

The Role of Employee Job Satisfaction: Work Discipline and Work Environment

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ABSTRACT

This study was conducted to determine and analyze the effect of work discipline and work environment on employee job satisfaction at PT. Perkebunan Nusantara III (Persero) Medan. The population in this study were all employees of PT. Perkebunan Nusantara III (Persero) Medan in the Human Resources (HR) section, totaling 44 people. Sampling using a saturated sample that is using the entire existing population as a sample. Data collection techniques using questionnaires and interviews. The data analysis technique used multiple linear regression, hypothesis testing, and coefficient of determination. The results of this study indicate that work discipline has no significant effect on employee job satisfaction, while the work environment has a significant effect on employee job satisfaction. Simultaneously, this study proves that work discipline and work environment have a significant effect on employee job satisfaction at PT. Perkebunan Nusantara III (Persero) Medan.

Keywords: Work Discipline, Work Environment, Job Satisfaction

INTRODUCTION

Human resources are one part that can affect the success of an organization both in government organizations and non-governmental organizations. In today's era of globalization, competition in the market will be getting tougher. In order to be superior in the competition, companies must have the ability to create quality human resources to achieve better performance. It all depends on how well the company is managed by top managers and decision makers. To achieve better performance, the company must be able to utilize the resources in it, including maximizing the function of human resources. In general, human resources aim to help the company achieve its goals, through the formation of reliable human resources.

To create reliable human resources, one of the aspects needed is job satisfaction. According to Dhanias (2010) Job satisfaction is one of the important aspects that need to be considered in an effort to increase the ability of an organization's human resources, because with perceived job satisfaction, a person is able to work optimally. Job satisfaction is an individual thing, the more aspects of work that are in accordance with individual desires, the higher the level of perceived satisfaction, and vice versa. Many factors affect the level of employee job satisfaction including work discipline, fair and proper remuneration, placement according to expertise, the severity of the work, work environment, and leadership style (Rahman, 2017). From the many factors that influence employee job satisfaction, in this study the authors only took two factors as independent variables, namely work discipline and work environment.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Liyas & Primadi, 2017). From the many factors that influence employee job satisfaction, in this study the authors only took two factors as independent variables, namely work discipline and work environment. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.

One other factor that affects job satisfaction is the work environment. According to (Rahman, 2017) said that the work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly, which can affect themselves and their work while working. The work environment concerns everything that is around the worker and can affect him in carrying out the tasks assigned either directly or indirectly. If an employee at work gets full support from his work environment, both physically and non-physically, objects or co-workers in the work environment, then the employee's job satisfaction will be created. But when there are things that can interfere with the employee at work, then of course job satisfaction will not be created.

PT. Perkebunan Nusantara III (Persero) is one of the State-Owned Enterprises (BUMN) which is engaged in plantation business, processing and marketing of plantation products which is domiciled in Medan, North Sumatera. The company's business activities include the cultivation and processing of oil palm and rubber. Every company must have its own problem focus. In this company, the important thing and the focus to be resolved is on employee job satisfaction.

Based on the initial observations that the author made, found problems related to employee job satisfaction. Many employees in the company feel that they have not received satisfaction at work. This can be seen from the side of the existing competition between senior and junior employees. In the career competition at the company, there are several junior employees who occupy several crucial positions within the company. Meanwhile, senior employees do not accept this because they feel they should be in the crucial position. This happens because senior employees are not able to compete and keep up with technological developments and the times, marked by the inability of senior employees to upgrade their abilities in using technology where all work activities in the company currently use digitalization. This problem causes dissatisfaction for employees at work which is then shown by an undisciplined attitude. Employees often arrive late and leave early. During working hours, he often leaves the room and even leaves the office area for personal matters. This is of course very detrimental to the company because it can have an impact on the company's goals and targets that have been set cannot be achieved.

Another issue is about the work environment. The physical work environment in the company seems to be still not standard for the comfort and freshness of the room. One of them is evidenced by the absence of an anti-smoke alarm in the room, this is used by some employees to smoke in an air-conditioned room. This of course disturbs the comfort of other employees at work who cannot be exposed to cigarette smoke. In addition, the area of employee's work space looks narrow and does not match the number of employees in each of these rooms, making employees uncomfortable and unable to focus on doing their daily work. All the problems described are of course very influential on the level of job satisfaction of employees in the company. Therefore, the authors are interested in conducting research with the title of the role of employee job satisfaction through work discipline and work environment factors at PT. Perkebunan Nusantara III (Persero) Medan.

LITERATURE REVIEW

Job Satisfaction

According to (Handoko, 2014) Job satisfaction is a favorable or unfavorable emotional state with which employees perceive or do not view their work. Job satisfaction is a feeling that supports or does not support an employee related to his work or his condition (Mangkunegara, 2017). According to Sari (2018) Job satisfaction is an expression of one's feelings or attitudes towards work, promotion opportunities, relationships with coworkers, supervision and feelings of satisfaction with the work itself. According to Astuti & Iverizkinwati (2018) Job satisfaction is a general attitude towards a person's job, indicating the difference between the number of awards a job receives and the amount they believe they should receive. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment.

The factors that affect employee job satisfaction according to Irbayuni (2012) i.e. the job itself, promotion, working conditions. Meanwhile, according to Susetyo et al., (2014) Factors that influence employee job satisfaction are, among others, satisfied with the salary received, satisfied with promotion opportunities in the company, satisfied with co-workers, satisfied with superiors, satisfied with work. The goals and benefits of job satisfaction according to (Robbins & Judge, 2009) There are 6 benefits and goals of job satisfaction for the company, namely employee performance, organizational behavior, customer satisfaction, employee attendance, employee turnover, and deviant behavior in the workplace. Meanwhile, according to (Nitisemito, 2012) The benefits and goals of

job satisfaction are that work will be completed more quickly, damage will be reduced, absenteeism can be minimized, employee turnover can be minimized, work productivity can be increased, and the cost per minute can be minimized.

Work Discipline

According to Hasibuan (2016) Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, according to Duha (2018) said, discipline is a management activity to implement organizational standards. In other words, discipline is an attitude of obedience to a rule or provision that applies both written and unwritten so that it can create or carry out work better.

Factors that affect work discipline according to (Afandi, 2018) namely the size of the compensation, the presence or absence of exemplary leadership in the organization, the presence or absence of definite rules that can be used as a guide, the leadership's courage in taking action, and the presence or absence of leadership supervision. While according to Nasution & Lesmana (2018), The factors that influence work discipline are goals and abilities, leadership role models, remuneration, justice, waskat, sanctions, assertiveness, and human relations.

The objectives of work discipline according to Afandi (2018) Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. This encourages work passion, morale, and the realization of company and employee goals. Therefore every manager always tries so that his subordinates have good discipline, a manager is said to be effective in his leadership, if his subordinates have good discipline. Discipline indicators according to Safitri (2013) namely goals and abilities, leadership role models, remuneration, justice, inherent supervision, punitive sanctions, assertiveness, and human relations.

Work Environment

According to (Rahman, 2017) The work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly, which can affect themselves and their work while working. The work environment is an environment related to the existence of employees, organizations, and other economic agents (Surjosuseno, 2015). Meanwhile, according to (Kaswan, 2017) states that the work environment is everything that is around workers that can support the activities of the workers themselves. The work environment is one of the factors that greatly affects job satisfaction which has an impact on the performance of employees in the company. Having a good and comfortable work environment really helps employees in carrying out their work activities in the company.

The factors of the work environment according to Handoko (2014) namely the physical environment or workplace including ventilation, lighting, layout, and equipment; psychosocial conditions or the treatment received includes a workplace that facilitates the social interactions created can have a positive effect on employee performance. Meanwhile, according to Hasibuan (2016) the work environment is influenced by several factors, including work facilities, salaries and benefits, and work relations. The benefits of the work environment according to Kumbadewi, Suwendra, & Susila (2016) is the creation of work passion, so that productivity and work performance are high. Meanwhile, the benefit of working with motivated people is that the work can be done correctly, which means that the work is completed to the right standards and within the time scale that has been set.

Work environment indicators by Arianto (2013) are colouring, cleanliness, lighting, ventilation, music, safety, and noise. Meanwhile, the dimensions and indicators of the

work environment according to Afandi (2018), are as follows the dimensions of lighting with indicators of workplace lighting and workplace windows; color dimensions, with indicators of color schemes, and decorations; the sound dimension, with indicators of the sound of music, the sound of factory and workshop machines; air dimensions, with indicators of air temperature and humidity.

Conceptual Framework

The Effect of Discipline To Job Satisfaction

Based on research Yunus & Bachri (2013) entitled The effect of work discipline, motivation, leadership on employee job satisfaction. The study at PT. Bumi Barito Utama Banjarmasin branch, the results of this study stated that work discipline has a positive and significant effect on employee job satisfaction.

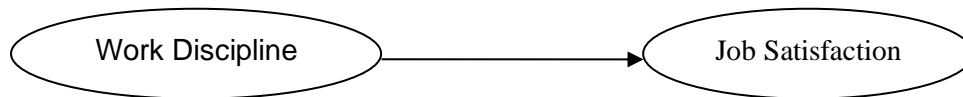


Figure 1. The Effect of Discipline To Job Satisfaction

The Effect of Work Environment To Job Satisfaction

Based on research Aoliso & Lao (2018) entitled The influence of the work environment on employee job satisfaction at PT. Taspen (Persero) Kupang branch office, the results of this study state that the work environment has a strong influence on job satisfaction.

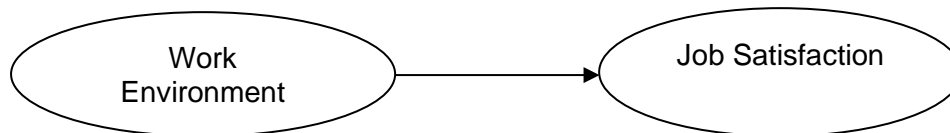


Figure 2. The Effect of Work Environment To Job Satisfaction

The Effect of Discipline and Work Environment To Job Satisfaction

PTPN III company always facilitates to improve employee discipline and also creates a safe work environment, is forgotten in action, is responsible for each other's work, works according to the time determined by the company, arrives on time, adjusts the way of working and is able to use equipment work properly. This is done in order to achieve employee job satisfaction. The influence of work discipline and work environment on employee job satisfaction can be seen in the following framework:

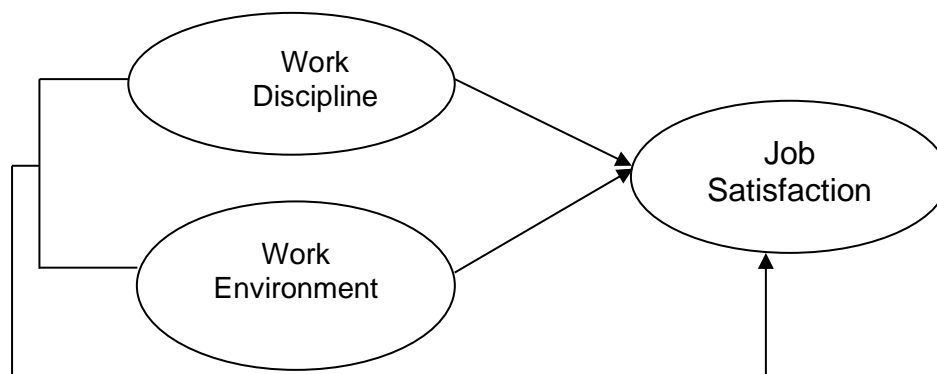


Figure 3. Conceptual Framework

RESEARCH METHOD

This study uses a quantitative and associative approach. Where seen from the type of data, the research uses a quantitative approach, but also when viewed from the way of explanation, the researcher uses an associative approach. The population in this study amounted to 44 people. Data collection techniques using interview techniques and questionnaires. The data analysis technique used in this research is using Multiple Linear Regression Analysis, Classical Assumption Test, Hypothesis Testing, and Coefficient of Determination.

RESULTS

Classical Assumption Test

Normality Test

The normality test of the data is carried out to see whether the regression model used in the study is the best model (Juliandi, et.al, 2015). A good regression model is a normal or close to normal data distribution. The normality test used to test whether the distribution is normal or not is by graphical analysis. Regression meets the assumption of normality if the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern. The results of the normality test using the SPSS 23 program are as follows:

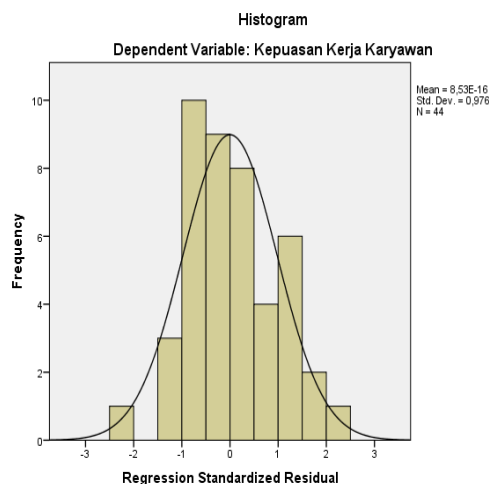


Figure 4. Normality Test

Based on the appearance of Figure 4, it can be seen that the histogram graph shows a good picture of the data pattern. The dependent curve and regression standardized residual form an image like a bell and follow the direction of the diagonal line so that it meets the assumption of normality.

Multicollinearity Test

The multicollinearity test was used to test whether the linear regression model found a high correlation between the independent variables. To detect the presence or absence of multicollinearity, it can be done by looking at the value of Variance Inflation Factor (VIF) < 10, which means that there is no multicollinearity.

Table 1. Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4,475	3,599		1,244	,221		
X1	,150	,131	,150	1,143	,259	,733	1,365
X2	,294	,063	,607	4,640	,000	,733	1,365

From the table 1, it can be seen that Work Discipline (X1) with a tolerance value of 0.733 is greater than 0.10 and a VIF value of 1.365 is smaller than 10. Work Environment (X2) with a tolerance value of 0.733 is greater than 0.10. and the VIF value of 1.365 is smaller than 10. Because the tolerance value obtained for each variable is greater than 0.10 and the VIF value obtained for each variable is less than 10, it means that the variable data on individual characteristics and the work environment are free from symptoms. multicollinearity.

Heterocedasticity Test

Heteroscedasticity test was carried out using graph analysis. A good regression model is one with homoscedasticity or no heteroscedasticity. The results of the heteroscedasticity test analysis using a scatterplot graph are shown in the following figure:

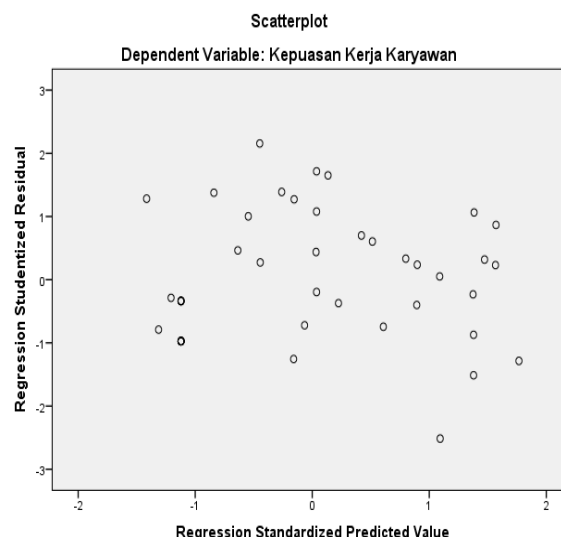


Figure 5. Heterocedasticity Test

Based on the scatterplot image above, it can be seen in Figure 5 that the scatterplot graph shows that the data is randomly distributed and does not form a certain pattern. The data is spread both above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to determine how big the relationship or influence between the independent variables on the dependent variable. The following is the result of data processing with multiple linear regression analysis.

Table 2. Multiple Linear Regression Analysis

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		Toleranc e	VIF
	B	Std. Error	Beta					
(Constant)	4,475	3,599		1,244	,221			
X1	,150	,131	,150	1,143	,259		,733	1,365
X2	,294	,063	,607	4,640	,000		,733	1,365

Based on table 2, the multiple linear regression equation model is obtained as follows:

$$Y = 4,475 + 0,150 X_1 + 0,294 X_2 + e$$

Information:

1. The constant value is 4.475 if the work discipline variable (X1), work environment (X2) is considered zero, then employee job satisfaction (Y) at the company is 4.475.
2. The value of the work discipline coefficient (X1) of 0.150 states that if work discipline increases by 100%, then employee job satisfaction (Y) will increase by 15.0%.
3. The value of the work environment coefficient (X2) of 0.294 states that if the work environment level increases by 100%, then employee job satisfaction (Y) will increase by 29.4%.

Hipotesis Test

Parsial Test

The t-test is used to determine the effect of the independent variable on the dependent variable partially. Based on the results of hypothesis testing in table 2, it can be concluded that for the Work Discipline variable (X1), the t-test is 1.143 with a significant value of 0.259, while the t-table is 1.68 with a significant value of 0.05. The conclusion is $t\text{-test } 1.143 < t\text{-table } 1.68$ with a significant value of $0.259 > 0.05$ then H_0 is accepted which means that partially the work discipline variable (X1) has no influence and is not significant on employee job satisfaction (Y) at PT. Perkebunan Nusantara III (Persero) Medan. For the Work Environment variable (X2), the t-test is 4.640 with a significant value of 0.000, while the t-table is 1.68 with a significant value of 0.05. The conclusion is $t\text{-test } 4.640 > t\text{-table } 1.68$ with a significant value of $0.000 < 0.05$ then H_0 is rejected which means that partially the work environment variable (X2) has a positive and significant effect on employee job satisfaction (Y) at PT. Perkebunan Nusantara III (Persero) Medan.

Simultaneous Test

The F-test is used to test whether the independent variables jointly affect the dependent variable. The following are the results of simultaneous hypothesis testing as follows:

Table 3. Simultaneous Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	101,046	2	50,523	19,323	,000 ^b
Residual	107,204	41	2,615		
Total	208,250	43			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

In table 3, it can be seen that the F-test value is 19.323 with a significant value of 0.000 in F-table with a confidence level of 0.95 with a significant 0.05 with a F-table value of 3.21, then F-test is $19.323 > F\text{-table } 3.21$ with a significant value of $0.000 < 0,05$ which indicates that the variable of work discipline (X1), work environment (X2) simultaneously has an effect on employee job satisfaction (Y) at PT. Perkebunan Nusantara III (Persero) Medan.

Coefficient of Determination (R²)

The coefficient of determination (R²) is a number that indicates the degree or ability of the distribution of the independent variable (X) in explaining and explaining the dependent variable (Y). The greater the coefficient of determination is zero and one ($0 < R^2 < 1$). The coefficient of determination is used to determine the percentage of the influence of the dependent variable by squaring the coefficients found (Rukajat, 2018). In its use, the coefficient of determination is expressed as a percentage (%). To find out the extent of the contribution or percentage of the influence of work discipline and work environment on employee job satisfaction, it can be known through a determination test. The following is the value of the coefficient of determination (R²):

Table 4. Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,697 ^a	,485	,460	1,617

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Based on table 4, the value of R Square is 0.485, indicating that the correlation or relationship between work discipline and work environment on employee job satisfaction has a close relationship. It can be stated that 48.5% employee job satisfaction is influenced by work discipline and work environment. While the remaining 51.5% is influenced by other variables not examined in this study.

DISCUSSION

The Effect of Discipline To Job Satisfaction

From the results of the statistical test of work discipline (X1) it does not have a positive and insignificant effect on employee job satisfaction (Y) at PT. Perkebunan Nusantara III (Persero) Medan. Due to the results of t-test $1.143 < t\text{-table } 1.68$ with a significant value of $0.259 > 0.05$, then H₀ is accepted, H_a is rejected. Based on multiple regression values, having a coefficient of 0.150 proves that work discipline has no effect on employee job satisfaction.

This is in line with research Wusyang & Tawas (2016) with the results of the study that the work discipline variable partially has no effect and is not significant on employee job satisfaction. This means that there is no direct effect of work discipline on employee job satisfaction at PT. Perkebunan Nusantara III (Persero) Medan. Even so, work discipline must still be implemented to be able to have a positive impact on other things such as employee performance so as to make it easier for the company to achieve its goals and targets.

The Effect of Work Environment To Job Satisfaction

From the results of the statistical test of the work environment (X2), it has a positive and significant effect on employee job satisfaction (Y) at PT. Perkebunan Nusantara III (Persero) Medan. Due to the results of t-test $4.640 > t\text{-table } 1.68$ with a significant value of $0.000 < 0.05$, then H_0 is rejected, H_a is accepted.

The results of this study are in line with previous research conducted by Aoliso & Lao (2018) entitled the influence of the work environment on employee job satisfaction at PT. Taspen (Persero) Kupang branch office, the results of this study state that the work environment has a strong influence on employee job satisfaction. Siagian & Khair (2018) in his research also states that the work environment affects employee job satisfaction.

The work environment is very influential on employee job satisfaction because with a good work environment employees will certainly feel a comfortable environment, more enthusiastic at work, and easy to concentrate so that the work is completed quickly according to the targets set by the company. For that PT. Perkebunan Nusantara III (Persero) Medan in this case needs to seek and create a safe and comfortable work environment for its employees in order to create job satisfaction for its employees which will indirectly improve employee performance.

The Effect of Discipline and Work Environment To Job Satisfaction

Simultaneous testing shows that the variables of work discipline (X1) and work environment (X2) have a significant effect on employee job satisfaction (Y) at PT. Nusantara III Plantation (Persero) Medan. Due to the results of F-test $19.323 > F\text{-table } 3.21$ with a significant value of $0.000 < 0.05$, H_0 is rejected and H_a is accepted. With an R Square value of 0.485 or 48.5%, it shows that the influence of work discipline and work environment on employee job satisfaction can be categorized as strong while the remaining 51.5% is influenced by other variables not examined in this study.

Work discipline that is enforced and a comfortable work environment are factors that affect employee job satisfaction at PT. Perkebunan Nusantara III (Persero) Medan. Because the enforcement of work discipline will make employees get good work results and have an impact on employee satisfaction for their work and with a comfortable work environment will make employees work safely and comfortably so as to foster job satisfaction.

CONCLUSION

Based on the data obtained in this study, it can be concluded as follows:

1. Work Discipline has no effect and is not significant on employee performance at PT. Perkebunan Nusantara III (Persero) Medan. Even so, it is better if PT. Perkebunan Nusantara III (Persero) Medan still has to maintain that the work discipline of its employees is always competitive because this is related to their work performance which has an impact on achieving company goals.
2. Work environment has a positive and significant effect on employee performance at PT. Perkebunan Nusantara III (Persero) Medan. Therefore, companies must always pay attention to the factors that affect the work environment so as to be able to make employees feel comfortable and easy to concentrate in carrying out their daily work and can improve their performance and company goals will be easily achieved.
3. Simultaneously work discipline and work environment have a significant effect on employee job satisfaction at PT. Perkebunan Nusantara III (Persero) Medan.

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