant relationship with employee job satisfaction. This finding strengthens the understanding that when employees' motivational needs are met, such as the need for appreciation, recognition, and self-actualization, they will feel more appreciated and satisfied at work. In other words, high motivation can encourage employees to work more productively, feel more involved in their tasks, and build more harmonious working relationships, which ultimately have a positive impact on overall job satisfaction levels.

The Influence of Work Environment on Job Satisfaction of PT Energy Logistic Employees

Based on hypothesis testing, work environment variables have a positive and significant influence on job satisfaction of PT Energy Logistic employees. This shows that the better the working environment conditions, the higher the level of job satisfaction felt by employees. This finding indicates that improvements in aspects of the working environment can contribute significantly to increasing job satisfaction in the company.

The indicator with the highest average score on the work environment variable is the Relationship between Co-workers at the same level of 4.18, which shows that social relations between employees at the same job level play a major role in creating a comfortable and supportive work environment. This reflects that harmonious interactions, good teamwork, and effective communication between co-workers contribute greatly to the sense of satisfaction felt by employees in working. Therefore, companies need to maintain and improve the quality of relationships between employees through a collaborative work culture, team activities, and open communication to create a more conducive and productive work environment.

The results of this study are in line with research conducted by (Nurdianah et al., 2025) which shows that the work environment has a positive and significant relationship with employee job satisfaction. This finding strengthens the view that a conducive work environment both in terms of physical aspects such as comfort of the workspace, lighting, and facilities, as well as non-physical aspects such as relationships between coworkers, communication, and social support play an important role in creating a pleasant work atmosphere. A good work environment not only increases enthusiasm and productivity, but also has a direct impact on employees' feelings of satisfaction and happiness while carrying out their duties in the company.

Conclusion

1. Variables Discipline influential positive and significant to Satisfaction Work PT Energy Logistic employees. This is prove that the more tall level discipline employees, especially in matter compliance to rule time, then the more high level satisfaction work felt by employees.
2. Variables Motivation influential positive and significant to Satisfaction Work PT Energy Logistic employees. This is prove that the more fulfillment need will price self through recognition, appreciation, and fair treatment, then the more high level satisfaction work obtained employee.
3. Variables Environment Work influential positive and significant to Satisfaction Work PT Energy Logistic employees. This is prove that the more Good condition environment work, especially quality connection between colleague Work at the same level, then the more high level satisfaction work felt by employees.

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