

The Effect of Work Discipline Development and Work Motivation on the Job Satisfaction of UPT XYZ Sukabumi Civil Servants

Havsyah Abellia^{1*}, Khaerul Rizal Abdurahman²

Faculty of Economics and Business, Jenderal Achmad Yani University

Corresponding Author: Havsyah Abellia Havsyahabellia_22p149@mn.unjani.ac.id

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ABSTRACT

Employee job satisfaction is an important factor for government agencies because it affects discipline, motivation, and service quality. However, work behaviors such as tardiness and absenteeism are still found, indicating that job satisfaction is not yet optimal. This study aims to determine the effect of work discipline and work motivation on the job satisfaction of civil servants at the XYZ Sukabumi Technical Implementation Unit, both partially and simultaneously. The method used is quantitative with multiple linear regression analysis and a coefficient of determination using SPSS version 27. Data were collected through questionnaires, interviews, and documentation of all civil servants. The results of the study indicate that work discipline training has no effect, while work motivation has a positive effect on job satisfaction. Simultaneously, both variables affect job satisfaction. These findings indicate that increasing job satisfaction is more effective through strengthening work motivation, while work discipline training remains an obligation of the agency.

INTRODUCTION

Global attention to social services is growing as social inequality increases, demographic changes, and the complexity of welfare issues, especially for vulnerable groups such as the elderly, people with disabilities, and low-income communities. International organizations such as the United Nations affirm that inclusive and sustainable social services are an important part of achieving the Sustainable Development Goals (SDGs). In this context, Indonesia has also strengthened the social protection system and health services as part of its national commitment towards Universal Health Coverage (UHC) and the Golden Indonesia Vision 2045, by placing physical and mental health as the main pillars of sustainable human development.

Health and social welfare are closely linked, especially in an effort to enhance overall well-being of the community. Health is not only understood as a physical condition that is free from disease, but also includes mental and social health. Currently, mental health problems are a serious issue in Indonesia, characterized by the high prevalence of mental disorders and low awareness and access to mental health services. In responding to these challenges, the Indonesian Ministry of Social Affairs via various policies, including the Social Rehabilitation Assistance (ATENSI) program, seeks to provide comprehensive social rehabilitation services for Social Welfare Service Providers (PPKS), in order to restore and strengthen the social functions of individuals in a sustainable manner.

As a technical executing body within the Ministry of Social Affairs, UPT XYZ Sukabumi plays a strategic role in the implementation of social rehabilitation through various curative, rehabilitative, and promotive services. The success of these services is greatly influenced by the performance and job satisfaction of employees as the main implementers of social services. Job satisfaction has demonstrated a beneficial association with performance, commitment, and commitment in the organization.

Nevertheless, interview findings reveal that the head of the Administration Sub-Division of UPT XYZ Sukabumi and attendance data, there are still indications of low employee job satisfaction at UPT XYZ Sukabumi, which is reflected in negative work behaviors such as unmarked absences 27 times during 2024. This condition shows the need for serious attention to human resource management to increase job satisfaction in order to achieve optimal and quality social services. It is also strengthened by the results of the study stating that a high absenteeism rate is often an indicator of low employee job satisfaction (Rahayu & Dahlia, 2023).

Employees who are disciplined will be more directed, responsible, and committed to their work, so that they can foster a sense of satisfaction at work, besides that employee motivation plays a crucial role in affects job satisfaction, because motivated employees will feel a higher sense of meaning and involvement in their work. In line with that, it is stated that discipline and motivation are factors that can foster a positive attitude of employees towards their work, thereby increasing overall job satisfaction. Thus, fostering work discipline and increasing motivation are two strategic steps that organizations

can take to build a better level of employee job satisfaction (Robbins & Judge, 2019). Hasibuan (2020) It was recorded that there was a case where one of the patients went missing during Friday prayers. This incident shows that there is still a lack of discipline and responsibility of employees in carrying out supervisory duties for beneficiaries. This phenomenon also indicates that low work discipline may lead to a decline in employee satisfaction levels, so continuous discipline improvement initiatives must be implemented to enhance quality of social services at UPT XYZ Sukabumi.

In addition to fostering work discipline, additional determinants influencing job satisfaction include motivation, which serves as drive in an individual that makes a person work with enthusiasm and consistently to achieve organizational goals. However, the condition at UPT XYZ Sukabumi was obtained information that there were still several employees at UPT XYZ Sukabumi who showed low work motivation. Some employees are known to arrive late to the office for the reason of being stuck in traffic and other personal reasons. Data on delays for UPT XYZ Sukabumi employees in 2024 shows that there were 232 delays. This data illustrates that some employees still have low work motivation, and enthusiasm to show up on time. Low work motivation can affect employees' responsibilities as well as efficiency in task execution (Robbins & Judge, 2019).

Considering the observed conditions, this research analyzes the influence of discipline and motivation development on employees job satisfaction at UPT XYZ Sukabumi. The focus of this research is expected to be able to provide an empirical understanding of how discipline coaching carried out by institutions and the level of employee work motivation can contribute to increasing job satisfaction. Thus, this study is anticipated to contribute academically and practically to enhancing human resource quality resource management in social service agencies.

THEORETICAL REVIEW

Definition and Function of Human Resource Management

Human Resource Management (HRDM) is an important part of general management that focuses on human management as the main asset of the organization, with the aim of achieving work effectiveness and efficiency. Human resources includes the process of planning, organizing, directing, and supervising various activities related to the workforce, ranging from human resource needs planning, recruitment and selection, competency development, compensation, welfare maintenance, occupational safety and health, to industrial relations management and human resource research. Through these functions, HR plays a role in ensuring the availability of quality, motivated, and able human resources to facilitate the realization of institutional objectives in an integrated manner while meeting the interests of the workforce.

Work Discipline Development

Work discipline development is a management effort to foster employee awareness, compliance, and responsibility for applicable regulations through the

formation of orderly and consistent attitudes, behaviors, and work actions. Discipline development is influenced by various factors, including fair remuneration, leadership example, clarity and firmness of regulations, firmness in imposing sanctions, supervisory leadership, and attention to employees. The pattern of discipline development is carried out through the establishment of rules and work rules, the provision of fair, consistent, and impersonal sanctions for violators, and the implementation of discipline training on an ongoing basis both through physical and mental spiritual training. Work discipline consists of preventive discipline to encourage compliance with rules and corrective discipline to minimize violations, which are applied through reward and punishment methods, firmness and justice, motivation, leadership example, and the creation of a conducive work environment. The evaluation of discipline development is carried out to assess the effectiveness of the implementation of the rules, which is reflected in the low number of violations and the consistency regarding the enforcement of discipline aligned with existing rules.

Then, there is previous research according to the fact that discipline coaching positively influences employee satisfaction, as evidenced by the findings the more agencies provide good work discipline coaching, the more it can strengthen employee job satisfaction. This condition fosters a sense of appreciation and confidence among employees in performing their duties, thus fostering a sense of satisfaction with work Sakti & Lestari (2024) .

Referring to theoretical studies drawing on prior findings, the hypothesis is proposed as follows:

H1: Work Discipline Development has a positive effect on the job satisfaction of UPT XYZ Sukabumi civil servants.

Work Motivation

Work motivation is an aspect that can make humans want to achieve more by working hard and diligently, so that the desired achievements get optimal and satisfying results (Rafsanjani & Abdurahman, 2024). Work motivation is an internal drive that moves, directs, and maintains employee behavior to work optimally in achieving organizational goals, which are influenced by individual needs, desires, and expectations. Work motivation is influenced by the factors of wanting to live, having position, power, and recognition, and can be distinguished into positive motivation through the giving of rewards and negative motivation through the giving of punishments. In its application, work motivation is carried out through direct motivation methods such as praise, bonuses, and awards, as well as indirect motivation in the form of providing facilities and a comfortable work environment, with motivation tools in the form of material and non-material incentives. The foundation of work motivation is supported by various theories, including the theory of satisfaction which includes classical motivation theory, Maslow's hierarchy of needs, the two Herzberg factors, McGregor's theory of X and Y, McClelland's theory of achievement needs, Claude S. George's theory of motivation, and the theory of process motivation which includes the theory of expectation, justice, and validation, which as a whole explains that motivation arises from the interaction

between individual needs. organizational treatment, as well as the system of reward and justice in work.

Numerous studies report a favorable association between motivation and satisfaction based on empirical findings by Faturrohman & Abdurahman (2025), indicating that employee motivation contributes significantly to satisfaction in the workplace. Workers with strong internal drive generally experience greater emotional well-being and fulfillment in their jobs. Consistently, empirical studies confirm that increased motivation is associated with enhanced job satisfaction their work Siregar & Mulyana (2025).

Referring to theoretical studies and based on findings from earlier studies, this research proposes the following hypothesis:

H2: Work Motivation has a positive effect on the job satisfaction of UPT XYZ Sukabumi Civil Servants.

Job Satisfaction

Employee employee job satisfaction represents a critical aspect that organizations must strategically manage to ensure sustainable workplace well-being of employees does not decrease and the work done by all employees runs well and optimally (Syamsudhuha & Abdurahman, 2024). Job satisfaction refers to employees' psychological orientation and affective responses toward their work work which is reflected in work morale, discipline, loyalty, and work achievement, which are influenced by psychological, social, physical, and financial conditions in the work environment. Job satisfaction can be seen through elements such as turnover rate, absenteeism, age, employment level, and organizational size, and arises as a result of meeting needs, matching expectations and work results, value achievement, sense of justice, and individual characteristics. To find out the level of job satisfaction, organizations can conduct a job satisfaction survey that is useful in improving communication, work attitudes, and determining training needs. Theoretically, job satisfaction is explained through various approaches, including equity theory, discrepancy theory, needs fulfillment theory, group view theory, including Herzberg's two-factor model, which highlights that job satisfaction is determined by interaction between individual needs, organizational treatment, work environment, and perceived fairness by employees.

A number of previous studies have shown that job satisfaction is affected by the enhancement of work discipline and employee motivation According to research by Sakti & Lestari (2024), it shows that the development of work discipline and work motivation has a simultaneous effect on employee job satisfaction. Then the results of the study according to Siregar & Mulyana (2025) show that fostering work discipline and work motivation simultaneously has an impact on employee job satisfaction.

Referring to theoretical studies and the results of previous research, the hypothesis in this study is formulated as follows:

H3: Work Discipline Development and Work Motivation Affects the Job Satisfaction of UPT XYZ Sukabumi Civil Servants.

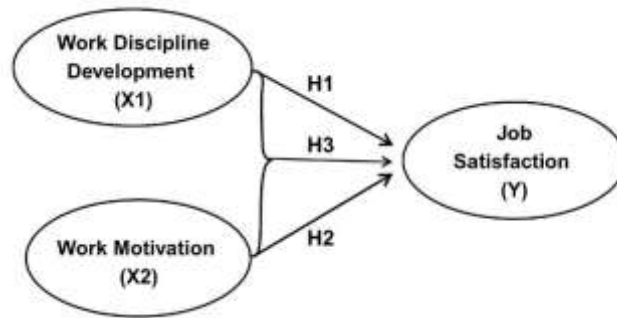


Figure. 1 Theoretical Framework

METHODOLOGY

The research method used in this study is a quantitative approach, which is a scientific a method grounded in positivist philosophy to collect data from specific populations or samples using research instruments and quantitative statistical analysis to examine the hypothesis that has been established (Sugiyono, 2023).

Variable Operationalization

Variable operationalization is the elaboration of research variables into concepts, subvariables, indicators, and scales so that they can be measured empirically. This research employs three variables, consisting of two independent variables represented by work discipline development (X1) and work motivation (X2), and one dependent variable, namely employee job satisfaction (Y), each of which is measured using an interval scale.

A. Independent Variables (X1 and X2)

Independent variables are factors that exert influence on other variables, where in this study the development of work discipline (X1) is measured through indicators of rules and regulations, the provision of sanctions, and discipline training, while work motivation (X2) is measured through indicators including achievement, acknowledgment, job characteristics, responsibility, and opportunities for growth, which as a whole reflect the internal motivation of employees at work.

B. Dependent Variable (Y)

The dependent variable in this study is employee job satisfaction (Y), which is the employee's positive attitude and feelings towards their work as measured through indicators of employee turnover, job level, and agency organizational size, which reflects psychological conditions, employment relationships, and the suitability between workload and compensation received.

Data Collection Techniques

The Data collection methods in this study consisted of literature review and field investigation, with literature review serving as a source of secondary data by studying books, notes, and literature that are relevant to the development of work discipline, work motivation, and job satisfaction. Field research was carried out by directly visiting UPT XYZ Sukabumi to obtain primary data through interviews, questionnaires, and documentation. Interviews were

conducted with the Head of the Administration Sub-Division to obtain information related to research variables, questionnaires were given to all civil servants to find out the respondents' responses to the development of work discipline (X1), work motivation (X2), and employee job satisfaction (Y), while documentation was used to obtain supporting data in the form of the number of employees, attendance levels, and employee delays.

RESULTS AND DISCUSSION

Validity Test and Reliability Test Results

Table. 1 Results of Validity Test and Reliability Test of Work Discipline Development Variables (X1)

STATEMENT	R CALCULATE	R TABLE	REMARKS
X1.1	0,748	0,273	VALID
X1.2	0,750		VALID
X1.3	0,692		VALID
X1.4	0,620		VALID
X1.5	0,627		VALID
X1.6	0,681		VALID
X1.7	0,657		VALID
X1.8	0,672		VALID
X1.9	0,653		VALID

CRONBACH'S ALPHA	CONDITIONS	REMARKS
0,848	0,6	RELIABLE

According to the statistical computations generated by the SPSS software version 27.0, it can be explained that the validity test of each statement item, then it can compare the value of the table with the calculation. The rtable value at a significance of 0.05 is set. According to Sugiyono (2023), the condition of an item is declared valid if the correlation of each factor is positive and the magnitude is 0.273 and above. Meanwhile, the calculated value can be seen from Pearson Correlation.

Furthermore, to test the reliability of the questionnaire, it can be done by comparing the Cronbach's Alpha value contained in the Reliability Statistics table with the provision of 0.6, Cronbach's Alpha value of 0.848, then it can be concluded that all statement items are declared reliable.

Table. 2 Results of Validity Test and Reliability Test of Work Motivation Variables (X2)

STATEMENT	R CALCULATE	R TABLE	REMARKS
X2.1	0,627	0,273	VALID
X2.2	0,703		VALID
X2.3	0,616		VALID
X2.4	0,683		VALID
X2.5	0,682		VALID
X2.6	0,679		VALID
X2.7	0,652		VALID
X2.8	0,626		VALID
X2.9	0,641		VALID
X2.10	0,657		VALID

CRONBACH'S ALPHA	CONDITIONS	REMARKS
0,761	0,6	RELIABLE

In accordance with the SPSS statistical processing results version 27.0, it can be explained that the validity test of each statement item, then it can compare the value r of the table with the r calculation. The r_{table} value at a significance of 0.05 is set. According to Sugiyono (2023), the condition of an item is declared valid if the correlation of each factor is positive and the magnitude is 0.273 and above. Meanwhile, the calculated value can be seen from *Pearson Correlation*.

Furthermore, to test the reliability of the questionnaire, it can be done by comparing the *Cronbach's Alpha* value contained in the *Reliability Statistics* table with the provision of 0.6, *Cronbach's Alpha* value of 0.761, then it can be concluded that all statement items are declared reliable.

Table 3. Results of Validity Test and Reliability Test of Job Satisfaction Variable (Y)

STATEMENT	R CALCULATE	R TABLE	REMARKS
Y1.1	0,779	0,273	VALID
Y1.2	0,735		VALID
Y1.3	0,763		VALID
Y1.4	0,707		VALID
Y1.5	0,690		VALID
Y1.6	0,671		VALID

CRONBACH'S ALPHA	CONDITIONS	REMARKS
0,818	0,6	RELIABLE

Based on the calculation results of the SPSS program version 27.0, it can be explained that the validity test of each statement item, then it can compare the value r of the table with the r calculation. The r table value at a significance of 0.05 is set. According to Sugiyono (2023), the condition of an item is declared valid if the correlation of each factor is positive and the magnitude is 0.273 and above. Meanwhile, the calculated value can be seen from *Pearson Correlation*.

Furthermore, to test the reliability of the questionnaire, it can be done by comparing the *Cronbach's Alpha* value contained in the *Reliability Statistics* table with the provision of 0.6, *Cronbach's Alpha* value of 0.818, then it can be concluded that all statement items are declared reliable.

Respondents' Responses to the Development of Civil Servant Work Discipline at UPT XYZ Sukabumi

1. Creating Rules and Regulations

The sub-variable of rules and regulations obtained an average score of 3.90 with *appropriate* criteria, which shows that the rules applied at UPT XYZ Sukabumi have been aligned with the needs of the agency and the goals of fostering work discipline.

2. Creating and Imposing Disciplinary Sanctions

The sub-variable of sanctioning obtained an average score of 3.58 with *consistent* criteria, which indicates that sanctions have been applied fairly consistently, although there is still room for improvement in the timeliness of their delivery.

3. Discipline Development Through Training

The discipline training sub-variable obtained an average score of 3.75 with *regular* criteria, which shows that discipline coaching activities have run quite well and support the improvement of employee discipline.

Respondents' Responses to the Work Motivation of Civil Servants at UPT XYZ Sukabumi

1. Achievement

The achievement sub-variable in work motivation obtained an average score of 3.76 with *high* criteria, which indicates the internal motivation of employees to improve achievements and produce optimal performance.

2. Recognition

The sub-variable of recognition obtained an average score of 3.37 with *sufficient* criteria, which shows that employees have the motivation to obtain recognition for their work results, but the suitability between effort and awards received still needs to be improved so that work motivation is more optimal.

3. Work Itself

The work sub-variable itself obtained an average score of 3.71 with *high* criteria, which indicates that employees have strong motivation to complete work well and actively participate in agency activities.

4. Responsibility

The responsibility sub-variable obtained an average score of 3.68 with *high* criteria, which indicates that employees have a strong drive to work on time and carry out tasks in accordance with SOPs.

5. Potential Development (Possibility of Growth)

The sub-variable development of potential obtained an average score of 3.65 with *high* criteria, which indicates that employees have high motivation to participate in training and improve their work skills.

Respondents' Responses to Civil Servants' Job Satisfaction at UPT XYZ Sukabumi

1. Turnover

The sub-variable of employee turnover obtained an average score of 3.80 with high criteria, which indicates that employees have a low tendency to change agencies or not enter work, so that the level of job satisfaction is considered quite good and stable.

2. Employment Rate

The sub-variable of the level of work obtained an average score of 3.63 with appropriate criteria, which indicates that the employee is quite satisfied with the suitability between compensation and workload and the suitability of the task with their abilities.

3. Organization Size of Agencies

The sub-variable of the agency's organizational size obtained an average score of 3.77 with appropriate criteria, which shows that the organizational structure and conditions are considered to be able to support the implementation of tasks and provide job satisfaction for employees.

4. Employee Job Satisfaction

Overall, the job satisfaction of UPT XYZ Sukabumi employees obtained an average score of 3.73 with satisfaction criteria, although efforts are still needed, especially in the aspects of working conditions and adjustments to the organizational environment, so that job satisfaction can be more optimal.

The Effect of Work Discipline Development and Work Motivation on Job Satisfaction To determine the effect of work discipline and work motivation development on the job satisfaction of civil servants at UPT XYZ Sukabumi

Multiple linear regression analysis was used with the help of SPSS 27.0. The the classical assumption test results indicated that the data followed a normal distribution (Asymp. Sig. 0.200 > 0.05), there was no multicollinearity (VIF 1.089 < 10 and Tolerance 0.919 > 0.01), and there was no heteroscedasticity (significance value > 0.05). With the fulfillment of all these classic assumptions, the regression model is declared feasible to be used to analyze the influence of work discipline and work motivation coaching on the job satisfaction of civil servants.

Table 4. Multiple Linear Regression Test

VARIABLE	Unstandardized coefficients
	B
Constant	1.338
Construction of work discipline	0.085
Work motivation	0.501
Dependent variable Job satisfaction	

Source: SPSS Program Output Results, Reprocessed, 2025.

The multiple regression analysis produced the following equation $Y=1.338+0.085X_1+0.501X_2$, which means that the development of work discipline and work motivation has a positive effect on job satisfaction, with work motivation as the most dominant variable. The R Square value indicates the ability level of the two independent variables in explaining the variance of employee job satisfaction.

Table 5. Determination of the Influence of Work Discipline and Work Motivation Development on the Job Satisfaction of UPT XYZ Sukabumi Civil Servants

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812a	.659	.645	2.60950
a. Predictors: (Constant), T.X2, T.X1				
b. Dependent Variable: T.Y1				

Source: SPSS Program Output Results, Reprocessed, 2025.

A determination coefficient value (R^2) of 0.659 showed that the development of work discipline and work motivation together was able to explain 65.9% of the variation in employee job satisfaction, which was included in the category of strong influence, while the remaining 34.1% was affected by factors not examined in this research.

Hypothesis Test Results

1. Partial Test (t-test)

The remaining 34.1% was affected by factors not examined in this research (X_1) and work motivation (X_2) on job satisfaction (Y). With $df = 50$, a t table value

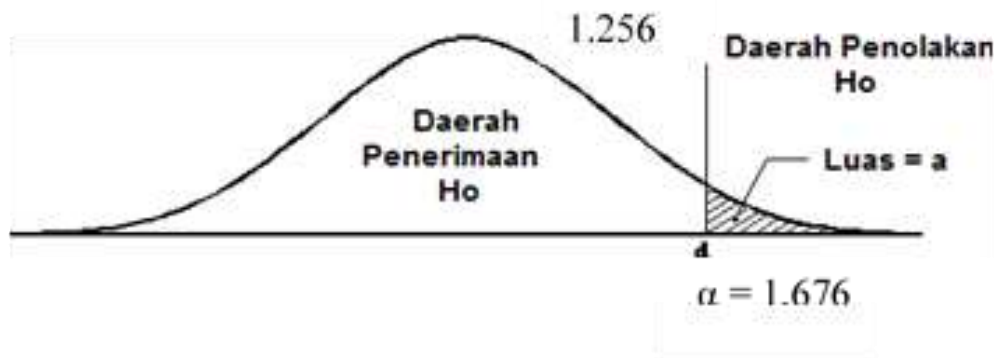
of 1.676 is obtained, where the hypothesis decision is determined based on the comparison of the calculated t value with the t table.

Table 6. Results of Partial Test of Work Discipline and Work Motivation Development on Job Satisfaction

Variable	T _{value}	T _{table}	Sig.	Prob.	Description
X1	1.256	1,676	0,215	0,05	Not Significant
X2	8.986	1,676	0,000	0,05	Significant

Source: SPSS Program Output Results Version 27.0, Reprocessed, 2025

The results of the partial test showed that the development of work discipline had no effect on job satisfaction because the significance value was $0.215 > 0.05$, while work motivation demonstrated a positive influence on job satisfaction with a significance level of $0.000 < 0.05$.



Source: SPSS Output Results Version 27.0, Reprocessed, 2025

Figure 2. Results of One-Party Test of Work Discipline Development Variables on Job Satisfaction

The results of the partial test showed that the coaching of work discipline had no effect on job satisfaction because the tcount value was smaller than the ttable ($1.256 < 1.676$), so H_0 was accepted. This shows that work discipline coaching functions more as an obligation and a tool to control employee behavior, rather than as a factor that directly increases job satisfaction. These findings are in line with the research of Devina et al. (2025) and Pebriana et al. (2024) who stated work discipline does not significantly influence job satisfaction; therefore, employee satisfaction is largely determined by other factors such as motivation, compensation, and the work environment.



Source: SPSS Output Results Version 27.0, Reprocessed, 2025

Figure 3. Results of One-Party Test of Work Motivation Variables on Job Satisfaction

The results of the partial test showed that work motivation had a positive effect on job satisfaction because the tcount value was greater than the table ($8,986 > 1,676$), so H_a was accepted. This shows that the higher the employee's work motivation, the higher the job satisfaction felt. These findings are in line with the research of Sakti and Lestari (2024) and Siregar and Mulyana (2025) which stated that partial work motivation has a positive effect on employee job satisfaction.

2. Simultaneous Test (F Test)

Simultaneous testing using the F-test was conducted to identify the effect of work discipline development (X1) and work motivation (X2) together on job satisfaction (Y). The test results showed that the value of the fcal of 68.323 was greater than the ftable of 3.110 (df = 2; 50), so H_0 was rejected and H_a accepted, indicating that both independent variables jointly influence job satisfaction.

Table 7. Results of Simultaneous Test of Work Discipline Development and Work Motivation on Job Satisfaction

Variable	Calculation	f _{table}	Sig.	Prob.	Remarks
Building Work Discipline and Work Motivation with Job Satisfaction	48,313	3,18	0,000	0,05	Influential

Source: SPSS Program Output Results Version 27.0, Reprocessed, 2025

The F-test results indicated that the obtained value of fcal of 48.313 was greater than the ftable of 3.18 with a significance value of $0.000 < 0.05$, so H_0 was rejected and H_a accepted, meaning that work discipline development and work motivation jointly influence job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the study findings regarding the effect of work discipline and work motivation development on job satisfaction of civil servants at UPT XYZ Sukabumi, it can be concluded that the development of work discipline is at the appropriate criteria, with the highest sub-variable creating regulations and regulations and the lowest sub-variable providing disciplinary sanctions. The work motivation of civil servants is at high criteria, with achievement as the highest sub-variable and recognition as the lowest sub-variable. Civil servants' job satisfaction is included in the satisfaction criteria, with the highest sub-variable of employee turnover and the lowest employment rate. Partially, the development of work discipline does not influence job satisfaction, whereas work motivation positively affects it. Simultaneously, the development of work discipline and work motivation had an effect on job satisfaction by 65.9% with strong influence criteria.

Based on the results of the research, UPT XYZ Sukabumi is advised to maintain the implementation of work discipline coaching that has been running well and increase firmness and consistency in the application of disciplinary sanctions. In addition, agencies need to continue to encourage employee work motivation through providing clear targets, career development, and increased recognition of performance. Evaluation of workload, task clarity, and work suitability with employee abilities also needs to be carried out so that employee job satisfaction can continue to be improved.

FURTHER STUDY

Researchers are then advised to develop this study using different variables or add other variables such as compensation, organizational commitment, and work environment, as well as expanding the research factors and indicators to obtain a more comprehensive and in-depth picture among the factors influencing employee job satisfaction.

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