



Original Article

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

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Abstract:

The purpose of this study was to determine the effect of Motivation, Work Discipline and work environment on job satisfaction of employees of the Kariangau Balikpapan Health Center UPTD. The type of research used is quantitative research. The sampling technique in this study used purposive sampling with a population of 43 employees, so the sample taken in this study of the Kariangau Balikpapan Health Center UPTD was 30 employees who would be used as the sample size of the study. The data collection method was carried out by distributing questionnaires. This study uses multiple linear regression with the help of SmartPLS in processing data. The results of this study indicate that the Motivation variable has an effect on the job satisfaction of employees of the UPTD Kariangau Balikpapan Health Center, the Work Discipline variable has an effect on the job satisfaction of employees of the UPTD Kariangau Balikpapan Health Center, and the Work Environment variable has an effect on the job satisfaction of employees of the UPTD Kariangau Balikpapan Health Center.

Keywords: Motivation; Work Discipline; Work Environment; Job Satisfaction.

Introduction

UPTD Kariangau Health Center has health facilities, namely general polyclinic, elderly polyclinic, KIA & KB polyclinic, children & immunization polyclinic, dental polyclinic, Emergency Unit (UGD), maternity polyclinic, laboratory examination, pharmacy, health KIR, pregnant women class, infectious disease consultation, non-infectious disease consultation, dental consultation, environmental health consultation, mental illness consultation. The services of Kariangau Health Center are also good with good health workers, ranging from nurses, doctors, medical devices and medicines. This health center can be one of the choices for local residents to meet their health needs. UPTD Kariangau Health Center often conducts socialization to the surrounding community and also socialization to nearby schools or companies. In a system such as



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UPTD Kariangau Health Center cannot be separated from the Human Resources (HR) in the organization. [Saepudin, \(2021\)](#) Human resource management is a process of utilizing human resources effectively and efficiently through planning and controlling all values that become human strength to achieve goals.

Human resource management (HRM) is the management and utilization of resources available to individuals. This management and utilization are developed optimally in the world of work to achieve organizational goals and individual employee growth [\(Fandiyanto, 2022\)](#).

Human resources are one of the important components in an organization, including health centers. The availability of human resources in health service facilities, especially health centers, is very important to ensure that health services run well. Health centers are technical implementing units of the district/city Health Office which are responsible for organizing health development in a work area. The human resource planning process is a method used to set goals and guidelines in the implementation of the organization [\(Gurning et al., 2021\)](#).

Job satisfaction is a positive attitude emitted by an employee, it can be in the form of employee feelings and attitudes from the employee himself where it has become one of the important things for the worker himself [\(Adinata & Turangan, 2023\)](#). It can be concluded that job satisfaction is closely related to employee feelings about the extent to which their work is enjoyable or not. Job satisfaction is something that is individual because each individual will have different levels of satisfaction according to the values that apply to each individual. Employee job satisfaction is influenced by the work environment, because a conducive work environment will make employees feel comfortable and happy when they are at work. Employees will feel more enthusiastic about completing their tasks [\(Rulianti & Nurpibadi, 2023\)](#). Quality, skilled, motivated human resources who are satisfied with their work can make a positive contribution to their performance, which will ultimately produce optimal work results [\(Nofandy et al., 2024\)](#). Employee satisfaction can also be influenced by various other factors, such as motivation, work discipline and work environment.

According to [\(Hasyim et al., 2020\)](#) Motivation is the provision of individual encouragement to act that causes the person to behave in a certain way that leads to a goal. Motivation is a factor that creates, encourages and supports a person's behavior to work with enthusiasm and perseverance to achieve optimal results. Motivation is very important because managers need to assign tasks to subordinates so that the work can be completed and integrated with the goals that have been set [\(Pratama et al., 2022\)](#). Motivation is the provision or emergence of motives that stimulate the desire and driving force of a person's willingness to work, direct and channel attitudes and achieve the goals of a company [\(Harahap & Tirtayasa, 2020\)](#). This is reinforced by research [\(Arrywibowo & Rahma, 2020\)](#) which states that motivation affects employee job satisfaction. However, according to [\(Adam et al., 2021\)](#) motivation does not always affect employee satisfaction, because there are external motivational factors that come from conditions outside the worker that require them to carry out their work optimally.

Another factor that influences job satisfaction is work discipline, work discipline also has an influence on job satisfaction. Work discipline is a concept in an organization or management to guide its members to behave regularly [\(Nurhasanah et al., 2024\)](#). Work discipline reflects the attitudes, behavior and actions or behavior of employees in accordance with all regulations or provisions of the organization. If discipline is related to working hour regulations, then employees will come to work and go home according to the

established working hour regulations. If work discipline is related to the implementation of work, employee behavior in carrying out work is in accordance with work procedures or mechanisms and instructions given by the leader ([Gaurifa, 2024](#)) . The effect of work discipline on employee job satisfaction is significant and shows a positive relationship ([Azhar et al., 2020](#)) . Meanwhile, the results of research conducted by ([Putri & Kustini, 2021](#)) stated that work discipline does not have a positive effect on employee job satisfaction.

In addition to motivation and work discipline, the work environment also has an influence on employee job satisfaction. The work environment is where all employees carry out their work. Because it is directly correlated with its employees, the work environment can influence the feelings of the employees. The work environment is all aspects of physical work, work psychology and work regulations that exist around workers that can affect employee job satisfaction in carrying out their work so that maximum work results and productivity achievements will be obtained ([Yulistria & Handayani, 2022](#)) . The results of the study ([Ismail et al., 2021](#)) stated that the work environment affects job satisfaction. This means that the better the work environment, the higher the employee's job satisfaction. The results of this study are also reinforced by the results of the study (Tanod et al., 2024) which states that the work environment affects employee job satisfaction. However, the results of the study from ([Imam, 2022](#)) stated that the work environment does not affect job satisfaction.

Methods

[Sugiyono,\(2020\)](#) explains that analysis data is activities after data from all over Respondent or source data other collected. Activities in data analysis is 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 answer the problem formulation and performing calculations to test the hypothesis that has been proposed. In this study, analyzing multiple regression models with the PLS (Partial Least Square) method whose data processing and presentation are carried out using Smart-PLS software .

Outer Model Measurement

Validity Test

[Ghazali \(2021 : 66\)](#) Test validity used For measure legitimate or whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on questionnaire capable disclose something Which will measured by the questionnaire. This validity test is carried out by comparing the calculated r value and r table for degree of freedom (df)-n-2, in this case the number of samples with alpha 0.05.

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.

Structural Model (Inner Model)

[Ariani et al., \(2023:231\)](#) Inner model or Inner Relationship, Structural Model, And

Substantive Theory describe connection between variable latent based on substantive theory.

Coefficient Determination or R- Square (R^2)

[Ariani et al., \(2023:224\)](#) states that the R-square value can be used to assess the influence of independent latent variables (exogenous) and dependent variables (endogenous). The R-square value can be seen in the dependent variable (exogenous) with a criterion of 0.67 indicating that the model is good, a criterion of 0.33 indicating moderate and a criterion of 0.19 indicating weak.

Effect Size (F^2)

[Ariani et al., \(2023:224\)](#) explains that the f-square value is used to interpret the magnitude influence variable latent on model structural. An f-square value of 0.02 indicates that the latent variable has a weak influence, an f-square value of 0.15 indicates that the latent variable has a medium influence and an f-square value of 0.35 indicates that the latent variable has a large influence.

Model FIT

[Ariana et et al., 2023:225\)](#) Test model fit done with see Standardized Root Mean Square Residual (SRMR) value and Normal Fit Index value (NFI). Mark SRMR it is said Good if you have mark < 0.08. A good NFI value should have a value > 0.90.

Equation Model

The basic formula for the equation model is as follows (Ghozali, 2021:90):

$$\eta = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon y$$

Hypothesis

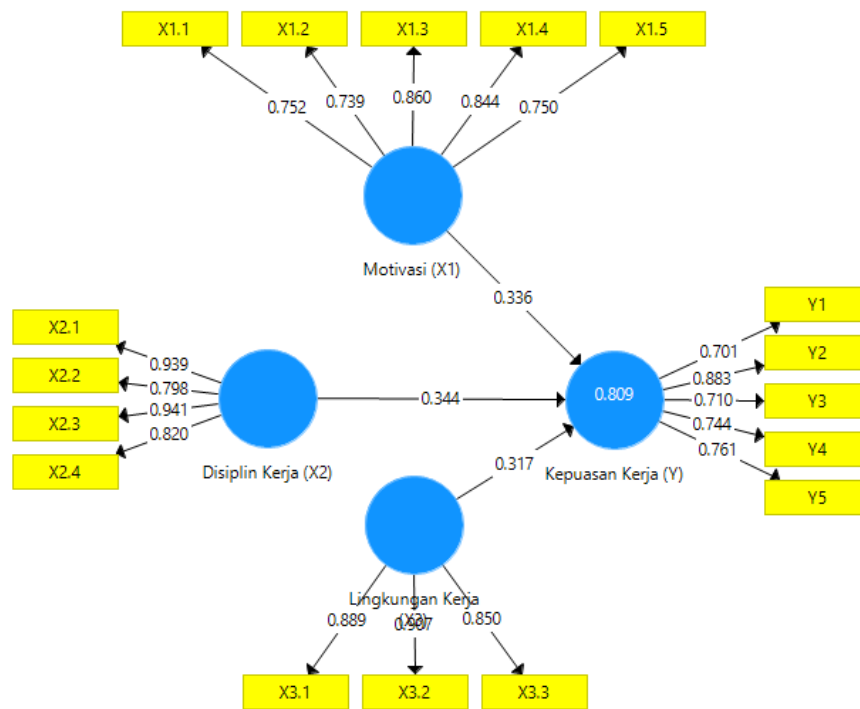
After various evaluations have been carried out, both the outer model and the inner model, the next step is to conduct hypothesis testing. Hypothesis testing will compare t -statistics with t- tables to determine whether or not there is an influence between variables. Hypothesis testing is carried out to test t. Hypothesis testing is carried out by looking at the calculation of the path coefficient in the inner model test. (Ghozali, 2021) The significant value of the p-value is 0.05 (5%) then the t- statistic value > t- table value (1.96). The t- statistic value was obtained from the bootstrapping results using the Smart-PLS program. The T-test criteria are as follows:

- With a significant p-value of 0.05 (5%), if the t -statistic value > t- table value (1.96) then variables X_1 , X_2 and X_3 have a partial effect on Y.
- With a significant p-value of 0.05 (5%), if the t- statistic value < t- table value (1.96) variables X_1 , X_2 and X_3 do not have a partial effect on Y.

Results

Outer Model Measurement of Reflective Indicator Construct

The loading factor and AVE values were obtained from convergent validity testing .



Source: Smart-PLS Data Analysis Results (2025)

Figure 1. OUTER MODEL

Convergent Validity Test

Convergent validity is a test that is assessed based on the indicator score and the construct score. Convergent validity measurement uses the loading factor value or outer loading score. A The indicator is said to meet convergent validity if it has a loading factor value of more than 0.70. However, for early stage research on the development of a measurement scale, a loading value of 0.5 to 0.60 is still considered sufficient or acceptable and the criteria for the Average Variance Extrated (AVE) value are above 0.50.

Table 1
Outer Loading Value

	Motivation (X1)	Work Discipline (X2)	Work Environment (X3)	Job Satisfaction (Y)
X1.1	0.752			
X1.2	0.739			
X1.3	0.890			
X1.4	0.844			
X1.5	0.750			
X2.1		0.939		
X2.2		0.798		
X2.3		0.941		
X2.4		0.820		
X3.1			0.889	
X3.2			0.907	

X3.3	0.850
Y1	0.701
Y2	0.883
Y3	0.710
Y4	0.744
Y5	0.761

Source: Smart -PLS Processed Data (2025)

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

Convergent Validity Test

In addition to loading factors , convergent validity tests can be seen from the Average Variance Extracted (AVE) value. The AVE criteria must be > 0.50 .

Table 2

CROSS LOADING VALUE

	Motivation (X1)	Work Discipline (X2)	Work Environment (X3)	Job Satisfaction (Y)
X1.1	0.752	0.340	0.503	0.584
X1.2	0.739	0.466	0.489	0.670
X1.3	0.860	0.579	0.660	0.668
X1.4	0.844	0.607	0.683	0.686
X1.5	0.750	0.801	0.609	0.608
X2.1	0.635	0.939	0.634	0.773
X2.2	0.759	0.798	0.608	0.610
X2.3	0.617	0.752	0.640	0.752
X2.4	0.495	0.684	0.621	0.684
X3.1	0.742	0.735	0.889	0.735
X3.2	0.694	0.716	0.907	0.716
X3.3	0.537	0.698	0.850	0.698
Y1	0.553	0.701	0.440	0.701
Y2	0.753	0.883	0.827	0.883
Y3	0.558	0.710	0.610	0.710
Y4	0.521	0.545	0.560	0.744
Y5	0.699	0.451	0.591	0.761

Source: Data Processed by Smart -PLS 2025)

From the results of table 2 , the AVE value for each construct variable above is > 0.5 , so the construct has good validity and can be said to be valid.

Reliability Test

The reliability test in this study uses composite reliability and Cronbach's alpha to obtain measurement results that have a reliability value of a variable. The construct is declared reliable if the composite reliability and Cronbach's alpha values .

Table 3

Construct Values Of Reliability And Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.849	0.852	0.893	0.625
Work Discipline	0.898	0.909	0.930	0.769
Work environment	0.857	0.858	0.913	0.778
Job satisfaction	0.818	0.839	0.873	0.582

Source: Data processed by SmartPLS (2025)

The results of table 3 1 above, show that the composite reliability value is > 0.60 , so it can be said that all variables have good reliability. And the Cronbach's alpha value is above 0.60 , so it can be said that all indicators are reliable.

The AVE value for each construct > 0.50 so that the variables Motivation, Work Discipline, Work Environment and Job Satisfaction are valid. Constructs with good validity in AVE requirements must be above 0.50 .

Structural Measurement Model (Inner Model)

The next stage is testing the inner model. The method used is by calculating R-Square (R^2), Effect Size (F^2) and Model Fit.

R-Square (R^2)

The R-Square value can be used to assess the influence of independent latent variables (exogenous) and variables (endogenous). The R-Square value can be seen from the dependent variable (exogenous) with a criterion of 0.67 indicating that the model is good, a criterion of 0.33 indicating moderate and a criterion of 0.19 indicating weak.

Table 4
R-Square Value

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.809	0.787

Source: Processed Primary Data (2025)

Based on table 4 shows that the R-Square value is 0.809 or 80.9% and the Adjusted R-Square value is 0.787 or 78.7% . So the R-Adjusted value shows that the job satisfaction variable that can be explained by the Motivation, Work Discipline and Work Environment variables is 78.7% while 21.3% is explained by variables not examined in this study. So it can be said that the R-Square value of the satisfaction variable is moderate.

Effect Size (F^2)

The Effect Size (F^2) value is used to interpret the magnitude of the influence of the latent variable on the structural model. An Effect Size value of 0.2 indicates that the latent variable has a weak influence, an F^2 value of 0.15 indicates that the latent variable has a medium influence, and an F^2 value of 0.35 indicates that the latent variable has a large influence. The Effect Size (F^2) results can be explained in the table below

Table 5
Effect Size Value (F^2)

	Motivation (X1)	Work Discipline (X2)	Work Environment (X3)	Job Satisfaction (Y)
X1				0.224
X2				0.261
X3				0.197
Y				

Source: Processed Primary Data (2025)

The results of table 5 show that the latent variables in the model, namely Motivation (X1), Work Discipline (X2), and Work Environment (X3), each have a strong influence on job satisfaction (Y).

FIT Model

The FIT Model test is carried out by looking at the Standardized Root Mean Square (SRMR) value and the Normal Fit Index (NFI) value. The SRMR value is said to be good if it has a value > 0.08 and a good NFI value must have a value > 0.90, the FIT Model Results can be explained in 4.18 below.

Table 6
Model Fit Value

	Saturated Model	Estimated Model
SRMR	0.113	0.113
d_ULS	1,948	1,948
d_G	3,642	3,642
Chi-Square	325,977	325,977
NFI	0.492	0.492

Source: Processed Primary Data (2025)

The results of table 6 show that the SRMR result value model is 0.113, which means that the SRMR value has met the criteria of SRMR value > 0.08, so it is said to be marginal. While the NFI value shows a value of 0.492, which means that the value is below the criteria NFI value > 0.90 so it can be said to be less fit.

Equation Model

The equation model can be explained that the magnitude of the Motivation parameter coefficient is 0.336, the Work Discipline coefficient is 0.344 and the work environment coefficient is 0.317. So the equation model is as follows.

$$Y = 0.336 X_1 + 0.344 X_2 + 0.317 X_3 + \varepsilon_y$$

This equation has the following meaning:

- The Motivation Coefficient (X1) is 0.336, meaning that Motivation (X1) has the ability to explain Job Satisfaction (Y) by 0.336 or 36.3%.
- The Work Discipline Coefficient of 0.344 means that Work Discipline (X2) has the ability to explain job satisfaction (Y) by 0.344 or 34.4%.
- The Work Environment Coefficient (X3) of 0.317 means that the Work Environment has the ability to explain Job Satisfaction by 0.317 or 31.7%.

Hypothesis Testing (Resampling Bootstrapping)

Hypothesis testing will compare t statistics with t tables to determine whether or not there is an influence between variables. Hypothesis testing will be done using the t test. Hypothesis testing is done by looking at the path coefficient calculation in the inner model test. The significant value of p-value 0.05 (5%) then t statistics > t table

value (1.703). The t-statistic value was obtained from the bootstrapping results using the SmartPLS program. The t-test criteria are as follows:

- With a significant p-value of 0.05 (5%), if the t-statistic value > t-table value (1.703), then variables X1, X2, and X3 have a partial effect on Y.
- With a significant p-value of 0.05 (5%), if the statistical t value < the table t value (1.703), then variables X1, X2 and X3 do not have a partial effect on Y.

Table 7
Path Coefficients Test Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1>Y	0.336	0.345	0.128	2,550	0.011
X2>Y	0.344	0.334	0.128	2,660	0.007
X3>Y	0.317	0.319	0.163	1,938	0.053

Source: Processed Primary Data (2025)

Influence Motivation to Satisfaction Work

From the results testing hypothesis, obtained results namely Motivation (X1) has an effect to satisfaction work (Y) UPTD Health Center employees Kariangau Balikpapan. With thus can concluded that own influence to satisfaction Work.

Based on response frequency Respondent to variable Motivation (X1) appears part big Respondent express strong agreement to the stated indicators. The order indicators that have very agree response with highest percentage that is Need Physiological, Need for Esteem, Need for Social Need Actualization and lowest need for a sense of security. Research results This supported ([Supriapti et al., 2020](#)) who stated that motivation influential significant to satisfaction Work .

Influence Discipline Work to Satisfaction Work

From the results testing, obtained that variable Discipline Work (X2) has an effect to satisfaction work (Y) at the health center cariangau Balikpapan. Discipline Work understood as compliance employee to regulations, procedures, and responsibilities responsibilities applicable in the environment organization. In study this, indicator discipline work that gets the highest strongly agree response is on the indicator regulations regarding check-in, check-out and break times like comply standard operational, regulations attendance, and rules other applicable in a way comprehensive. This is show that employee own awareness tall in obey formal provisions as part from professionalism.

Preferably, the indicator with level lowest response is on the aspect Regulation about What what is allowed and what is not may done, namely to what extent employees in a way active discipline, good in form coordination, reminder between colleagues, as well as discussion about implementation rules. Low response to aspects This reflect that related discipline Not yet in progress in a way consistent, which has potential hinder strengthening culture discipline in a way collective.

With Thus, it can concluded that discipline reflected work from obedience to regulation support improvement satisfaction work at the health center cariangau Balikpapan. However, it is needed improvement in intensity communication discipline to create environment more work in harmony and mutual remind. Findings This in line with research conducted by ([Nisa Ulkarima et al., 2024](#)) which states that discipline Work influential to satisfaction Work .

Influence Environment Work to Satisfaction Work

From the results testing hypothesis, variable Environment Work (X3) no influential to satisfaction work (Y) UPTD health center employee Kariangau Balikpapan. Environment Work No can contribute to the improvement satisfaction work. Environment Work is something related with conditions and atmosphere place Where employee do his job. Environment good job can increase Spirit for Work increase welfare employee in do his work. The results of the study This supported by [\(Kusnanto, 2020\)](#) mention environment Work No influential and not significant to satisfaction Work.

Conclusion

Based on the research results and discussions in the previous chapters regarding the influence of motivation, work discipline and work environment on job satisfaction of employees of the Kariangau Balikpapan Health Center UPTD, the author draws the conclusion that Motivation (X1) has an influence on Job Satisfaction of UPTD Kariangau Balikpapan Health Center employees. Employees who have high motivation, especially in the aspects of physiological needs and appreciation, tend to feel higher job satisfaction. This shows that the fulfillment of basic needs and recognition of performance are very important in increasing employee work enthusiasm.

Work Discipline (X2) has an influence on the Job Satisfaction of employees of the UPTD Kariangau Balikpapan Health Center. Discipline implemented through compliance with working hours and formal rules has been proven to support employee job satisfaction. However, participatory and communication-based discipline still needs to be improved so that an orderly work culture can be formed collectively.

Work Environment (X3) does not have influence on Employee Job Satisfaction at UPTD Kariangau Balikpapan Health Center. A comfortable, safe and supportive working atmosphere for daily activities has a positive impact on employee job satisfaction. This reinforces the importance of creating a physically and psychologically conducive working environment.

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