# WORK DISCIPLINE, WORK ENVIRONMENT, AND COMMUNICATION AS DETERMINANTS OF EMPLOYEE JOB SATISFACTION: EVIDENCE FROM PT BPR SANTI PALA

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**Abstract:** Human resources are the most valuable and important assets of a company, because the success of an organization is determined by its human elements. The purpose of this study is to determine the impact of work discipline, work environment, and communication on employee job satisfaction. The research was conducted at PT. BPR Santi Pala, located on Jl. Raya Darmasaba, Abiansemal Badung, Bali. The population consisted of all employees of PT BPR Santi Pala, and the sample consisted of 31 employees. The sampling technique used was saturated sampling, which used the entire population as the sample. The data was then analyzed using reliability, validity, multicollinearity, normality, multiple linear regression analysis, heteroscedasticity, determination analysis ($R^2$), multiple correlation analysis (R), F test, and t test. Based on the findings of the study, it was stated that work discipline significantly and positively affects employee job satisfaction, the work environment significantly and positively affects employee job satisfaction, and communication significantly and positively affects employee job satisfaction.

**Keywords:** work discipline, work environment, communication, job satisfaction

## INTRODUCTION

Human resources are the most valuable and important assets owned by a company, because the success of an organization is determined by human elements. Humans act as planners, implementers, and controllers in achieving company goals. According to Ragab, et al. (2020), companies need to pay attention to various factors that can affect employee job satisfaction. Companies play a role in managing employees so that they can comply with the rules and norms set by the company so that employees can work with discipline, effectively, and efficiently.

PT. BPR Santi Pala, in relation to employee job satisfaction, found that coworkers play an important role in creating a conducive and supportive work environment. One of the main problems often faced at PT. BPR Santi Pala is the lack of clarity in the delivery of information or lack of coordination, which often leads to misunderstandings that result in the delay of task completion. One factor that influences job satisfaction is work discipline (Fenianti and Nawawi, 2023). Discipline is a form of employee self-control and orderly implementation and shows the level of seriousness of the work team within an organization (Rosidah and Ambar, 2019).

According to Saraswati et al. (2021), work discipline is a person's awareness and willingness to comply with the rules of an institution and applicable social norms, where employees always arrive and leave on time and do all their work well. Based on the results of observations and initial interviews conducted by the researcher with employees of PT.BPR Santi Pala regarding work discipline issues, it was found that the attendance frequency indicator was low. This is supported by employee attendance data presented in Table 1 below.

**Table 1**

**Employee Attendance Data**

**PT. BPR Santi Pala Year 2023**

| Month | Number of Employees (people) | Number of Working Days/Month (Days) | Total Working Days (Days) | Number Absenteeism Employee Attendance (Days) | Number of Attendance (Days) | Percentage Absenteeism rate (%) |
|---|---|---|---|---|---|---|
| A | B | C | D=B*C | E | F=D-E | G=E/D *100% |
| January | 31 | 17 | 527 | 23 | 504 | 4.56 |
| February | 31 | 19 | 589 | 24 | 565 | 4.25 |
| March | 31 | 20 | 620 | 26 | 594 | 4.38 |
| April | 31 | 19 | 589 | 24 | 565 | 4.25 |
| May | 31 | 21 | 651 | 24 | 527 | 3.83 |
| June | 31 | 20 | 620 | 25 | 595 | 4.20 |
| July | 31 | 20 | 620 | 22 | 598 | 3.68 |
| August | 31 | 18 | 558 | 24 | 534 | 4.49 |
| September | 31 | 20 | 620 | 27 | 593 | 4.55 |
| October | 31 | 22 | 682 | 25 | 657 | 3.81 |
| November | 31 | 22 | 682 | 27 | 655 | 4.12 |
| December | 31 | 19 | 589 | 23 | 566 | 4.06 |
| Total | | 237 | 7347 | 294 | 7053 | 50.18 |
| Average | | 19.75 | 612.25 | 24.50 | 587.75 | 4.18 |

Source: HRD PT. BPR Santi Pala, 2024

In addition to work discipline, another important factor to consider is the work environment (Alvaritzi and Santoso, 2023). According to Santosa and Prayoga (2021:2), the work environment refers to everything around employees that enables them to perform the tasks assigned or imposed on them. According to Saraswati (2023), the work environment is a very important component when employees carry out work activities. Meanwhile, according to Utami, et al (2024), the work environment is a series of factors that influence the performance of human resource

management activities, consisting of internal factors originating from within the organization.

The phenomenon related to the work environment at PT. BPR Santi Pala, based on the initial observations and interviews conducted by the researcher, is related to the issue of noise. At PT. BPR Santi Pala, there are still problems that cause noise in the workplace due to the presence of a motorcycle repair shop next to PT. BPR Santi Pala and frequent severe traffic jams right in front of PT. BPR Santi Pala, which cause noise. Another factor that determines job satisfaction besides work discipline and work environment is communication (Sitompul et al., 2022). According to Arifin (2019), communication is defined as a process of transferring information from one person to another. According to Saraswati et al. (2022), communication is an activity that serves to convey information in the form of messages, ideas, or concepts from one party to another.

Communication is carried out both verbally and non-verbally, with the aim of facilitating mutual understanding between both parties. According to Utami et al. (2021), communication is a process whereby a person or several people, organizational groups, and communities create and use information to connect with their environment and other people. The phenomenon related to communication at PT. BPR Santi Pala, based on the initial observations and interviews conducted by the researcher with employees regarding communication issues, found that there was a problem with the level of message comprehension. Employees often misunderstand the information conveyed between employees, resulting in conflicts between employees that can cause strained employee relationships. If this continues, it will cause personal conflicts that will interfere with the achievement of the company's expected performance.

As previously explained, there are differences in the research results between previous researchers. From the previous research results that were not in line, the researcher wanted to look further into the factors that influence the employee job satisfaction process with the title "The Influence of Work Discipline, Work Environment, and Communication on the Job Satisfaction of BPR Santi Pala Employees".

## LITERATURE
### Two-Factor Theory

The Two Factor Theory, often known as Herzberg's Theory, was proposed by Frederick Herzberg in 1959. Frederick Herzberg (1923-2000) was a clinical psychologist and a leading figure in the study of management and motivation theory. Based on the Two Factor Theory approach, it can be explained that a leader can control factors that can lead to job satisfaction or dissatisfaction. The Two-Factor

Theory implies that leaders must focus on ensuring employee job satisfaction to avoid dissatisfaction at PT. BPR Santi Pala. Leaders must ensure that work discipline, work environment, and communication are beneficial so that employees are motivated to work harder and better.

## Work Discipline

According to Sutrisno in (Febriani, 2022), discipline is a routine that is balanced with the aspirations of employees, discipline is balanced with obedience to others and respect for the rules set by individuals around them. Meanwhile, according to Siswanto (2019), the indicators of work discipline are as follows: attendance frequency, alertness, adherence to work standards, adherence to work regulations, and work ethics.

## Work Environment

According to Sutrisno (2020), the work environment is the overall conditions in which employees perform their work, which includes physical, social, and psychological aspects. A good environment is one that is not only safe and comfortable but also encourages employees to work productively and feel satisfied. According to Fachrezi and Khair (2020:111), indicators of the work environment are facilities, noise, air circulation, and work relationships.

## Communication

According to Robbins and Judge (2020), work communication is defined as the process of conveying information, ideas, and feelings between individuals in the workplace. Effective workplace communication involves active listening skills, message clarification, and constructive feedback. According to Syahputra (2019), indicators of communication include ease of obtaining information, communication intensity, communication effectiveness, level of understanding, and attitude change.

## Job Satisfaction

Job satisfaction is a pleasant emotional attitude and love for one's work. This attitude will have an impact on work morale, discipline, and work performance. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, employee discipline will be good. Luthans (2019) identifies the following indicators of job satisfaction: employee wages, promotion aspects, supervision aspects, benefits aspects, contingent rewards, operating procedures, coworkers aspects, nature of work, and communication.

## Research Hypothesis

## The Influence of Work Discipline on Job Satisfaction

Work discipline is an attitude or behavior of an employee in an organization or agency to always obey, respect, and honor all rules and norms determined by the institution so that the objectives of the organization/agency can be achieved (Dewi and Harjoyo, 2019:94). Several previous studies on the effect of work discipline on

employee job satisfaction were conducted by Nuryatin (2020) and Yuliantini and Santoso (2020), who stated that work discipline partially has a positive and significant effect on employee job satisfaction.

H1: Work discipline has a positive effect on employee job satisfaction at PT. BPR Santi Pala

**The Influence of the Work Environment on Job Satisfaction**

Siagian in Aditama (2020) argues that the benefits of the work environment are to create enthusiasm for work, thereby increasing productivity and work performance. In addition, the work environment can also affect employee job satisfaction. Several previous studies on the influence of the work environment on employee job satisfaction conducted by Narwathi, et al. (2023) and Saputra (2022) stated that the work environment has a positive and significant effect on job satisfaction.

H2: The work environment has a positive effect on employee job satisfaction at PT. BPR Santi Pala

**The Influence of Communication on Job Satisfaction**

Communication is a process of conveying information (messages, ideas, thoughts) from one party to another. Communication is also the capacity of individuals or groups to convey feelings, thoughts, and intentions to other individuals and groups (Paskanindia, 2019). Several previous studies on the influence of communication on employee job satisfaction conducted by Sitompul et al. (2022) and Septiana and Rijanti (2024) stated that work communication has a positive and significant effect on employee job satisfaction.

H3: Communication has a positive effect on employee job satisfaction at PT. BPR Santi Pala

**RESEARCH METHOD**

This research was conducted at PT. BPR Santi Pala, located on Jalan Raya Darmasaba, Abiansemal, Badung. This research focuses on work discipline, work environment, and communication on employee job satisfaction at PT. BPR Santi Pala. The total number of PT. BPR Santi Pala employees who were the focus of this study was 31 people. The entire population of PT. BPR Santi Pala employees, numbering 31 people, was used as the sample in this study. Data was collected through questionnaires, observation, documentation, and interviews. The data was then processed using SPSS to obtain the results of correlation analysis, multiple linear regression, determination, F-test, and t-test.

**RESULTS AND DISCUSSION**
1. **Validity Test**

**Table 2**
**Validity Test Results**

| Variable | Indicator | Correlation Coefficient | Cutoff Coefficient | Description |
|---|---|---|---|---|
| Work Discipline ($X_1$) | $X_{1.1}$ | 0.831 | 0.3 | Valid |
| | $X_{1.2}$ | 0.745 | 0.3 | Valid |
| | $X_{1.3}$ | 0.797 | 0.3 | Valid |
| | $X_{1.4}$ | 0.839 | 0.3 | Valid |
| | $X_{1.5}$ | 0.688 | 0.3 | Valid |
| Work Environment ($X_2$) | $X_{2.1}$ | 0.845 | 0.3 | Valid |
| | $X_{2.2}$ | 0.911 | 0.3 | Valid |
| | $X_{2.3}$ | 0.908 | 0.3 | Valid |
| | $X_{2.4}$ | 0.837 | 0.3 | Valid |
| Communication ($X_3$) | $X_{3.1}$ | 0.710 | 0.3 | Valid |
| | $X_{3.2}$ | 0.788 | 0.3 | Valid |
| | $X_{3.3}$ | 0.806 | 0.3 | Valid |
| | $X_{3.4}$ | 0.760 | 0.3 | Valid |
| | $X_{3.5}$ | 0.756 | 0.3 | Valid |
| Employee Job Satisfaction (Y) | $Y_1$ | 0.721 | 0.3 | Valid |
| | $Y_2$ | 0.751 | 0.3 | Valid |
| | $Y_3$ | 0.745 | 0.3 | Valid |
| | $Y_4$ | 0.757 | 0.3 | Valid |
| | $Y_5$ | 0.755 | 0.3 | Valid |
| | $Y_6$ | 0.828 | 0.3 | Valid |

Source: Processed data, 2024

Table 2 shows that all research instruments used to measure all variables have a correlation coefficient value with the total score of all statement items greater than 0.3. This indicates that the statement items in the research instrument are valid and suitable for use as a research instrument.

2. **Reliability Test**

**Table 3**
**Reliability Test Results**

| Variable | Cronbach's Alpha | Description |
|---|---|---|
| Work Discipline ($X_1$) | 0.840 | Reliable |
| Work Environment ($X_2$) | 0.898 | Reliable |
| Communication ($X_3$) | 0.817 | Reliable |
| Job Satisfaction (Y) | 0.850 | Reliable |

Source: Processed data, 2024

Table 3 shows that all research instruments have a Cronbach's Alpha coefficient greater than 0.70. Thus, it can be stated that all variables have met the reliability requirements and can be used for research.

3. **Normality Test**

**Table 4**
**Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test | | |
|---|---|---|
| | | Unstandardized Residual |
| N | | 31 |
| Normal Parameters[a,b] | Mean | 0.0000000007 |
| | Standard Deviation | 1.10740676 |
| Most Extreme Differences | Absolute | 0.093 |
| | Positive | 0.065 |
| | Negative | -0.093 |
| Test Statistic | | 0.093 |
| Asymp. Sig. (2-tailed) | | 0.200[c,d] |

Source: Processed data, 2024

Through Table 4, a significance of 0.200 is obtained, which is greater than 0.05 (0.200 > 0.05). Therefore, based on the decision-making basis in the Kolmogorov-Smirnov normality test above, it can be concluded that the data is normally distributed. Thus, the assumption or statement of normality in the regression model has been fulfilled.

4. **Multicollinearity Test**

**Table 5**
**Multicollinearity Test Results**

| Coefficients[a] | | | |
|---|---|---|---|
| Model | | Collinearity Statistics | |
| | | Tolerance | VIF |
| 1 | Work Discipline | 0.386 | 2.592 |
| | Work Environment | 0.401 | 2.492 |
| | Communication | 0.449 | 2,229 |
| a. Dependent Variable: Employee Job Satisfaction | | | |

Source: Processed data, 2024

It was found that all variables had a tolerance greater than 0.1 and a VIF smaller than 10. Thus, it can be stated that there was no multicollinearity.

5. **Heteroscedasticity Test**

**Table 6**
**Heteroscedasticity Test Results**

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.191 | 0.929 | | 2.360 | 0.026 |

| | | | | | |
|---|---|---|---|---|---|
| Work Discipline | 0.009 | 0.064 | 0.041 | 0.144 | 0.886 |
| Work Environment | -0.134 | 0.074 | -0.507 | -1.823 | 0.079 |
| Communication | 0.033 | 0.065 | 0.132 | 0.500 | 0.621 |
| a. Dependent Variable: ABS_RES | | | | | |

Source: Processed data, 2024

Through Table 6, it can be seen that the significance of all variables is greater than 0.05, thus it can be stated that there is no heteroscedasticity.

## 6. Multiple Linear Regression Analysis

**Table 7**
**Multiple Linear Regression Test Results**

| Coefficients[a] | | | | | |
|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -3.009 | 1.751 | | -1,718 | 0.097 |
| | Work Discipline | 0.272 | 0.121 | 0.221 | 2.252 | 0.033 |
| | Work Environment | 0.416 | 0.139 | 0.288 | 2.994 | 0.006 |
| | Communication | 0.732 | 0.123 | 0.542 | 5.969 | 0.000 |
| a. Dependent Variable: Employee Job Satisfaction | | | | | | |

Source: Processed data, 2024

Based on the results of the multiple linear regression analysis in the table above, the following multiple linear regression model can be constructed:

$$Y = -3.009 + 0.272 X_1 + 0.416 X_2 + 0.732 X_3 + \epsilon$$

Based on the multiple linear regression equation, the coefficients can be explained as follows:

$\beta_1 = 0.272$ The regression coefficient value of 0.272 indicates that if work discipline ($X_1$) increases while other independent variables are assumed to remain constant, employee job satisfaction (Y) will increase.

$B_2 = 0.416$ The regression coefficient value of 0.416 indicates that if the work environment ($X_2$) increases while other independent variables are assumed to remain constant, employee job satisfaction (Y) will increase.

$B_3 = 0.732$ The regression coefficient value of 0.732 indicates that if communication ($X_3$) increases while other independent variables are assumed to remain constant, employee job satisfaction (Y) will increase.

## 7. Multiple Correlation Analysis (R)

**Table 8**
**Multiple Correlation Analysis Results**

| Model Summary[b] | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
| 1 | 0.949[a] | 0.900 | 0.889 | 1.167 |
| a. Predictors: (Constant), Communication, Work Environment, Work Discipline | | | | |
| b. Dependent Variable: Employee Job Satisfaction | | | | |

Source: Processed data, 2024

Through Table 8, it is known that the magnitude of the relationship between work discipline, work environment, and communication simultaneously on employee job satisfaction, calculated using the correlation coefficient, is 0.949, indicating a significant influence.

## 8. Coefficient of Determination

**Table 9**

**Coefficient of Determination Test Results**

| Model Summary[b] | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
| 1 | 0.949[a] | 0.900 | 0.889 | 1.167 |
| a. Predictors: (Constant), Communication, Work Environment, Work Discipline | | | | |
| b. Dependent Variable: Employee Job Satisfaction | | | | |

Source: Processed data, 2024

Based on Table 9, the Adjusted R Square result is 0.889 or 88.9%. This means that the variation in the relationship between work discipline, work environment, and communication on employee satisfaction at PT. BPR Santi Pala is 88.9%, while the remaining 11.1% is explained by other factors outside this study.

## 9. F Test

**Table 10**

**F Test Results**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 331.080 | 3 | 110.360 | 80.992 | 0.000[b] |
| | Residual | 36,790 | 27 | 1.363 | | |
| | Total | 367.871 | 30 | | | |
| a. Dependent Variable: Employee Job Satisfaction | | | | | | |
| b. Predictors: (Constant), Communication, Work Environment, Work Discipline | | | | | | |

Source: Processed data, 2024

Based on the F-test results, it is known that the calculation results using SPSS obtained a significance value of 0.000, which is smaller than 0.05 (0.000 < 0.05).

Therefore, it can be concluded that work discipline, work environment, and communication simultaneously affect employee job satisfaction ( ). Thus, the research model is considered valid for testing, and hypothesis testing can be continued.

**10. t-test**

**Table 11**

**t-Test Results**

| Coefficients[a] | | | | | |
|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Standard Error | Beta | | |
| 1 (Constant) | -3.009 | 1.751 | | -1.718 | 0.097 |
| Work Discipline | 0.272 | 0.121 | 0.221 | 2.252 | 0.033 |
| Work Environment | 0.416 | 0.139 | 0.288 | 2.994 | 0.006 |
| Communication | 0.732 | 0.123 | 0.542 | 5.969 | 0.000 |
| a. Dependent Variable: Employee Job Satisfaction | | | | | |

Source: Processed data, 2024

Based on the t-test results in Table 11 above, the results can be explained as follows:

a. The work discipline variable has a regression coefficient of 0.272 and a significant value of 0.033 < 0.05. This means that the work discipline variable has a positive and significant effect on employee job satisfaction at PT. BPR Santi Pala, which means that H0 is rejected and H1 is accepted.

b. The work environment variable has a regression coefficient of 0.416 and a significance value of 0.006 < 0.05. This means that the work environment variable has a positive and significant effect on employee job satisfaction at PT. BPR Santi Pala, which means that H0 is rejected and H2 is accepted.

c. The communication variable has a regression coefficient of 0.732 and a significance value of 0.000 < 0.05. This means that the communication variable has a positive and significant effect on employee job satisfaction at PT. BPR Santi Pala, which means that H0 is rejected and H3 is accepted.

**Discussion**

**The Effect of Work Discipline on Employee Job Satisfaction**

Based on the results of data analysis, it was found that the significance value of 0.033 was smaller than 0.05 (0.033 < 0.05) with a beta coefficient value of 0.272, which was positive. This means that $H_1$ is accepted, which means that work discipline has a positive effect on employee job satisfaction at PT. BPR Santi Pala. This means that the better the work discipline, the higher the employee job satisfaction at PT.

BPR Santi Pala. The results of this study are in line with the research conducted by Nuryatin (2020), which states that work discipline has a positive effect on employee job satisfaction at . Furthermore, research by Yuliantini and Santoso (2020) states that work discipline partially has a positive and significant effect on employee job satisfaction. The research by Fenianti and Nawawi (2023) states that work discipline has a positive effect on employee job satisfaction.

**The Influence of the Work Environment on Employee Job Satisfaction**

Based on the results of data analysis, it was found that the significance value of 0.006 was smaller than 0.05 (0.006 < 0.05) with a positive beta coefficient value of 0.416. This means that $H_2$ is accepted, which means that the work environment has a positive effect on employee job satisfaction at PT. BPR Santi Pala. This means that the better the work environment, the higher the employee job satisfaction at PT. BPR Santi Pala. The results of this study are in line with the research conducted by Narwathi, et al. (2023), which states that the work environment has a positive and significant effect on job satisfaction. Saputra's (2022) research states that the work environment has a positive and significant effect on employee job satisfaction. This is in line with the research by Permadi, et al. (2018) and Dhani and Surya (2023), which states that the work environment has a positive and significant effect on job satisfaction.

**The Effect of Communication on Employee Job Satisfaction**

Based on the results of data analysis, it was found that the significance value of 0.000 was smaller than 0.05 (0.000 < 0.05) with a positive beta coefficient value of 0.732. This means that $H_3$ is accepted, which means that communication has a positive effect on employee job satisfaction at PT. BPR Santi Pala. This means that better communication will increase employee job satisfaction at PT. BPR Santi Pala. The results of this study are in line with the research conducted by Sitompul, et al. (2022), which states that work communication has a positive and significant effect on employee job satisfaction, and the research by Septiana and Rijanti (2024), which states that work communication has a positive and significant effect on employee job satisfaction. The research by Siagian et al. (2023) states that work communication has a positive effect on employee job satisfaction.

**CONCLUSION**

Based on the results of the research analysis and discussion, the conclusion of the research at PT BPR Santi Pala confirms that work discipline, work environment, and communication together increase employee job satisfaction. Each factor plays a positive role, with communication emerging as the strongest driver because it clarifies directions, aligns understanding, and strengthens collaboration. The

instruments used were adequate and the analysis assumptions were met, so the findings can be relied upon as a basis for managerial improvement.

Prioritize structuring communication flows through clear official channels, message writing guidelines, periodic briefings, and a culture of two-way feedback and active listening skills. Improve the work environment by controlling noise, arranging spaces that support concentration, maintaining facilities, and ensuring good air circulation. Enforce discipline fairly and consistently through clear expectations, supervisor coaching, enforcement of work standards, and recognition of performance that encourages role models. Conduct continuous monitoring through brief surveys and regular meetings to ensure quick corrections and harmonious working relationships.

The research design was cross-sectional, self-report based, and conducted in a single organization, making it difficult to generalize the findings and prone to perceptual bias. A number of relevant variables such as compensation, leadership style, workload, and organizational culture were not included, nor were tests of mediating or moderating roles and objective measures of working conditions. Future research is recommended to use a cross-unit sample, a longitudinal design or experimental approach, triangulation of objective and subjective data, and structural modeling to strengthen causal evidence and broaden the applicability of the findings.

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