

The Effect of Discipline Development and Physical Work Environment on the Job Satisfaction of Employees of the Production Department of PT KLM Bandung City

Riska Dwi Hermawati^{1*}, R.M. Juddy Prabowo²

Program Studi Manajemen Fakultas Ekonomi dan Bisnis, Universitas Jenderal Achmad Yani

Corresponding Author: Riska Dwi Hermawati riskadwi_22p079@mn.unjani.ac.id

ARTICLE INFO

Keywords: Discipline Development, Physical Work Environment, Job Satisfaction

Received : 26, December

Revised : 29, January

Accepted: 28, February

©2026 Hermawati, Prabowo : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/).



ABSTRACT

Employee job satisfaction will rise if a nice and secure physical workspace is provided, along with appropriate discipline. Based on data on employee absences, delays, and early departures of employees of the Production Department of PT. KLM Bandung City is still relatively high, and if this is not considered, it will cause losses for the company. The purpose of this study is to ascertain the partial and simultaneous effects of discipline development and the physical work environment on the job satisfaction of PT. KLM Bandung City's Production Department personnel. Quantitative descriptive and associative analytic techniques are used in this study's quantitative methodology. All 34 employees of PT. KLM Bandung City's Production Department make up the population characteristics utilized. The findings of this study demonstrate that the physical work environment has a good impact on employee job satisfaction and that disciplinary coaching has a high affect.

INTRODUCTION

With the fourth biggest population in the world, Indonesia is a growing nation that is rapidly undergoing a digital transition. The need for technology design and engineering is increasing in various sectors, especially in the infrastructure, manufacturing, and digital services sectors. Companies engaged in technology design and engineering have a strategic role in creating innovative engineering solutions, designing the right technology systems, and presenting solutions that are suitable for local Indonesian conditions. In the midst of challenges such as dependence on imported technology, and the need for skilled labor, this design and engineering company has become a strategic partner in realizing technology-based national development.

In the production process, the company must be supported by adequate resources. Every business need top-notch human resources in order to successfully accomplish its objectives and turn a profit. The capacity of a business to effectively manage its people resources is crucial to its success.

PT. KLM is a manufacturing business that was established on May 15, 1973 and is located in Bandung, West Java, Indonesia. PT. KLM is engaged in Professional Electronics. PT. KLM needs employees who have high job satisfaction so that they can complete their tasks well and get maximum work results.

Job satisfaction, according to **Mangkunegara (2017)**, is an emotion that uplifts workers in regard to their job and circumstances. The absence rates then reveal the level of work satisfaction among employees. The following table 1 shows the absence statistics for PT. KLM Bandung City's Production Department staff:

Table 1. Data of Absence Without Information from Employees of the Production Department of PT. KLM Bandung City in 2024

MONTHS	ABSENCE WITHOUT EXPLANATION
	(TIMES)
January	11
February	12
March	23
April	10
May	12
Juni	11
July	11
August	12
September	10
Oktober	12
November	14
December	18
TOTAL	156

Source: Manager HRD PT. KLM Bandung City, Reprocessed, in 2025

Table 1 above indicates that the rate of uninformed employee absence is still comparatively high. This needs further attention because it indicates that employees' responsibilities in fulfilling the obligation to enter work are still not optimal. The high rate of absenteeism without information may be due to the work dissatisfaction experienced by employees of PT. KLM Bandung City, because if employees have high job satisfaction, it will certainly make employees more enthusiastic and will not be absent in carrying out their work.

Additionally, the HRD Manager of PT. KLM Bandung City was interviewed in addition to the absence data of the Production Department personnel. Based on the interview findings, it is known that employees lack mastery in their respective domains and responsibilities and are unhappy with the potential to grow their talents. Additionally, the author's pre-survey, which involved distributing a questionnaire on the work happiness of PT. KLM Bandung City's Production Department employees, supports this. It is further reinforced by **Mangkunegara's (2017)** theory of job satisfaction surveys.

Discipline development is another element that may have an impact on job satisfaction. The findings of a study by **Nuroctaviani and Prabowo (2024)** that discipline development improves employee work satisfaction are consistent with this. Additional studies by **Alawiah and Santosa (2024)** demonstrate that discipline improvement improves worker job satisfaction.

It is thought that when discipline is developed well, employee work satisfaction would increase as well. The development of discipline is crucial and the secret to accomplishing organizational objectives. Without good discipline development, achieving the company's goals will be difficult to realize. According to **Lubis (2020)**, discipline development is obedient and obedient behavior in implementing work regulations in the form of oral and written from groups and organizations.

According to the findings of the interview with PT. KLM Bandung City's HRD Manager, a large number of workers continue to disobey or disregard the company's work discipline policies, namely by arriving late and leaving early. Table 2 shows the following information about the early and late departures of PT. KLM Bandung City's Production Department staff in 2024:

Table 2. Data on Late and Late Return of Employees of the Production Department of PT. KLM Bandung City in 2024

MONTHS	DELAYS	QUICK RETURN
	(TIMES)	
Januari	13	3
February	11	3
March	13	2
April	10	3
May	12	6
June	10	3
July	10	4
August	11	2
September	12	4
October	12	4
November	10	5
December	15	8
TOTAL	139	47

Source: Manager HRD PT. KLM Bandung City, Reprocessed, in 2025

Table 2 above demonstrates that PT. KLM Bandung City's Production Department personnel continue to be frequently delayed and leave early. This means that there are still many employees who are not disciplined even though the company has set regulations for work entry hours at 08.00 WIB and departure hours at 17.00 WIB. This demonstrates that there are still workers who do not follow the rules established by the business; this requires more attention since, if ignored, it will negatively affect and hurt the business.

Discipline development meetings are held to enable staff members to operate at PT. KLM Bandung City in a methodical way and in compliance with relevant laws. According to the information gleaned from the interview with PT. KLM Bandung City's HRD Manager, employees who violate company policies would get verbal and written reprimands. If the violation is still committed, the company will provide sanctions in the form of warning letters ranging from warning letter 1 to warning letter 3. Furthermore, if the employee has received a warning letter 3 but still commits a violation, the company will take action in the form of termination of employment. This discipline development policy is evaluated every 6 (six) months because to ensure employee performance and smooth work at PT. KLM Bandung City continues to run well.

Creating and maintaining a positive work atmosphere is another way to efficiently manage human resources, in addition to developing discipline. **Wijiasih, dkk. (2020)** asserts that a satisfactory physical work environment would boost job satisfaction since it plays a crucial role in employees' ability to complete duties efficiently, which in turn leads to job satisfaction. The study supports that of **Mukaromah and Marselina (2023)**, who found that employee job satisfaction is positively and significantly impacted by the physical work environment. According to **Amalia and Wardani's (2024)** research, employee job satisfaction is positively impacted by the physical work environment.

According to **Nurhaisya, dkk., (2023)** argues that an uncomfortable work environment can cause employees to feel discouraged. On the other hand, a safe, comfortable, and fun work environment can make employees feel at home, thus increasing productivity. As a result, creating a comfortable workplace is crucial to raising employee job satisfaction and accomplishing organizational objectives.

It was determined that there was a physical work environment phenomenon in the Production Department of PT. KLM Bandung City based on the findings of observations and interviews with multiple employees, which were further supported by the HRD Manager's statement:

1. The arrangement of the workspace is not neat, with some work results left scattered, the cleanliness of the workspace is poorly maintained, the walls look dull, and uniforms and workwear that are hung carelessly on the walls, so that it can cause the production process to be hampered.
2. The poorly maintained cleanliness of the sink, the condition of the toilet that is not maintained and smells bad, as well as leaks in the roof of the toilet can make employees feel uncomfortable when using it and add to the impression that the toilet is like a slum.
3. The workspace is not equipped with refrigeration (air conditioning or fans) and only uses a *fiberglass* roof, thus causing the air temperature in the room to become hot.

The goal of this study is to ascertain the respondents' opinions regarding disciplinary training, the physical work environment, and job satisfaction of employees in the Production Department of PT. KLM Kota Bandung. Additionally, the study aims to ascertain the partial and simultaneous effects of disciplinary training and the physical work environment on physical job satisfaction in the Production Department of PT. KLM Kota Bandung.

THEORETICAL REVIEW

Discipline Development

The coaching of an attitude, behavior, and action in compliance with the written and unwritten rules of the organization is known as discipline development (**Nitisemito, 2015**). Discipline development, on the other hand, can be understood as an endeavor to enhance the efficiency of workers' labor in accomplishing the work outcomes that have been established to enhance the mastery of skills and techniques for the execution of specific detailed and routine work (**Handoko, 2017**). The pattern of discipline development according to **Saydam (2018)** namely creating rules and regulations that must be implemented by employees, creating and providing sanctions for discipline violators, and conducting discipline development through continuous training. This pattern will be a sub-variable in discipline development research.

Previous studies by Juningsih & Prabowo (2025), Zahra & Mulyana (2025), Sakti & Lestari (2024), Siregar & Mulyana (2025), Fitria & Lestari (2024), and Wulandari & Santoso (2025) have demonstrated that discipline development improves employee work satisfaction. Thus, the following is the hypothesis that has been put forth:

H1: Employee job satisfaction at PT. KLM Bandung City's Production Department is positively impacted by discipline development

Physical Work Environment

Any physical conditions around the workplace that have the potential to directly or indirectly impact employees are considered to be part of the physical work environment (**Sedarmayanti, 2017**). In the meanwhile, the physical work environment encompasses all physical circumstances around the workplace and might have a direct or indirect impact on workers or employees, according to **Setiana (2019)**. **Sedarmayanti (2017)** lists a number of variables that might impact the physical work environment, including lighting and ventilation, noise, scents, color scheme, décor, air comfort (temperature, humidity, and air circulation), and workplace safety. These components will serve as sub-variables in studies pertaining to the physical workplace.

Drawing from the findings of earlier studies by **Zulfah et al. (2021)**, **Andreas et al. (2023)**, **Nurhaisya et al. (2023)**, and **Wulandari & Santoso (2025)**, it leads to a physical workplace that improves employee job satisfaction. It does not, however, support earlier study by **Arifin & Mirnayanti (2025)**, which found no connection between employee job satisfaction and the physical work environment. Thus, the following is the hypothesis that has been put forth:

H2: Employee job satisfaction in the Production Department of PT. KLM Bandung City is positively impacted by the physical work environment.

Job Satisfaction

Mangkunegara (2017) defines job satisfaction as the sense of support or lack thereof that an employee has for his or her work or situation. Sukmawati (2024) asserts that job satisfaction is essentially a personal matter, with each person's degree of satisfaction varying depending on the value system that governs them. As for factors related to job satisfaction **Mangkunegara (2017)** namely employee *turnover*, work absenteeism, employment level, and the size of the company's organization. Research on work satisfaction will employ these parameters as sub-variables.

H3: Discipline Development and physical work environment affect the job satisfaction of employees of the Production Department of PT. KLM Bandung City

The following figure 1 illustrates how the physical workspace and discipline development affect the job satisfaction of workers in the Production Department of PT. KLM Bandung City:

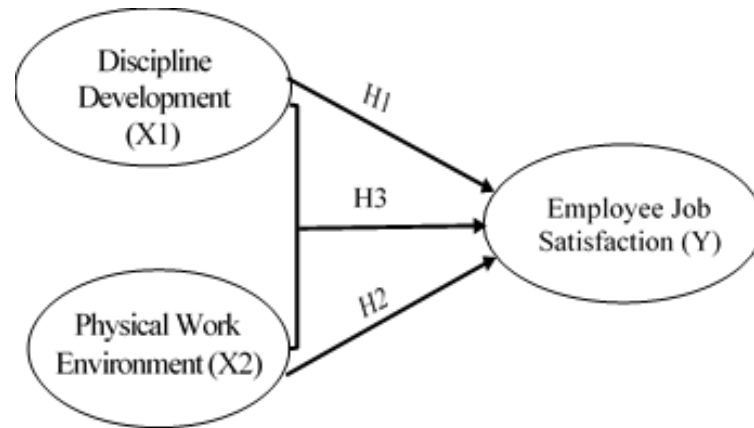


Figure 1. Theoretical Framework

METHODOLOGY

This study employs quantitative descriptive and quantitative associative data analysis approaches. The respondents used were all population units that had a minimum working period of 2 years totaling 34 employees of the Production Department of PT. KLM Bandung City. A questionnaire was employed in the data gathering phase, and SPSS version 26 was used for processing. Differential semantics is used in the data measuring approach. Validity and reliability tests have been performed on the data used in this study. Multiple linear regression analysis, determination coefficients, traditional assumption tests, and hypothesis testing are all used in this investigation. Validity, reliability, and classical assumption tests have been performed on the data used in this study. Multiple linear regression analysis is used in this work, along with hypothesis testing and determination coefficients.

The criteria for respondents' attitudes in carrying out quantitative descriptive analysis are as follows:

Table 3. Respondents' Attitude Criteria Regarding Variables of Discipline Development, Physical Work Environment, and Job Satisfaction

INTERVAL	DISCIPLINE BUILDING	PHYSICAL WORK ENVIRONMENT	JOB SATISFACTION
1,00-1,80	Very Less	Very Unsuitable	Very dissatisfied
1,81-2,60	Less	Inappropriate	Dissatisfied
2,61-3,40	Enough	Quite Appropriate	Quite satisfied
3,41-4,20	Good	Conform	Satisfied
4,21-5,00	Excellent	Highly Appropriate	Very satisfied

The fourth topic is then addressed by this study employing quantitative descriptive and quantitative associative approaches, along with computations utilizing the coefficient of determination and multiple regression analysis. The following rules can be used to understand the coefficient of determination:

Table 4. Guidelines for Interpreting the Coefficient of Determination

INTERVAL COEFFICIENT	LEVEL OF INFLUENCE
<4,99%	Very Low Influence
5%-16,99%	Low But Certain Influence
17%-49,99%	Significant Influence
50%-80,99%	High/Strong Influence
>81%	Very High Influence

Source: Fitrianingsih and Budiansyah (2019)

The research questionnaire has gone through testing consisting of:

Validity Test

Because the r-value produced demonstrated sufficient validity, the questionnaire about discipline development, the physical workplace, and employee job satisfaction was deemed legitimate. By 0,3388, $r_{hitung} > r_{tabel}$.

Reliability Test

Each variable underwent a reliability test, and the following outcomes were attained:

Table 5. Reliability Test Results

VARIABEL	CRONBACH'S ALPHA	CONDITIONS	INFORMATION
X1	0,742	0,60	ACCURATE
X2	0,802	0,60	ACCURATE
Y	0,738	0,60	ACCURATE

Source: Questionnaire, Reprocessed, Year 2026

Table 5 showed that the variables of employee job satisfaction (Y), physical work environment (X2), and discipline development (X1) were deemed reliable due to Cronbach's alpha values > 0.60 .

Classic Assumption Test

Before performing the multiple linear regression analysis test, first perform a classical assumption test which gives the following results:

1. Normality Test

The data of discipline development and physical work environment variables on employee job satisfaction showed a significance value (sig.) of 0,200 $> 0,05$ based on the results of the normality test. This means that the data in this study is normally distributed and can move on to the multiple regression analysis stage.

2. Multicollinearity Test

According to the multicollinearity test findings, the data on the effects of the physical work environment and discipline development factors on employee job satisfaction had a VIF value of 1,799 < 10 and a tolerance value of 0,556 $> 0,10$, indicating the absence of multicollinearity symptoms. This demonstrates that the independent variables in the regression model do not correlate with one another.

4. Heteroscedasticity Test

The data of the variables of discipline development and physical work environment on employee job satisfaction showed a significant value (sig.) greater than 0.05, specifically in the discipline development variable of 0.754 and the physical work environment variable of 0.749. This suggests that there are no signs of heteroscedasticity, according to the results of the heteroscedasticity test. This indicates that there isn't any variation or lingering difference between observations.

RESULTS

Quantitative Descriptive Analysis

The respondents' response to the Employee Discipline Development of the Production Department of PT. KLM Bandung City

Table 6. Discipline Development Variables Total Average Score

SUB VARIABLE	AVERAGE TOTAL	CRITERIA
Creating rules and regulations that must be implemented by employees	2,41	Inappropriate
Creating and sanctioning discipline violators	2,10	Ineffective
AVERAGE TOTAL SCORE	2,41 + 2,10 = 4,51 : 2 = 2,26	
DISCIPLINE BUILDING		LESS

Source: Questionnaire, Reprocessed, Year 2026

Based on table 6, after calculating the total average score on each sub-variable, the discipline development as a whole has a total average score of 2.26. Based on the average score, it can be deduced that PT. KLM Bandung City's Production Department workers' discipline falls under the less criterion. This is shown by the sub-variable of discipline development, namely creating rules and regulations that must be implemented by employees, and creating and providing sanctions for discipline violators.

The respondents' opinions on the actual working conditions of PT. KLM Bandung City manufacturing department staff

Table 7. Physical Work Environment Variables Total Average Score

SUB VARIABLE	AVERAGE TOTAL	CRITERIA
Lighting or lighting in the workplace	2,59	Dark
Air comfort	2,17	Inconvenient
Noise at work	1,75	Very noisy
Odors at work	1,83	Smell
Color scheme in the workplace	2,25	Inappropriate
Decoration in the workplace	2,43	Inappropriate
Safety in the workplace	2,53	Not Safe
Hygiene	1,96	Dirty

AVERAGE TOTAL SCORE	$2,59 + 2,17 + 1,75 + 1,83 + 2,25 + 2,43 + 2,53 + 1,96 = 17,51 : 8 = 2,19$
PHYSICAL WORK ENVIRONMENT	NOT SUITABLE

Source: Questionnaire, Reprocessed, Year 2026

Based on table 7, after calculating the total average score on each sub-variable, the overall physical work environment has a total average score of 2,19. From the average score, it can be interpreted that the physical working environment of the employees of the Production Department of PT. KLM Bandung City is included in the criteria for non-conformity. This is demonstrated by the physical work environment's sub-variables, which include illumination or ambient lighting, air comfort, noise levels, smells, color schemes, decorations, safety, and hygiene.

The respondents' responses to the job satisfaction of employees of the production department of PT. KLM Bandung City

Table 8. Total Average Score of Job Satisfaction Variables

SUB VARIABLE	AVERAGE TOTAL	CRITERIA
Overtime	2,07	Height
Absenteeism rate	2,59	Height
Employment level	1,93	Inappropriate
The size of the company's organization	2,25	Not Smooth
AVERAGE TOTAL SCORE	$2,07 + 2,59 + 1,93 + 2,25 = 8,84 : 4 = 2,21$	
JOB SATISFACTION	DISSATISFIED	

Source: Questionnaire, Reprocessed, Year 2026

Based on table 8, after calculating the total average score on each sub-variable, employee satisfaction as a whole had a total average score of 2,21. Employee work satisfaction at PT. KLM Bandung City's Production Department is included in the criterion of discontent, according to the average score. Sub-variables of employee job satisfaction, such as job level, absenteeism, employee turnover, and organizational size, demonstrate this.

*Quantitative Associative Analysis
Multiple Regression Test*

Table 9. Results of the Multiple Regression Test

Models	Coefficient			<i>t</i>	<i>Sig.</i>
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1 (Constant)	0,239	1,188		0,201	0,842

Discipline	0,500	0,238	0,299	2,096	0,044
Construction					
Physical Work	0,362	0,090	0,576	4,045	0,000
Environment					

a. *Dependent Variable: Job Satisfaction*

Sources: Results of SPSS Data Processing Version 26 Reprocessed in 2026

The multiple regression test findings, which are based on table 9, are displayed as follows:

$$Y = 0,239 + 0,299X_1 + 0,576X_2$$

The regression equation above leads to the following conclusion:

1. The coefficient of regression of the discipline discipline variable (X1) is 0.2999, indicating that the discipline discipline variable has a positive contribution to work performance; therefore, as discipline performance increases, so does work performance. To understand the extent of discipline (X1)'s influence on work performance (Y) in a parsial manner, it can be seen from the b₁ variable of discipline discipline that is approximately 0,299; that is, there is a positive influence of approximately 29.9% from the discipline discipline variable with regard to work performance of employees of the Department of Production at PT. KLM Bandung city using a fairly accurate set of criteria.
2. As the coefficient of regression of the variable lingkungan kerja fisik (X2) is around 0.576, it can be concluded that the variable lingkungan kerja fisik has a positive effect on kerja performance; thus, as the lingkungan kerja fisik increases, so does the kerja performance. To understand some significant effects of the Physical work environment (X2) on the job satisfaction (Y) in a parsial manner, it can be seen from the b₂ variable of the Physical work environment being around 0.576, which indicates a positive effect of about 57.6% from the variable of the Physical work environment on The Job Satisfaction of the Employees of the Production Department PT. KLM Bandung City, indicating a high/high impact.

Coefficient Determination Test

Measured in this study is the model's capacity to apply dependent variables. A R Square score around zero indicates that the independent variable's ability to explain the link between the dependent and independent variables is less. A value of R Square around 1 indicates that the independent variable is more effective in explaining the connection between the dependent variables in the following table:

Table 10. Results of the Determination Coefficient Test

<i>Model Summary</i>				
<i>Models</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.807 ^a	0,650	0,628	1,270

a. Predictors: (Constant), Physical Work Environment, Discipline Development
Sources: SPSS Data Processing Output Results Version 26, Reprocessed, in 2026

Based on table 10, the R square of *R square* (R^2) result was 0,650, indicating that the physical work environment and discipline development variables have a 65% impact on the job satisfaction of PT. KLM Bandung City employees in the Production Department, which falls under the high/strong influence criteria. R^2 while other, unstudied factors account for the remaining 35%.

Partial Test (t-test)

To determine how much the independent variable (X) influences the dependent variable (Y). To partly verify this computation, you must first seek for the degree of freedom (df) in SPSS version 26. Thus, t_{table} was 2,039, and the df utilized was $34 - 2 - 1 = 31$.

Table 9 above demonstrates that the discipline development variable (X1) has a positive and significant impact on the job satisfaction of employees of the Production Department of PT. KLM Bandung City. Specifically, the value $t_{count} > t_{table}$ or $2,096 > 2,039$ with a significant value of $0,044 < 0,05$ indicates that H_0 was rejected and H_a was accepted. Even though the physical work environment variable has indigoi $t_{count} > t_{table}$, or $4,045 > 2,039$, with a significant value of $0,000 < 0,05$, it shows that H_a was accepted and H_0 was rejected, indicating that the physical work environment improved job satisfaction among PT. KLM Bandung City's Production Department employees.

Simultaneous Test (F Test)

The F test is used to determine if independent variables (X1) and independent variables (X2) have an impact on dependent variables (Y). Based on the outcomes of concurrent tests conducted using SPSS version 26, the f_{count} was 28,846. Therefore, f_{table} The ones that were utilized are 2; $34 - 2 - 1 = 31$; the mark f_{table} used 2; 31 is 3.30 respectively. The following is an illustration of the computation's outcomes:

Table 11. Simultaneous Test Results

Variable	f_{count}	f_{table}	Sig.	Prob.	Remarks
Fostering Discipline and Physical Work Environment for Job Satisfaction	28,846	3,30	0,000	0,05	Significant

Sources: SPSS Data Processing Output Results Version 26, Reprocessed, in 2026

According to the above table, the statistical computation of the F test yields a value $f_{count} > f_{table}$ or $28,846 > 3,30$ with a significant value of $0,000 < 0,05$, indicating that H_a was accepted and H_o was rejected. This suggests that the physical work environment and discipline coaching have an impact on the job satisfaction of employees in the Production Department of PT. KLM Bandung City.

DISCUSSION

It has been demonstrated through study that discipline development improves employee work happiness. This implies that employees' job happiness increases with the company's level of discipline growth. Discipline development is the coaching of attitudes or behaviors in following the rules that have been set in order to achieve appropriate and maximum work results so that the goals that have been made can be achieved (Nuroctaviani and Prabowo, 2024). Employees that get effective disciplinary development are better able to comprehend their roles and obligations. Employee job satisfaction can also rise when fair and consistent standards are applied since they help workers feel more valued and at peace.

Employee job happiness is also positively impacted by the physical workspace. This implies that employees will be more satisfied with their jobs if the organization provides a more acceptable physical work environment. Adequate lighting, acceptable temperature, humidity, and air circulation, low noise levels, appropriate color schemes and workplace décor, ensured job safety, and clean and full work facilities are all characteristics of a desirable working environment. Employee satisfaction with their job may rise when they feel more focused at work in a physical setting that is secure and pleasant.

The study's findings also indicate that employee job satisfaction is impacted by the physical workspace and discipline development. A nice physical workspace increases attention and overall job happiness, while effective discipline development helps workers operate more orderly and comprehend the relevant regulations. Therefore, in order for employee job satisfaction to continue to rise, businesses must focus on discipline development while simultaneously enhancing the physical work environment.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of studies and conversations on the effects of physical workspace and discipline development on workers' job satisfaction at PT. KLM Bandung City's Production Department, the following conclusions may be drawn:

1. The criteria for deficiency include the respondents' answers on the Production Department of PT. KLM Bandung City's staff disciplinary growth.
2. The criteria for non-conformity include the respondents' opinions of the actual working conditions of PT. KLM Bandung City's Production Department staff.
3. PT. KLM Bandung City's Production Department employees' job satisfaction is one of the grounds for discontent.

4. The partial or simultaneous impact of the physical workspace and discipline development on the working satisfaction of PT. KLM Bandung City's Production Department personnel, specifically:
 - a. Employee job satisfaction at PT. KLM Bandung City's Production Department is positively impacted by discipline development, with a criteria of reasonably considerable influence.
 - b. According to a high/strong influence criteria, the physical workspace of PT. KLM Bandung City's Production Department positively affects workers' job happiness.
 - c. PT. KLM Bandung City's Production Department employees' job satisfaction is influenced by the physical work environment and discipline development in a high/strong way.

Recommendations

Based on the study's findings, PT. KLM Kota Bandung is advised to improve several key aspects within its Production Department. The results indicate that disciplinary training remains below the expected standard, particularly in the development and enforcement of rules and consequences, suggesting the need for more consistent and fair implementation of regulations, structured training, and appropriate rewards for compliant employees. Additionally, the physical work environment is considered unsatisfactory, with weaknesses in lighting, air comfort, noise control, color arrangement, décor, safety, and cleanliness, which should be improved to enhance employee comfort and productivity. Furthermore, employee job satisfaction is categorized as low, as reflected in issues related to job level suitability, absenteeism, turnover, and organizational management, indicating that the company should strengthen human resource practices by improving task alignment with employee abilities, enhancing communication and coordination, reducing turnover, encouraging punctuality, and increasing employee involvement to foster greater satisfaction and performance.

FURTHER STUDY

It is anticipated that the findings of this study will serve as a guide for further research. Then it is recommended for the next researcher to conduct research using other variables and other objects that can affect employee job satisfaction in the company. It is advised that future researchers using the same title include the most recent hypotheses, expert theories, and other indications not included in this study. This can be useful and beneficial to increase knowledge about discipline development, physical work environment, and job satisfaction.

ACKNOWLEDGMENT

The author would like to express sincere gratitude to the leadership and employees of the Production Department of PT KLM Bandung City for their support, cooperation, and valuable contributions to the completion of this study entitled *The Effect of Discipline Development and Physical Work Environment*

on the Job Satisfaction of Employees of the Production Department of PT KLM Bandung City.

REFERENCES

- Alawiah, H. P., & Santosa, A. A. (2024). Pengaruh pembinaan disiplin dan lingkungan kerja fisik terhadap kepuasan kerja karyawan bagian kantor CV. Sugih Maju Berkah Kota Cimahi. *Jurnal Ekonomi Dirgantara*, 8(8), 45.
- Amalia, I., & Wardani, W. G. (2024). Pengaruh Lingkungan Kerja Fisik dan Budaya Organisasi terhadap Kepuasan Kerja pada Pegawai PT Aneka Tambang Tbk UBPP Logam Mulia Jakarta Timur. *MAMEN: Jurnal Manajemen*, 3(3), 190-204.
- Andreas, F., Santati, P., & Farla, W. (2023). Pengaruh Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Karyawan PD Sahang Mas. *Jurnal Maneksi (Management Ekonomi Dan Akuntansi)*, 12(2), 332-338.
- Arifin, S., & Mirnayanti, S. (2025). Pengaruh Lingkungan Kerja Fisik Dan Non Fisik Terhadap Kepuasan Kerja Karyawan PT. Bhadra Cemerlang Lestari (BCL) KEC. Patangep Tutui Kabupaten Barito Timur. *JAPB*, 8(1), 463-478.
- Fitria, R. R., & Lestari, D. (2024). *The influence of discipline coaching and work motivation on employee job satisfaction at PT. XYZ* (Pengaruh pembinaan disiplin dan motivasi kerja terhadap kepuasan kerja pegawai pada PT. XYZ). *COSTING: Journal of Economic, Business and Accounting*, 7(5), 4447.
- Handoko, T. (2017). *Manajemen*. Yogyakarta: BPFE.
- Juningsih, R., & Prabowo. (2025). Pengaruh Pembinaan Disiplin Dan Motivasi Kerja Terhadap Kepuasan Kerja Guru Aparatur Sipil Negara (ASN) SDN Pabaki 019 Kota Bandung. *COSTING: Journal of Economic, Business and Accounting*, 8(3), 3530.
- Lubis, S. (2020). Pengaruh Lingkungan Kerja, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Guru Madrasah Aliyah Negeri 2 Model Medan. *EduTech: Jurnal Ilmu Pendidikan Dan Ilmu Sosial*, 6(1), 18-26.
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.
- Mukaromah, S., & Marselina, R. D. (2023). Pengaruh Lingkungan Kerja Fisik dan Non Fisik terhadap Kepuasan Kerja Karyawan (Studi Kasus PT Imperial Putra Perdana Bandung). *Jurnal Pendidikan Tambusai*, 7(1), 759-768.
- Nitisemito. (2015). *Manajemen Sumber Daya Manusia*. Bandung: Pustaka.
- Nurhaisya, N., Haeruddin, M. I. W., Dipoadmodjo, T. S., Sahabuddin, R., & Haeruddin, M. I. M. (2023). Pengaruh Lingkungan Kerja Fisik dan Non Fisik terhadap Kepuasan Kerja Karyawan pada PT Pelindo (Persero) Regional IV Makassar. *Kompeten: Jurnal Ilmiah Ekonomi dan Bisnis*, 2(1), 411-419.
- Nuroctaviani, A., & Prabowo, (2024). *The influence of discipline development and physical work environment on job satisfaction of YP Mustika Padalarang middle school teachers* (Pengaruh pembinaan disiplin dan lingkungan kerja fisik terhadap kepuasan kerja guru SMP YP Mustika Padalarang). *COSTING: Journal of Economic, Business and Accounting*, 7(5), 1.

- Sakti, R. G., & Lestari, D. (2024). Pengaruh Pembinaan Disiplin dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan Bagian Rajut CV. Berdikari Textile. *J-MAS (Jurnal Manajemen dan Sains)*, 9(2), 1281-1288.
- Saydam, G. (2018). *Manajemen Sumber Daya Manusia Suatu Pendekatan Mikro*. Jakarta: Djambatan.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Reflika Aditama.
- Setiana, A. R. (2019). *Manajemen Sumber Daya Manusia*. Bandung: Manggu Makmur Tanjung Lestari.
- Siregar, A. A. D., & Mulyana, A. R. (2025). Pengaruh Pembinaan Disiplin dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Bank KLM Cabang Cimahi. *Portofolio: Jurnal Ekonomi, Bisnis, Manajemen, dan Akuntansi*, 22(1), 1-15.
- Sukmawati. (2024). *Manajemen Sumber Daya Manusia, Teori dan Aplikasi*. Makassar: Chakti Pustaka Indonesia.
- Wijiasih, P., Wahyuningsih, T. H., & Amir, D. A. (2020). Pengaruh Stres Kerja, Lingkungan Kerja Fisik, dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Dinas Tenaga Kerja Kabupaten Sleman. *Cakrawangsa Bisnis: Jurnal Ilmiah Mahasiswa*, 1(2).
- Wulandari, P., & Santoso, B. (2025). *The Influence of Work Discipline and Work Environment on Job Satisfaction of Operational Employees of CV. Manunggal Jaya Abadi*. *Majapahit Journal of Islamic Finance and Management*, 5(1), 1048-1066.
- Zahra, Y. A., & Mulyana, A. R. (2025). Pengaruh Pembinaan Disiplin Dan Absensi Online Terhadap Kepuasan Kerja Aparatur Sipil Negara Instansi KLM. *Journal of Management and Bussines (JOMB)*, 7(2), 107.
- Zulfah, R. A., Wahono, B., & Rahman, F. (2021). Pengaruh Work Life Balance, Lingkungan Kerja Fisik Dan Lingkungan Kerja Non Fisik Terhadap Kepuasan Kerja Karyawan Pada PT. Ciomas Adisatwa. *E-JRM: Elektronik Jurnal Riset Manajemen*, 10(03).