



**THE INFLUENCE OF WORK DISCIPLINE AND WORK ENVIRONMENT
ON JOB SATISFACTION OF OPERATIONAL EMPLOYEES OF CV.
MANUNGGAL JAYA ABADI**

Puput Wulandari¹

**Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya,
Indonesia**

pupuutw@gmail.com

Bowo Santoso²

**Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya,
Indonesia**

bowo.santoso.mnj@upnjatim.ac.id

Abstract

Job satisfaction is a crucial factor in achieving company goals and maintaining competitiveness. Problems related to work discipline and less than less-than-optimal work environment can negatively affect employee job satisfaction, which ultimately affects company productivity and performance. The purpose of this study was to analyze the effect of work discipline and work environment on the job satisfaction of operational employees of CV. Manunggal Jaya Abadi. This study uses a quantitative approach. Data were collected by distributing questionnaires to 55 operational employees of CV. Manunggal Jaya Abadi uses saturated sampling techniques. Data analysis techniques were carried out using the Partial Least Square (PLS) method. The findings in this study indicate that work discipline and work environment contribute to the job satisfaction of operational employees of CV. Manunggal Jaya Abadi.

Keywords: Work Discipline, Job Satisfaction, Work Environment



INTRODUCTION

Employee job satisfaction is one of the important indicators that show how well a company manages its human resources. Job satisfaction is defined as a positive emotional response that arises from an individual's assessment of their work and work experience (Paparang et al, 2021). In general, employees who are satisfied with their workplace will show higher levels of productivity, greater loyalty, and a strong commitment to the organization. Therefore, companies need to understand and manage the factors that influence employee job satisfaction.

One aspect that influences the level of job satisfaction is work discipline. A high level of discipline can create a comfortable and supportive work environment, which in turn can increase employee satisfaction. Disciplined employees will be able to carry out tasks on time, comply with company regulations, and maintain good relationships with coworkers. Work discipline is a form of self-control that arises from voluntary awareness of obeying the rules, provisions, and values that apply in the workplace (Agustini, 2020).

In addition to work discipline, employee job satisfaction can also be influenced by the work environment. Creating a comfortable, safe, and supportive work environment will encourage work enthusiasm and increase job satisfaction. Aspects such as adequate facilities and a positive work atmosphere can influence employee perceptions of their work. A good work environment can reduce boredom and fatigue, and support increased performance in completing work, which ultimately has an impact on job satisfaction. Ramadhani et al. (2024) stated that the work environment includes physical, psychological elements, and policies that apply in the company, all of which have an influence on employee satisfaction and productivity.



This study took the object of research at CV. Manunggal Jaya Abadi. CV. Manunggal Jaya Abadi is a company engaged in the field of scaffolding equipment rental located in Sidoarjo Regency. CV. Manunggal Jaya Abadi has 55 employees in the operational section. Based on the results of the interview, it showed that there was a problem regarding work discipline because many employees did not come to work without information and did not comply with the company's rules or SOP (Standard Operating Procedure). Then there is also a problem regarding the work environment, namely physical and mental fatigue is often the main problem in scaffolding equipment rental companies and can have an impact on productivity and work safety. In addition to physical fatigue, there is also a problem regarding unclear communication between employees which can hinder teamwork and can cause employee dissatisfaction.

The problems faced by CV. Manunggal Jaya Abadi include low levels of work discipline and an unsupportive work environment. This has led to a high number of employees entering and leaving the operational division at CV. Manunggal Jaya Abadi. The number of employee turnover in the operational division of CV. Manunggal Jaya Abadi has increased in the period 2022-2024. The highest percentage of employee turnover was in 2024 with a percentage value reaching 22.64%. The high percentage indicates potential problems in employee retention. The higher the percentage from each year, the indication is that there is a decline in employee enthusiasm at CV. Manunggal Jaya Abadi. Based on the results of the interview, it was found that declining enthusiasm is one of the things that causes employee job satisfaction to decline.

In addition, problems related to the work environment can also affect the high rate of employee turnover, such as work that is too heavy, monotonous, and



does not provide experience, which tends to cause employees to feel bored and lose job satisfaction. In addition, poor teamwork can also be a cause of high employee turnover rates. Dissatisfaction at work can be a factor in turnover because employees whose needs are not met at work often have a strong desire to leave the company. According to Pratiwi et al. (2023), low levels of employee job satisfaction affect high employee turnover rates.

According to Alvaritzi and Santoso (2023), high levels of job satisfaction are related to high levels of employee attendance. Conversely, if employees are dissatisfied with their jobs, there is a high likelihood of an increase in absenteeism. Therefore, the company has to provide optimal satisfaction to employees in order to support the achievement of company goals effectively.

Work environment problems can be seen from the level of absenteeism of operational employees of CV. Manunggal Jaya Abadi, which has increased from 2022-2024. This increase indicates potential problems related to employee work discipline. The highest percentage of absenteeism was in 2024, where the number of absent employees was 99 people, with a percentage of 31.73%.

This shows that the percentage of employee absence is increasing and indicates that some employees are dissatisfied with the work environment and the overall condition of the company. When work discipline decreases, employees tend to be absent more often, either for official reasons (permission) or without permission (absence). High absenteeism can disrupt the operations of companies engaged in scaffolding equipment rental services, which are highly dependent on employee attendance to manage equipment and serve customers.

This study is based on the research gap found in previous studies, such as the findings in the study of Ishar et al. (2024), that the work environment and



work discipline have a positive and significant influence on job satisfaction. However, in a study conducted by Sabirin and Ilham (2020), it was found that work discipline did not have a significant influence on job satisfaction. Then based on the findings of Lumintang et al. (2019), it shows that the work environment has a positive and significant influence on job satisfaction. However, in a study conducted by Rengganis et al. (2023), it was found that the work environment has a negative influence on job satisfaction.

Based on the phenomena and differences in previous research results, this study aims to examine the relationship between work discipline and work environment on employee job satisfaction. In addition, the findings of this study are also expected to provide practical advice for companies to be able to overcome problems that can affect employee job satisfaction.

LITERATURE REVIEW

Work Discipline

According to Agustini (2020), work discipline is an individual's action to enter an organization voluntarily and not because of coercion, so that they obey the regulations in force in the organization. In addition, Andika et al. (2022), define discipline as an attitude that shows a person's willingness and readiness to obey the rules and norms that apply in their environment.

According to Burhannudin et al. (2019), work discipline is a responsibility that must be carried out by every employee in an organization, both formal written regulations and unwritten regulations, such as verbal regulations, with the hope that employees can work responsibly and achieve organizational goals more effectively. According to Putri and Kustini (2021), discipline can be



interpreted as a form of self-control and routine habits carried out by employees as a form of internal team commitment. This discipline is reflected in the attitude of employees towards their responsibilities and duties, which ultimately can encourage increased work motivation and satisfaction in working in order to achieve organizational goals.

According to Widiyanto and Setyawasih (2019), discipline is an individual's willingness to obey the rules in force in an organization driven by self-awareness. Discipline plays an important role in organizational development, especially in motivating employees to remain consistent in carrying out their assigned tasks, both individually and in teams. A high level of discipline in a person illustrates a high sense of responsibility for the tasks they do. Work discipline is also considered a crucial factor in increasing job satisfaction because it contributes to the creation of effectiveness in carrying out tasks in the company. This statement is reinforced by the research findings of Ishar et al. (2024), which state that work discipline has a positive and significant influence on job satisfaction.

According to Dhermawan and Pratama (2020), there are several indicators of work discipline, including punctuality, using work equipment properly, responsibility, and obedience.

Work Environment

Susanti and Mardika (2021) define work environment as all aspects around employees that influence feelings of comfort, safety, and satisfaction when carrying out and completing tasks given by their superiors. In addition, Yahya and Irbayuni (2024), define the work environment as a place equipped



with supporting facilities that allows a group of people to work together to achieve company goals following the established vision and mission.

Alvaritzi and Santoso (2023) stated that the high level of employee job satisfaction is closely related to the creation of a conducive work environment. This kind of environment is reflected in several factors, including cleanliness and comfort of the workplace, good cooperation between colleagues in completing tasks, fair and wise leadership, the availability of adequate facilities, and appropriate policies and regulations. In general, the work environment includes physical and non-physical aspects that can create a positive atmosphere for employees.

According to Fahira and Yasin (2021) stated that a conducive work environment will play an important role in increasing employee job satisfaction, because a supportive work atmosphere can reduce employee fatigue and boredom. The impression of a comfortable working environment will eliminate the feeling of tiredness and boredom among employees while working. Of course, A comfortable working environment will strengthen employee motivation and influence job satisfaction. This statement is reinforced by research conducted by Lumintang et al. (2019), which states that the work environment has a positive and significant effect on job satisfaction.

According to Ardany and Wijaya (2024), there are several indicators of the work environment, including fatigue at work, boredom at work, monotony at work, attitudes, behavior of superiors and coworkers, and working as a team.

Non-physical work environment indicators were chosen in this study because they were adjusted to the results of initial observations, which showed problems related to the non-physical work environment in the research object.



Job Satisfaction

According to Simanjuntak and Sitio (2021), job satisfaction is a positive emotional attitude and reflects a sense of love for one's job. In addition, according to Andriani and Onsardi (2020), job satisfaction is an individual's assessment that describes his or her feelings, both satisfied and dissatisfied with the work done.

Job satisfaction reflects what individuals feel about their work, the working environment, and social relationships in the workplace. Therefore, job satisfaction is an important aspect for employees because it enables them to interact with the work environment and carry out their tasks well, thereby achieving company goals.

According to Sudiyanto (2020), there are several indicators of job satisfaction, including enjoying one's job, loving one's job, positive work morale, and work performance.

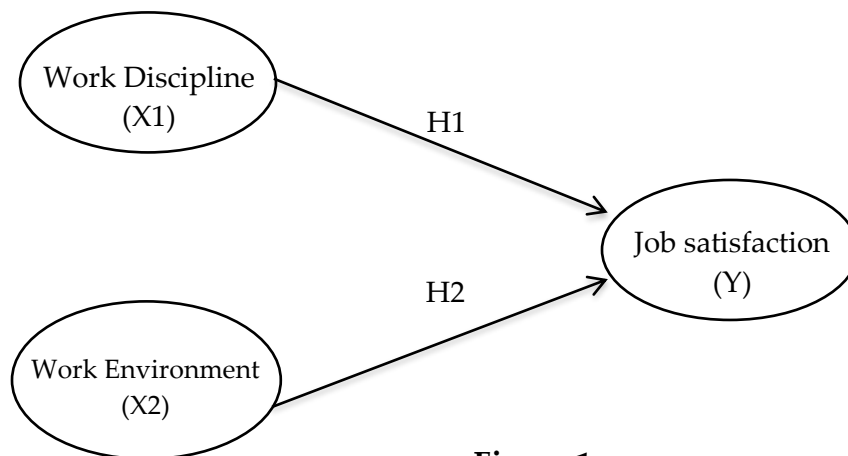


Figure 1
Conceptual Framework

RESEARCH METHOD

This study uses a quantitative approach. The type of data used in this study is primary data. Data were collected by distributing questionnaires to all



operational employees of CV. Manunggal Jaya Abadi, totaling 55 people, using a Likert scale to measure responses to statements related to research variables. The sampling technique used in this study uses a saturated sampling technique. The data analysis method used is Partial Least Square (PLS).

RESULTS AND DISCUSSION

Outer Model (Measurement Model and Indicator Validity)

The exogenous variables in this study are work discipline (X1) and work environment (X2). One of the indicators that measures the effectiveness of the indicator is based on the output of the outer loading table, especially the loading factor value.

Table 1.
Outer Loading (Mean, STDEV, T-Values)

	Factor Loading	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)
X1.1 < - Work Discipline (X1)	0.821	0.820	0.039	21,262
X1.2 < - Work Discipline (X1)	0.825	0.816	0.059	13,977
X1.3 < - Work Discipline (X1)	0.786	0.788	0.060	13,185
X1.4 < - Work Discipline (X1)	0.770	0.770	0.055	13,990
X2.1 < - Work Environment (X2)	0.829	0.833	0.040	20,956
X2.2 < - Work Environment (X2)	0.785	0.779	0.063	12,504



X2.3 < - Work Environment (X2)	0.762	0.759	0.080	9,467
X2.4 < - Work Environment (X2)	0.749	0.740	0.073	10,273
X2.5 < - Work Environment (X2)	0.736	0.730	0.070	10,448
X2.6 < - Work Environment (X2)	0.799	0.794	0.071	11,274
Y1 < - Job Satisfaction (Y)	0.844	0.840	0.050	16,823
Y2 < - Job Satisfaction (Y)	0.787	0.787	0.056	14,079
Y3 < - Job Satisfaction (Y)	0.813	0.801	0.075	10,820
Y4 < - Job Satisfaction (Y)	0.803	0.802	0.058	13,744

Source: PLS data processing results (2025)

Testing the validity of the indicators in the table is done by using the factor loading value of each variable against its indicator. An indicator is considered to have adequate validity if the factor loading value beyond the numbers 0.7 and the T-statistic value exceeds 1.96 ($Z\alpha$ value = 0.05). This factor loading value describes the level of correlation between the indicator and the measured money variable. If the value is above 0.7, then the indicator is considered valid.

Based on the results of the analysis in the outer loading table, all indicators that reflect work discipline variable (X1), work environment variable (X2), and job satisfaction variable (Y), have factor loading values above 0.7 and T-statistic values exceeding 1.96. This shows that all indicators have met the convergent validity criteria and have good validity.

In addition, an indicator is also said to be valid if the indicator's factor loading value on the measured variable is higher than the factor loading value on other variables. If this condition is met, then the indicator is considered valid.



Conversely, if this condition is not met, then the validity of the indicator is doubtful. Validity measurements can be seen in the following cross-loading table:

Table 2
Cross Loading

Indicator	Satisfaction Work (Y)	Environment Work (X2)	Discipline Work (X1)
X1.1	0.729	0.650	0.821
X1.2	0.520	0.616	0.825
X1.3	0.550	0.547	0.786
X1.4	0.577	0.554	0.770
X2.1	0.751	0.829	0.543
X2.2	0.570	0.785	0.599
X2.3	0.433	0.762	0.540
X2.4	0.478	0.749	0.636
X2.5	0.525	0.736	0.600
X2.6	0.553	0.799	0.578
Y1	0.844	0.570	0.552
Y2	0.787	0.717	0.617
Y3	0.813	0.488	0.709
Y4	0.803	0.577	0.560

Source: PLS data processing results (2025)

The results of the cross-loading data analysis show that all loading coefficient values (shaded) for each indicator indicate a good loading on the work discipline variable (X1), work environment variable (X2), and job satisfaction variable (Y). Because the factor value exceeds 0.7 and is higher than the loading factor indicators of other variables, it can be concluded that all indicators in this study have achieved effectiveness or have good validity.

Another measurement model is the AVE (Average Variance Extracted) value, which describes how much variation in indicators can be explained by the latent construct. If the AVE value exceeds 0.5, then the latent construct is considered to have good convergent validity. The AVE value of each variable

reflects how well the indicators reflect the construct being measured. In testing, the AVE (Average Variance Extracted) value for the work discipline variable (X1) was 0.641, the work environment variable (X2) was 0.604, and the job satisfaction variable (Y) was 0.659. Because all three values are above 0.5, it can be concluded that all variables in this study have adequate validity.

Meanwhile, composite reliability is used to evaluate the internal consistency of the construct. If the composite reliability value exceeds 0.70, then the indicator is considered consistent in measuring the latent construct. The test results show that the composite reliability value on the work discipline variable (X1) is 0.886, the work environment variable (X2) is 0.901, and the job satisfaction variable (Y) is 0.877. All of these values exceed 0.70, so it can be concluded that all constructs in this study meet the reliability requirements and can be relied on as a whole.

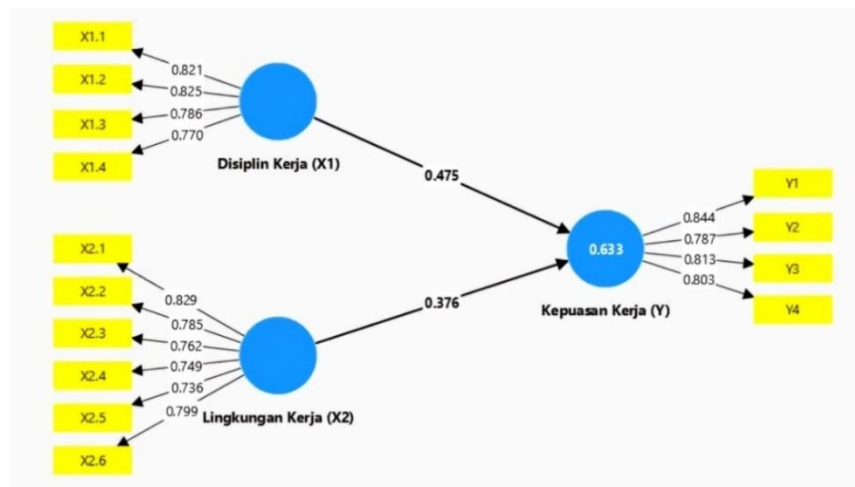


Figure 2
Outer Model

The PLS output image displays the dimensions of the loading factor values for each indicator, with arrows pointing to the variables and indicators that are concluded. The magnitude of the path coefficient between the exogenous and



endogenous variables can be seen on the arrow line. In addition, you can also see inside the circle of the endogenous variable (job satisfaction variable) to find out the size of the R-square value.

Inner Model (Structural Model Testing)

The structural model is tested using the R-square value, which is one type of goodness-of-fit model test. In this case, R2 describes how far exogenous variables (independent or free) can account for endogenous factors (dependent or bound).

**Table 3
R-Square**

	R-Square
Job Satisfaction (Y)	0.633

Source: PLS data processing results (2025)

The resulting R2 value is 0.633, which means that this model can explain the phenomenon of job satisfaction. Job satisfaction is influenced by independent variables such as work discipline and work environment, with a variance of 63.3%, while the remaining 36.7% is influenced by other variables outside the study described (excluding work discipline and work environment).

Hypothesis testing can be seen from the coefficients produced by testing the T-statistics of the inner model, as shown in the following table:

**Table 4
Path Coefficients (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
(X1) -> (Y)	0.475	0.468	0.116	4,082	0,000
(X2) -> (Y)	0.376	0.389	0.114	3,299	0.001

Source: PLS data processing results (2025)

Based on the Path Coefficients test, work discipline has a positive influence on the job satisfaction of operational employees of CV. Manunggal Jaya Abadi, with an original sample of 0.475 and T-Statistics 4.082 > 1.96 (from the table value of $Z\alpha = 0.05$) or P-Value 0.000 < 0.05, with significant results (positive).

The work environment also has a positive influence on the job satisfaction of operational employees of CV. Manunggal Jaya Abadi, with an original sample of 0.376, and a T-statistic value of 3.299 > 1.96 (from the $Z\alpha$ table value = 0.05) or P-Value 0.001 < 0.05, with significant results (positive).

The significance of the T-Statistics results can be seen from the Smart PLS output with bootstrapping in the following image:

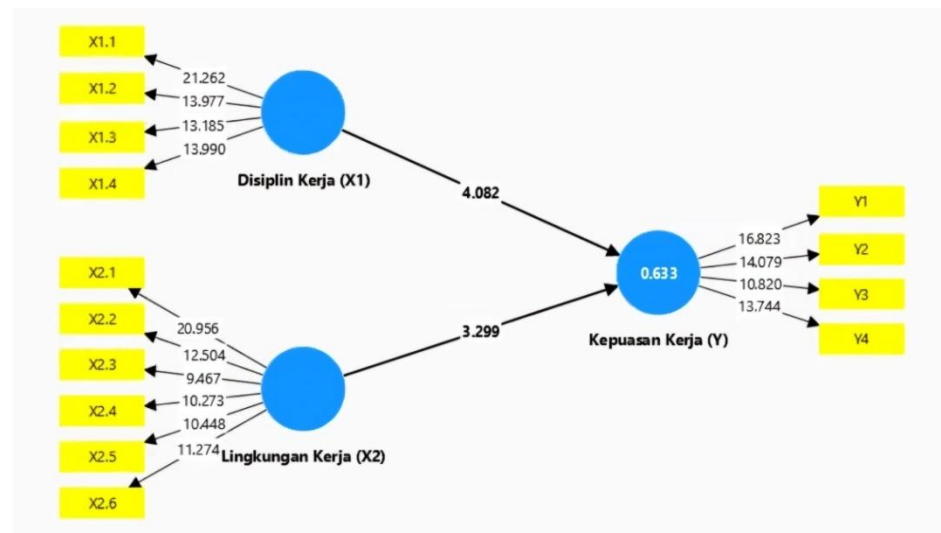


Figure 3
Inner Model

The Influence of Work Discipline on Job Satisfaction

Based on the results of the PLS analysis, it shows that work discipline contributes to employee job satisfaction in the operational department of CV. Manunggal Jaya Abadi. Employee work discipline has an important role in influencing employee job satisfaction because there is a close relationship



between work discipline and the achievement of goals and satisfactory work quality. According to Alvaritzi and Santoso (2023), work discipline has a central role in employee self-regulation. Self-regulation involves regulating and monitoring behavior to achieve desired goals. Employees with high levels of self-regulation, including good work discipline, tend to achieve higher levels of job satisfaction.

This study found that the indicator of using work equipment properly has the largest percentage contribution to measuring work discipline. The use of proper and efficient work equipment shows that a person carries out their duties seriously and responsibly. This reflects a high level of discipline, where individuals not only follow existing procedures but also try to maximize work results. However, in reality, CV. Manunggal Jaya Abadi employees often show an inability to use work equipment following the company's SOP (Standard Operating Procedure). This is because there are still many employees with a work period of less than 5 years, so employees are less able to use work equipment properly.

The results of this study are in line with the findings of Ishar et al.'s (2024) research, which showed that work discipline has an influence on job satisfaction. However, this study is not in line with the findings of Putri and Kustini's (2021) research, which showed that work discipline does not influence job satisfaction.

The Influence of Work Environment on Job Satisfaction

Based on the results of the PLS analysis, it shows that the work environment contributes to the job satisfaction of employees in the operational department of CV. Manunggal Jaya Abadi. Often, employee work results and job satisfaction are influenced by the atmosphere of the work environment, both



physical and non-physical. If these conditions are considered to be able to help employees complete their tasks better, employees will feel satisfied in their work and be able to carry out jobs better to improve work results (Isma and Dipoatmodjo, 2022).

This study found that the fatigue indicator at work has the largest percentage contribution to measuring the work environment. When employees feel tired, their productivity tends to decrease and can affect the overall work atmosphere. Conversely, a supportive work environment can encourage employees to work more effectively and reduce fatigue. However, in reality, employees of CV. Manunggal Jaya Abadi often complain of excessive fatigue due to workload and a less supportive work atmosphere. This can have a negative impact on employee work results and overall work productivity. Thus, creating a supportive work environment is important to reduce employee fatigue and increase employee job satisfaction.

The results of this study are in line with the findings of Lumintang et al.'s research. (2019), which showed that the work environment has an influence on job satisfaction. However, this study is not in line with the findings of Rengganis et al.'s research. (2023), which showed that the work environment has no influence on job satisfaction.

CONCLUSION

Tests conducted using PLS analysis show that work discipline contributes to job satisfaction. The high work discipline shown by employees indicates a high level of employee job satisfaction. This conclusion suggests that a strong work discipline culture must be instilled in CV. Manunggal Jaya Abadi and a



supportive work environment must also help increase job satisfaction. The level of job satisfaction is correlated with the comfort provided by the company, so it is important for CV. Manunggal Jaya Abadi to create a pleasant work environment. The findings of this study can provide some suggestions to consider in decision making, including the company is expected to pay attention to the use of good work equipment for employees. If work equipment can be used efficiently and according to standards, employees can complete tasks better and get maximum results and can increase employees' sense of achievement and job satisfaction. In addition, the company is expected to create a supportive and healthy work environment. Improve facilities, such as comfortable break rooms, to support employee health and comfort. Furthermore, the company also needs to encourage open communication between management and employees, so that problems related to employee fatigue can be identified and resolved. With these steps, companies not only help reduce employee fatigue, but employees can also increase their productivity and improve overall job satisfaction.

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