



The Influence of Environment and Discipline on Work Satisfaction and Its Implications for Productivity

Yosie Kristin Pandriyani¹, Tata Rustandi¹, Angrian Permana¹

¹Universitas Bina Bangsa, Indonesia

✉ pandriyani.yosie@gmail.com *

Abstract

One company in Indonesia faces challenges in the work environment, such as room layout, internal communication, workload, and limitations in employee development. These conditions cause dissatisfaction that has the potential to reduce productivity. It is necessary to identify the factors that affect employee job satisfaction. This study aims to determine and analyze the influence of the environment and discipline on job satisfaction and its implications for productivity at PT Asyatek Indonesia. The research method used was quantitative, with data collected through a questionnaire distributed to 92 respondents, focusing on employees in the production and project areas, which was then analyzed using the SmartPLS statistical application. The results of this study show that the work environment has a positive and significant effect on job satisfaction, with a coefficient value of 0.303 and a t-statistic of $2.014 > 1.96$, p-value $0.045 < 0.05$. Furthermore, work discipline has a positive and significant effect on job satisfaction, as evidenced by a coefficient value of 0.322 and a t-statistic of $2.665 > 1.96$, p-value $0.008 < 0.05$. Then, job satisfaction has a positive and significant effect on work productivity, with a coefficient value of 0.343 and a t-statistic of $3.399 > 1.96$, p-value $0.001 < 0.05$. Furthermore, the work environment has a positive and significant effect on work productivity, with a coefficient value of 0.483 and a t-statistic of $4.433 > 1.96$, p-value $0.000 < 0.05$. Work discipline has a positive and significant effect on work productivity, as evidenced by a coefficient value of 0.480 and a t-statistic of $4.354 > 1.96$, p-value $0.000 < 0.05$. The implications of this study are improvements in the work environment and job satisfaction as well as employee productivity. A consistent culture of discipline is important to continue to strengthen through firm but fair policies as an indicator of successful human resource management.

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INTRODUCTION

The construction industry in Indonesia in 2024 showed significant growth, driven by an infrastructure budget allocation of IDR 423.4 trillion (Maulana, 2024). These funds were used to accelerate major projects such as the Trans-Sumatra toll road and the development of the national capital (Putri et al., 2024). The construction sector's contribution to the Gross Domestic Product reached 10.23% in the first quarter of 2024, making it the fourth-largest economic sector in Indonesia (Aulia & Nidatya, 2025). The government is also encouraging the adoption of technologies such as Building Information Modeling and modular construction to improve efficiency and sustainability. The annual Indonesia Construction 2024 event, held on November 6–8, served as an important platform for industry players to collaborate and innovate, with the theme “Agility and Adaptability of a Competitive Construction Sector.” With this approach, Indonesia's construction sector is expected to become more resilient and competitive in facing global challenges.

The construction industry in Cilegon City in 2025 experienced dynamic growth, marked by the implementation of various strategic projects. One of the flagship projects is the construction of the 180-hectare Krakatau Urban Valley by PT Krakatau Sarana Properti, which includes the development of residential areas, culinary centers, and budget hotels to support the tourism sector. In addition, Chandra Asri Pacific, Tbk is building a Chlor Alkali-Ethylene Dichloride plant worth Rp15 trillion, which has been designated as a National Strategic Project and is expected to support industrial downstreaming and create new jobs. The Cilegon City Government has also launched the “Mantri Jalan” program to accelerate road infrastructure improvements. However, challenges remain, such as a budget deficit of around Rp100 billion, which is affecting the smooth running of several infrastructure projects. Nevertheless, the increase in the Human Development Index (HDI) to 78.83 in 2024 shows that development efforts continue to have a positive impact on the community.

PT. Asyatek Indonesia, based in Cilegon, Banten, has shown significant growth in the construction and engineering industry since its transformation from Putra Gemilang in 2013 (Handoyo & Rudatin, 2023). The company offers comprehensive services, including fabrication, construction, mechanical, electrical, piping, maintenance, and the provision of industrial specification tools. Its specializations include the repair and fabrication of heat transfer equipment, such as heat exchangers and boilers, as well as the provision of professional tools for tubes and pipes, such as tube expanders and beveling machines (Simbolon, 2024). As a member, Asyatek Indonesia has completed more than 100 projects with a professional team of over 120 employees, demonstrating its commitment to quality, innovation, and customer satisfaction. With over a decade of experience and the use of the latest construction technology, the company continues to contribute to infrastructure development and large-scale commercial projects in Indonesia.

Workplace problems generally arise due to a lack of effective communication, unsupportive leadership, an unbalanced workload, and a lack of appreciation for employee performance (Tanjung et al., 2021). This can lead to stress, conflicts between employees, decreased productivity, and increased staff turnover. In addition, an uncomfortable physical environment, such as poor lighting, inadequate ventilation, or noise, also affects health and work motivation (Nabilah et al., 2025). Therefore, it is important for every company to create a healthy, open, and supportive work environment for individual and team growth (Praditya et al., 2025).

PT. Asyatek Indonesia, a company engaged in fabrication, construction, mechanical, electrical, piping, maintenance, and industrial equipment supply, faces various challenges in its efforts to increase work productivity (Suastiyanti et al., 2021). One of the main challenges stems from workplace variables. The work environment in the construction and manufacturing sectors is greatly influenced by physical conditions such as high temperatures, machine noise, and high potential for occupational hazards. When the work environment is not conducive, it can reduce employee comfort and concentration, leading to decreased job satisfaction and reduced productivity output (Nabilah et al., 2025). The preliminary survey results supporting the statement about the work environment at PT. Asyatek Indonesia, based on the perceptions of 30 respondents, are shown in table 1 below:

Table 1. Pre-Survey of the Work Environment

No	Statement	Rating Scale	
		Yes	No
1	I feel that the lighting in the workplace is sufficient to support my work activities	15	15
2	The room temperature at the workplace feels comfortable for working	15	15
3	The air humidity level at the workplace supports my comfort while working	10	20
4	My work environment is always clean and tidy	17	13
5	The noise level in the work environment does not disturb my concentration	5	25
6	The layout of my workspace is well-organized and supports work efficiency	7	23
7	I have a good working relationship with my colleagues	25	5
8	My supervisor applies a leadership style that supports team performance	20	10
9	Internal communication in the workplace runs well and effectively	8	22
10	I feel supported by colleagues and supervisors in completing my work	19	11
11	I feel that my efforts and achievements at work are well appreciated	9	21
12	The office work atmosphere supports comfort and productivity	24	6
13	I feel I can express opinions and suggestions without fear	10	20

Based on table 1 above, workplace issues at PT. Asyatek Indonesia may include a lack of open communication between departments, minimal recognition of employee performance, and a lack of transparency, which could potentially reduce team morale and productivity. In addition, unsupportive physical conditions in the workspace, such as suboptimal ventilation, noise from production machinery, or non-ergonomic layouts, can also affect employee comfort and health. If not addressed immediately, these issues can lead to increased turnover, decreased work quality, and disruption to the achievement of company targets. Therefore, it is important for the management of PT. Asyatek Indonesia to continue improving the quality of the work environment in order to create a healthy, safe, and productive atmosphere.

Statements regarding the negative impact of the physical environment on work comfort and productivity are reinforced by the theory proposed by Sedarmayanti (2017:129-135), which explains that an unfavorable physical work environment, such as noise, uncomfortable temperatures, poor lighting, and non-ergonomic work layouts, can reduce concentration, increase fatigue, and cause work stress (Sennang & Ikbal, 2025). This directly impacts the decline in employee motivation and productivity in performing their tasks optimally. Sedarmayanti emphasizes the importance of workplace design that supports the physical and mental well-being of workers in order to maintain performance (Nareswari et al., 2024).

In addition to the work environment, work discipline is also a crucial challenge that affects productivity and operational smoothness in every company (Tahir, 2024), including PT. Asyatek Indonesia. However, even though the company has established various rules and procedures, employee work discipline issues still often arise, such as tardiness, absenteeism, or lack of commitment to assigned tasks. This not only affects individual performance but can also impact the team as a whole and undermine a positive work culture. Therefore, it is important to gain a deeper understanding of the causes of these discipline issues and seek appropriate solutions to create a more organized and productive work environment.

The operational activities of PT. Asyatek Indonesia are highly dependent on punctuality, compliance with work safety procedures, and consistency in project completion. A lack of discipline among workers, such as tardiness, non-compliance with operating standards, or disregard for safety procedures, can cause major disruptions to the work schedule. Therefore, the company must strengthen discipline management by implementing strict but fair rules and promoting a professional work culture. The results of a preliminary survey support the statement regarding work discipline challenges at PT. Asyatek Indonesia.

METHODS

The study used quantitative research methods to obtain objective data that could be analyzed statistically to determine the effect of environmental variables and discipline on job satisfaction and its implications for work productivity (Ali, 2022). Data was collected through the distribution of questionnaires in the form of a numerical scale to respondents, and secondary data analysis was then analyzed using the SmartPLS statistical application tool. The employee population numbered 120 people, and the margin of error used was 0.05. Thus, the ideal sample size was 92 people. Probability sampling with random sampling was used.

Data collection techniques using survey methods and questionnaires are approaches conducted directly at the location or object of research to obtain real and relevant data in accordance with the issues being studied (Sujarweni, 2017). Data analysis techniques use multiple linear regression methods, which aim to determine the simultaneous and partial effects of independent variables on dependent variables (Ningsih & Dukalang, 2019). Multiple linear regression was chosen because it can analyze the relationship between two or more independent variables, such as environment, discipline, and productivity, on the dependent variable, namely job satisfaction. Through this regression test, researchers can see how much influence each independent variable has on changes in the dependent variable and determine the significance of the relationship based on the coefficient of determination value.

RESULT AND DISCUSSION

Requirements Analysis Testing

Outer Model Evaluation

Outer Model evaluation was conducted to measure the validity and reliability of the relationship between indicators and latent constructs in the research model. Based on the results of data processing using SmartPLS, the following factor loading values were obtained for each indicator:

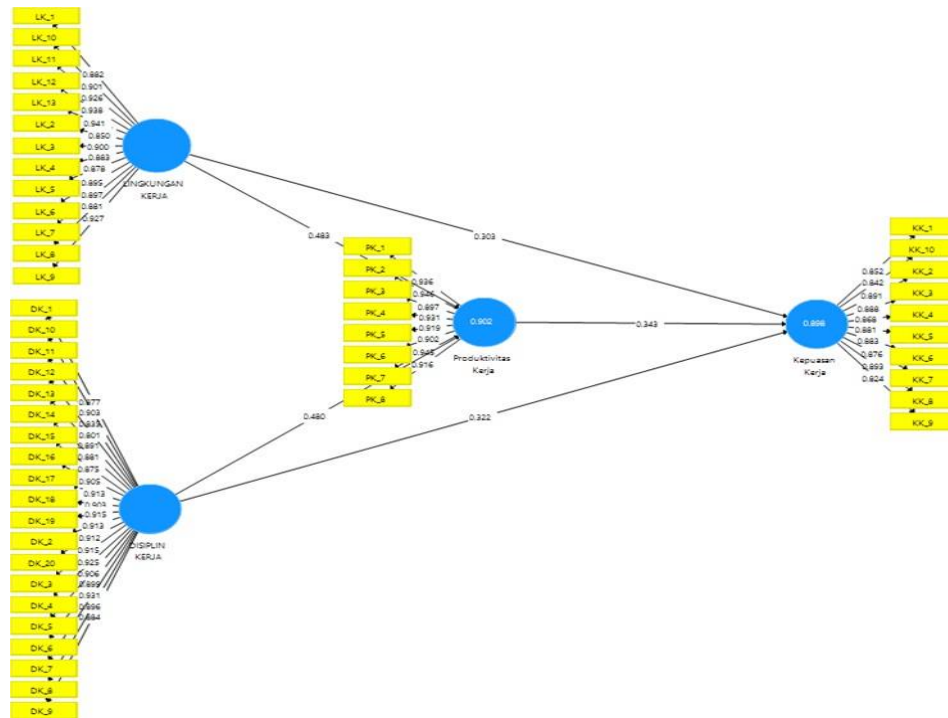


Fig 1. Outer Model

Convergent Validity

Researchers test Convergent Validity through Loading Factor values. An indicator is considered to meet Convergent Validity in the good category if the Loading Factor value is ≥ 0.7 , but in the development of new models or indicators, Loading Factor values between 0.5 and 0.6 are still acceptable (Andinni & Harun, 2024). According to Wijaya and Mustafa in 2012, the critical value of the Loading Factor differs from one to another. The results of the Loading Factor model evaluation measurement for each variable indicator in this study are:

The results of the Loading Factor test on the Environment variable indicator (X1) based on the path coefficient output are explained in table below.

Table 2. Results of the Loading Factor Test for Environmental Variables (X1)

Item Code	Loading Factor (LF)	Conclusion
LK_1	0.882	Valid
LK_10	0.901	Valid
LK_11	0.926	Valid
LK_12	0.938	Valid
LK_13	0.941	Valid
LK_2	0.850	Valid
LK_3	0.900	Valid
LK_4	0.883	Valid
LK_5	0.878	Valid
LK_6	0.895	Valid

LK_7	0.897	Valid
LK_8	0.881	Valid
LK_9	0.927	Valid

The results of the Loading Factor test on the Discipline variable indicator (X2) based on the path coefficient output are explained in table below.

Table 3. Results of the Loading Factor Test for Discipline Variables (X2)

Item Code Statement	Loading Factor (LF) Value	Conclusion
DK_1	0.877	Valid
DK_10	0.903	Valid
DK_11	0.835	Valid
DK_12	0.801	Valid
DK_13	0.891	Valid
DK_14	0.881	Valid
DK_15	0.875	Valid
DK_16	0.905	Valid
DK_17	0.913	Valid
DK_18	0.903	Valid
DK_19	0.915	Valid
DK_2	0.913	Valid
DK_20	0.912	Valid
DK_3	0.915	Valid
DK_4	0.925	Valid
DK_5	0.906	Valid
DK_6	0.899	Valid
DK_7	0.931	Valid
DK_8	0.896	Valid
DK_9	0.884	Valid

The results of the Loading Factor test on the Job Satisfaction variable indicator (Y) based on the path coefficient output are explained in table below.

Table 4. Results of the Loading Factor Test for Job Satisfaction Variables (Y)

Item Code Statement	Loading Factor (LF) Value	Conclusion
KK_1	0.852	Valid
KK_10	0.842	Valid
KK_2	0.891	Valid
KK_3	0.888	Valid
KK_4	0.868	Valid
KK_5	0.881	Valid
KK_6	0.883	Valid
KK_7	0.876	Valid
KK_8	0.893	Valid
KK_9	0.824	Valid

The results of the Loading Factor test on the variable indicator of Productivity (Z) based on the path coefficient output are explained in table below.

Table 5. Productivity Loading Factor Test Results (Z)

Item Code Statement	Loading Factor (LF) Value	Conclusion
PK_1	0.936	Valid
PK_2	0.946	Valid
PK_3	0.897	Valid
PK_4	0.931	Valid
PK_5	0.919	Valid
PK_6	0.902	Valid
PK_7	0.945	Valid
PK_8	0.916	Valid

Based on the presentation of the Loading Factor (LF) test results, it can be seen that each variable indicator in this study has a loading factor value > 0.7 . On the other hand, none of the research variable indicators have a loading factor value < 0.7 . It is concluded that each indicator in the research variables is valid, can be used in this thesis research, and can be analyzed further.

Discriminant Validity

The results of the Discriminant Validity test are explained by the Cross Loading value. Indicators that are declared or considered to meet the Discriminant Validity requirements are those whose Cross Loading values are large when compared to other variables. Table below explains the Cross Loading values for each indicator, as follows.

Table 6. Cross Loading

Indikator	LK	DK	PK	KK
LK_1	0.882	0.796	0.771	0.798
LK_10	0.901	0.849	0.826	0.812
LK_11	0.926	0.901	0.879	0.882
LK_12	0.938	0.876	0.897	0.866
LK_13	0.941	0.904	0.908	0.891
LK_2	0.850	0.813	0.796	0.771
LK_3	0.900	0.851	0.847	0.842
LK_4	0.883	0.836	0.805	0.817
LK_5	0.878	0.840	0.818	0.808
LK_6	0.895	0.846	0.858	0.825
LK_7	0.897	0.829	0.831	0.844
LK_8	0.881	0.861	0.846	0.833
LK_9	0.927	0.872	0.875	0.868
DK_1	0.881	0.877	0.844	0.861
DK_10	0.803	0.903	0.839	0.811
DK_11	0.725	0.835	0.683	0.715
DK_12	0.747	0.801	0.662	0.682
DK_13	0.808	0.891	0.800	0.790
DK_14	0.833	0.881	0.812	0.817
DK_15	0.832	0.875	0.790	0.804
DK_16	0.887	0.905	0.905	0.893
DK_17	0.908	0.913	0.948	0.897
DK_18	0.903	0.903	0.911	0.892

DK_19	0.896	0.915	0.906	0.874
DK_2	0.927	0.913	0.898	0.881
DK_20	0.915	0.912	0.879	0.882
DK_3	0.839	0.915	0.833	0.846
DK_4	0.875	0.925	0.868	0.874
DK_5	0.824	0.906	0.832	0.839
DK_6	0.813	0.899	0.831	0.791
DK_7	0.849	0.931	0.869	0.847
DK_8	0.785	0.896	0.791	0.784
DK_9	0.840	0.884	0.784	0.791
KK_1	0.862	0.866	0.815	0.852
KK_10	0.722	0.725	0.677	0.842
KK_2	0.768	0.773	0.768	0.891
KK_3	0.770	0.778	0.738	0.888
KK_4	0.736	0.719	0.747	0.868
KK_5	0.738	0.724	0.754	0.881
KK_6	0.872	0.885	0.889	0.883
KK_7	0.897	0.895	0.938	0.876
KK_8	0.908	0.899	0.920	0.893
KK_9	0.750	0.764	0.761	0.824
PK_1	0.923	0.893	0.936	0.888
PK_2	0.885	0.884	0.946	0.879
PK_3	0.825	0.834	0.897	0.843
PK_4	0.862	0.867	0.931	0.847
PK_5	0.872	0.879	0.919	0.872
PK_6	0.849	0.859	0.902	0.837
PK_7	0.884	0.873	0.945	0.871
PK_8	0.825	0.838	0.916	0.820

Based on table above, the results of Cross Loading show that each variable indicator in the study has a large Cross Loading value when compared to other variables. It can be said that the indicators used in the study have good Discriminant Validity in compiling each variable.

The discussion of the research results entitled “The Effect of Environment and Discipline on Job Satisfaction and Its Implications for Productivity at PT. Asyatek Indonesia” is explained as follows

The work environment has a positive and significant effect on the job satisfaction of PT Asyatek Indonesia employees. The test results show that the beta coefficient value of the Work Environment (X1) on Job Satisfaction (Y) is 0.303 and the t-statistic is 2.014. From these results, a significant t-statistic was obtained, because $2.014 > 1.96$ with a p-value of $0.045 < 0.05$, proving that the environment (X1) has a positive and significant effect on job satisfaction (Y).

The results of the study show that the environment has a positive and significant influence on job satisfaction. The better the environmental conditions, both in terms of physical aspects such as lighting, room temperature, layout, and non-physical aspects such as employee relations, leadership style, communication, and social support, the higher the level of job satisfaction felt by employees. This is in line with the theories of Robbins and Judge in 2017 and Locke in 1976, which state that a healthy environment will create positive

feelings, comfort, and a sense of security that increase job satisfaction. A good work environment not only makes employees feel physically comfortable, but also makes them feel appreciated, heard, and emotionally supported.

The results of this study are in line with the findings of (Khanan et al., 2025), which show that the environment has a positive and significant influence on job satisfaction, with an influence level of 81% on employees of the Purwakarta District Ministry of Religious Affairs Office. A supportive environment is crucial for enhancing job satisfaction. The work environment positively influences job satisfaction, where job satisfaction mediates the relationship between the work environment and employee loyalty (Andinni & Harun, 2024).

The environment has a positive and significant effect on employee job satisfaction at PT. Asyatek Indonesia. It has been shown that good environmental conditions, both physical (such as lighting, temperature, cleanliness) and non-physical (such as working relationships, support from superiors, and communication), can increase employee comfort and satisfaction in carrying out their duties. A conducive environment creates a sense of security and supports the psychological well-being of employees, making them feel more valued and motivated.

Work discipline has a positive and significant effect on the job satisfaction of PT Asyatek Indonesia employees. The test results show that the beta coefficient value of discipline (X2) on job satisfaction (Y) is 0.322 and the t-statistic is 2.665. From these results, a significant t-statistic value was obtained because $2.665 > 1.96$ with a p-value of $0.008 < 0.05$, thus proving that discipline (X2) has a significant effect on job satisfaction (Y).

Work discipline has been statistically proven to have a positive and significant effect on job satisfaction. Employees with high discipline demonstrate compliance with rules, responsibility for their work, and the ability to work consistently in accordance with applicable procedures. This fosters a sense of satisfaction because work can be completed properly, on time, and according to targets. Theories from Alblas & Wijsman, (2021) reinforce this finding, that discipline is not only compliance with rules, but also a reflection of commitment, professionalism, and self-control that leads to satisfaction and confidence at work. Discipline also creates a stable work environment that supports a harmonious and productive atmosphere.

The results of this study are in line with the findings of (Sipahutar, 2023), which show that work discipline positively and significantly affects employee job satisfaction at the PMD Office of North Labuhanbatu. Employees with high discipline tend to feel more satisfied with their work because of the creation of order and professionalism (Kurniawan & Nawawi, 2020). Furthermore, work discipline contributes significantly to job satisfaction, with a t-value of 3.426 ($p = 0.006$), confirming that increased discipline has a real impact on employee satisfaction (Sipahutar, 2023).

Work discipline has a positive and significant effect on employee job satisfaction at PT. Asyatek Indonesia. These findings indicate that discipline in terms of compliance with rules, responsibility for work, and consistency in work behavior contributes positively to employee satisfaction. High discipline reflects commitment and professionalism, which ultimately has an impact on comfort and self-esteem in relation to the work performed.

Job satisfaction has a positive and significant effect on the work productivity of PT Asyatek Indonesia employees. The test results show a beta coefficient value of job satisfaction (Y) on productivity (Z) of 0.343 and a t-statistic of 3.399. From these results, a significant t-statistic was obtained because

3.399 > 1.96 with a p-value of $0.001 < 0.05$, thus proving that job satisfaction (Y) has a positive and significant effect on productivity (Z).

The results of the analysis show that job satisfaction is a key factor that affects employee productivity. Employees who are satisfied with their work, salary, working relationships, opportunities for development, as well as supervision and working conditions, tend to have high enthusiasm and motivation to perform optimally. This is consistent with Herzberg's theory of motivators and hygiene factors, which states that satisfaction will encourage individuals to work harder and take responsibility for their work results. Locke (1976) also emphasizes that satisfaction is a positive emotional condition that encourages employee engagement and loyalty to the company.

The results of this study are in line with the findings of Sutrisnawati and Hidayat in 2023, namely that work productivity has a positive and significant effect on employee job satisfaction at PT Yamaha Music Manufacturing Asia. The more productive employees are, the higher their level of satisfaction with their work. Another study by Hindun Istiqomah and Uju Suji'ah in 2024 confirms that job satisfaction moderates the relationship between work environment, stress, and productivity, although it does not strengthen it moderately. In conclusion, good productivity still directly contributes to job satisfaction, even though its influence is not always reinforced by environmental conditions or stress.

Job satisfaction has a positive and significant effect on the productivity of PT. Asyatek Indonesia employees. Employees who are satisfied with their jobs tend to have high motivation, strong loyalty, and consistent work ethic. Job satisfaction derived from motivational and hygiene factors (such as recognition, work relationships, and opportunities for growth) encourages employees to improve their performance and achieve their work targets to the maximum extent possible. Ultimately, this has a positive impact on satisfaction and loyalty to the organization.

The work environment has a positive and significant effect on the work productivity of PT Asyatek Indonesia employees. The test results show that the beta coefficient value of the environment (X1) on productivity (Z) is 0.483 and the t-statistic is 4.433. From these results, a significant t-statistic is obtained, because $4.433 > 1.96$ with a p-value of $0.000 < 0.05$, thus proving that the environment (X1) has a positive and significant effect on productivity (Z).

A good working environment not only increases satisfaction but also directly impacts productivity. Employees will be more focused, comfortable, and efficient when they are in a clean, safe, quiet, and well-organized environment. In addition, positive working relationships, supportive leadership styles, and open communication also increase teamwork spirit. According to Edi Winata in 2022 and Khotimah in 2023, a physically ergonomic and psychologically supportive work environment is crucial for maintaining work effectiveness and avoiding emotional disturbances such as stress, which negatively impact productivity.

The results of the study are in line with the findings of Putra in 2024, which show that the work environment has a positive and significant effect on employee productivity at PT Pabrik Kertas Noree Indonesia. Harmonious working relationships and supportive facilities are the main factors in creating a conducive environment so that employees are motivated to work more efficiently and with greater dedication. Additionally, [Khanan et al., \(2025\)](#) also found that fair and competitive rewards and a supportive work environment directly increase employee motivation and performance at Gravity Digital Printing, reinforcing the strategic role of these two elements in driving

productivity.

The work environment has a positive and significant effect on the work productivity of PT. Asyatek Indonesia employees. A comfortable and supportive work environment, both physically and psychologically, helps employees to work with greater focus, efficiency, and motivation. A harmonious work atmosphere, good employee relations, and support from superiors are important factors in increasing overall work output and effectiveness.

Work discipline has a positive and significant effect on the work productivity of PT Asyatek Indonesia employees. The test results show a beta coefficient value of discipline (X2) on productivity (Z) of 0.480 and a t-statistic of 4.354. From these results, a significant t-statistic was obtained because $4.354 > 1.96$ with a p-value of $0.000 < 0.05$, thus proving that discipline (X2) has a positive and significant effect on productivity (Z).

Discipline at work, such as punctuality, adherence to work schedules, responsibility for tasks, and a professional attitude, are important factors in increasing productivity. These findings support the opinion of [Tanjung et al., \(2021\)](#), who show that employees with high discipline can complete work more effectively, minimize work errors, and maintain the overall rhythm of the team. Discipline also creates order and facilitates the achievement of work targets on an ongoing basis.

The results of this study are in line with the findings of [Manik & Turmudhi, \(2024\)](#), which show that work discipline has a positive and significant effect on the work productivity of employees in the Washing Division of PT Multi Garmen Jaya Bandung. The higher the level of discipline, the greater the efficiency and dedication of employees in completing their daily tasks. Additionally, recent research by [Megawati et al., \(2024\)](#) at PT Ajidharma Corporindo Jakarta also emphasizes that work discipline partially and simultaneously increases productivity, while training and work environment aspects provide simultaneous support, but discipline remains the primary educational variable in driving optimal performance.

Work discipline has a positive and significant effect on the productivity of PT. Asyatek Indonesia employees. Employees with a high level of discipline demonstrate perseverance, regularity, and responsibility in carrying out their work. This attitude contributes directly to increased productivity, as work can be completed on time, accurately, and in accordance with the standards set by the organization.

CONCLUSION

The results of this study can be concluded that improving the work environment has been proven to increase employee job satisfaction and productivity. A consistent culture of discipline has an impact on employee job satisfaction and productivity. Furthermore, job satisfaction as an indicator of human resource management success can be used in formulating comprehensive strategies to increase employee productivity. Productivity planning should not only focus on technical aspects, but also consider the psychological and social aspects of employees. This research can be used as a reference and adopted for the development of human resource policies in similar industries that face challenges in the work environment and employee work discipline.

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