

The Influence of Work Discipline and Work Environment on Job Satisfaction with Work Motivation as a Mediating Variable

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ABSTRACT

The purpose of this study is to analyse the effect of work discipline and work environment on job satisfaction, with motivation as a mediating variable. This study employs a quantitative approach, utilising a questionnaire distributed to village officials throughout the Somagede sub-district. The population in this study consists of all village officials in the Somagede sub-district, with a saturated sampling technique used, which involves determining the sample size from the entire population of 106 respondents. Hypothesis testing was conducted using Partial Least Squares (PLS) analysis with Smart PLS Version 4.0 software. The study's results indicate that work discipline has a positive and significant impact on work motivation. In contrast, the work environment has a limited impact on work motivation. Work discipline has a limited effect on job satisfaction, whereas the work environment has a positive and significant impact on job satisfaction. Motivation has a positive and significant effect on job satisfaction. Work motivation mediates the relationship between work discipline and job satisfaction. However, work motivation does not mediate the relationship between the work environment and job satisfaction.

INTRODUCTION

The village government's public services are the primary form of government administration that is in close interaction with the community. The performance of village officials has a significant impact on the quality of public services provided in the village, and this performance is directly tied to the officials' degree of work satisfaction. Job satisfaction reflects the extent to which village officials feel happy, satisfied, and motivated in carrying out their duties. Village leaders who are pleased with their roles usually exhibit strong spirits, devotion to the organization, and a dedication to delivering excellent service to the community. Individuals who feel job satisfaction exhibit performance behaviours that are consistent with their attitudes (Widhiandono et al., 2022).

One of the village government agencies that plays a role in improving human resources is the Village Government in Somagede Sub-district. Law No. 6/2014 highlights that Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary Republic of Indonesia, and Bineka Tunggal Ika serve as the foundation for the structure, development, implementation, community development, and empowerment of the Village Government.

Somagede Sub-district is part of the regional government system that acts as an administrative area under the authority of the sub-district head. The sub-district head acts as the leader and coordinator of government administration at the sub-district level. It is a district regional apparatus, as stipulated in Article 221, Paragraphs (1) and (2) of Law Number 23 of 2014 concerning Regional Government. Based on this provision, the sub-district head is responsible to the regent or mayor through the regional secretary. According to Article 1, Paragraph (7) of the same Law, nine villages within the administrative region of Kecamatan Somagede are legally classified as legal community units with the power to control and oversee the interests of the local populace. The nine villages include: Plana Village, Piasa Kulon Village, Somakaton Village, Kanding Village, Somagede Village, Sokawera Village, Tanggeran Village, Klinting Village, and Kemawi Village, with a total of 106 village officials, each led by a village head. The large number of villages and communities requires village officials to optimise services to achieve agency goals.

Work motivation is one of the factors that influence job satisfaction. Work motivation can be interpreted as the desire of a person to provide the best effort for the achievement of organizational goals. Because they directly impact work productivity and the direction of organizational operations, motivation and job satisfaction both play crucial roles in an organization. Someone who has high motivation will usually prioritize their responsibilities and continue to strive to develop their abilities. This not only has an impact on personal development, but also makes a positive contribution to the smooth running and growth of the organization. Therefore, maintaining a harmonious working relationship between the device and the organization, both through direct communication and work agreements, can foster a sense of satisfaction in the device (Hulu et al., 2024).

Previous research by Febrianti et al. (2024), Kuma et al. (2023), Nida et al. (2024), Sartika et al. (2024) state that work motivation affects job satisfaction. However, some of these studies are still limited to the private sector and not much has been done in the context of village government. This shows that there is a research gap in the work motivation variable, especially in its effect on job satisfaction directly.

The role of the Village Head as the leader of the village government organization is significant in determining the successful implementation of tasks, village officials, the Village Head is not only tasked with providing direction and guidance, but must also be able to motivate his subordinates to work optimally. Work motivation provided by the Village Head can increase the morale and satisfaction of village officials with their leaders. In Somagede Sub-district, there are still village officials who have not completed their tasks in a timely manner, indicating problems with professionalism and responsibility. Therefore, the role of the Village Head in providing effective motivation is key to improving the performance and job satisfaction of village officials.

Workplace motivation and job satisfaction are also influenced by work discipline, which is the ability to operate consistently and reliably without deviating from established guidelines. The level of discipline in the Village Hall Office in Somagede Sub-District can be said to be quite low, as there are officials who are not on time to come to the office or on time to go home. There are still village officials who go home during break time and return in the afternoon to take attendance, so that people who need services from village officials have to wait or come to the home of the village official concerned. However, some villages in Somagede Sub-district have used *finger print* attendance, which requires village officials to be disciplined.

Based on data obtained from each village in Somagede sub-district in January-June 2025, there were 25 village officials who were absent without explanation. This shows that there are still problems in work discipline that can affect the smooth running of services to the community and reduce the level of job satisfaction of the village officials themselves.

Previous research on work discipline by Hayat et al. (2024), Nurmalawati et al. (2023), Rachman et al. (2021), Shavira & Palupi (2024), Wiwien Jumadil et al. (2023) which provides results that work discipline has a significant effect on work motivation. This means that high work discipline will affect work motivation, otherwise low discipline will also lower work motivation.

The work environment is another factor that can influence job satisfaction and motivation. Village officials are directly impacted by their work environment; a suitable workplace will enhance their effectiveness. The working environment in the Village Hall in Somagede sub-district is not optimal, because some of the Village Hall office locations are right across the main traffic road which is crowded with vehicles every day, some offices still use old buildings that have not been repaired, air circulation and lighting that cause a lack of comfort at work. However, other Village Halls have been improved and some have even been moved to strategic locations and are easily accessible by the community.

Previous research on the work environment by Linda et al. (2024), Purnama et al. (2020), Sudarmanto et al. (2022), Wiryawan et al. (2020) demonstrates that the workplace has a significant and favorable impact on employee motivation. Other research by Jasmine & Edalmen (2020), Wahyuni & Dewi (2024), Wibowo et al. (2023) work motivation acts as a mediating variable in the relationship between the work environment and job satisfaction.

Herzberg's Two-Factor Theory posits that the work environment influences job satisfaction by combining external elements, such as cleanliness, with internal factors, like motivation. According to the notion, accomplishment, acknowledgment, the task itself, accountability, and room for growth are all motivating elements. The absence of motivational factors will lead to dissatisfaction and increased absenteeism. Herzberg believes that job satisfaction factors are different from job dissatisfaction factors (Puspita, 2022).

The theory explains that hygiene factors are conditions for individual motivation which include fundamental factors such as work atmosphere, coworkers, leadership and job security are considered as factors that can increase the level of motivation. According to research by Yashak et al. (2020) motivational elements in two-factor theory and job motivation are related. Furthermore, research by Puspita (2022) says that the motivation factor is higher than the hygiene factor. This shows that there is work motivation but there are still factors that are less satisfying.

The work environment has a significant influence on job satisfaction, and work motivation plays a crucial role in mediating this relationship. Job satisfaction that occurs will have an impact on comfort at work. Conversely, dissatisfaction will have an impact on decreasing work motivation and producing discomfort in the work environment (Jasmine & Edalmen, 2020).

This study is significant because it advances our understanding of how the work environment and discipline influence job satisfaction as a mediating factor. Although there has been prior research on the relationship between the work environment and job satisfaction, with motivation serving as a mediating variable in several factors, this study is a development from Wibowo et al. (2023), and the findings indicate that both the work environment and work motivation have a positive and significant impact on job satisfaction. Additionally, the study's population development is positively and significantly impacted by the work environment. This is an important research gap to overcome.

LITERATURE REVIEW

Job Satisfaction Theory: Herzberg's Two-Factor Theory

Two-factor theory or called *pure motivation theory (motivation hygiene theory)* is a theory developed by Federick Herzberg which states that a person's motivation can lead to job satisfaction. The degree of job satisfaction will increase with motivation (Maulidiyah et al., 2022). According to research by Puspita (2022) states that motivational factors are higher than hygienic factors on job satisfaction. This shows that the device has great motivation towards its work, however, there are low hygiene factors.

The following traits of the two-factor theory are both satisfiers and dissatisfiers: (1) Unsatisfactory or unhygienic elements, such as pay, status,

supervision, relationships with coworkers, and the working environment. This element pertains to meeting fundamental requirements. (2) Satisfiers or motivators, such as challenging and exciting work, chances for success, accolades, and promotions. This factor is related to satisfaction, the fulfillment of these factors will increase satisfaction (Maria et al., 2022) .

Job Satisfaction

Job satisfaction is the conformity of the expected with the actual feeling, related to one's attention. Job satisfaction is not only in the mind but can be ascertained through the attitudes and behavior of village officials (Maria et al., 2022) . Job satisfaction is important because it can have an impact on productivity in the office. Village officials who have high job satisfaction tend to see work as enjoyable, while village officials with low job satisfaction tend to find work boring, so they work involuntarily. Therefore, it is important to pay attention to the job satisfaction of village officials in order to create improvements or advance in the organization (Norviandy & Prastika, 2025).

Job satisfaction includes dimensions or components. According to Luthans (2011) five main dimensions of job satisfaction are (1) the actual work, the degree to which the position offers assignments and learning possibilities, and the chance to take on personal responsibility. (2) salary or compensation (*pay*), the extent to which salary and benefits are considered fair and appropriate to the contribution. (3) *promotion*, opportunities for growth and advancement within the organization. (4) *supervision*, relationships and support from leaders or supervisors. (5) *co-workers*, the quality of social relationships at work.

Indicators of job satisfaction according to Wiranto and Hikmah(2022) include: (1) the work itself, (2) salary, (3) opportunities or promotions, (4) supervisors, and (5) coworkers.

The Effect of Work Discipline on Work Motivation

Work discipline according to Asmini et al. (2023) states that activities from agencies that function as a form of controlling village officials against agency organizational standards in order to achieve common goals. The application of work discipline is important for the office in order to achieve order and smooth implementation of office tasks, thereby producing optimal tasks.

Objectives that can affect work discipline according to Songjanan et al.(2021) include (1) obeying labor regulations and policies, (2) doing the best work in their respective fields, (3) using office equipment as well as possible, (4) behaving according to applicable rules and norms.

Indicators of work discipline according to Sitohang & Saputra (2024) namely (1) compliance with regulations, (2) effective at work, (3) corrective action, (4) timely attendance, (5) timely completion of tasks.

As research by Hayat et al. (2024), Nurmalawati et al. (2023), Rachman et al. (2021), Shavira & Palupi (2024), Wiwien Jumadil et al. (2023) by stating that work discipline has a significant effect on work motivation.

H1: Work Discipline Has a Positive and Significant Effect on Work Motivation

The Effect of Work Environment on Work Motivation

An essential component of the work environment is the setting in which village officials conduct their duties. The effectiveness of village officials at work can be enhanced by a positive workplace atmosphere. Pleasant working environment conditions will affect the mentality of village officials to be enthusiastic at work. This indicates that village officials feel good at work will cause a sense of security and comfort so that village officials will feel at home and increase the enthusiasm of village officials (Amri et al., 2022).

There are two components to the workplace: the physical and the non-physical. The physical workplace is one that employees experience firsthand while working. Although it cannot be sensed, the non-physical work environment can have an impact on how work is carried out (Amri et al., 2022).

Work environment indicators relate to factors that can affect the work environment. Indicators of the work environment according to Utami et al. (2023) provide the following physical work environment indicators: (1) illumination, (2) air circulation, (3) room colours, and (4) scents. (1) supervision, (2) work culture, (3) excellent treatment, (4) employee connections, and (5) the incentive system comprise the non-physical work environment.

Previous research conducted by Laila & Waruwu (2024), Nabila et al. (2024), Purnama et al. (2020) the workplace has a significant and favourable impact on employee motivation.

H2: Work Environment Has a Positive and Significasnt Effect on Work Motivation

Effect of Work Discipline on Job Satisfaction

Work discipline is an attitude and behavior that reflects individual obedience to the rules and work responsibilities set by the organization. A high level of discipline can create a work environment that is organized, efficient, and able to increase comfort at work. Employees or village officials who are disciplined are more likely to be accountable, reliable, and consistent in their performance, which eventually improves their sense of job satisfaction.

The results of research conducted by Arifin & Luturlean (2024) show that work discipline has a positive and significant effect on job satisfaction. This study also noted that unexplained absences and violations of discipline, such as arriving late and leaving prematurely, are indications of low discipline and contribute to job dissatisfaction within PT Silva Andia Utama. Other studies by Karimah Azzahra et al. (2024), Safrila & Oktiani (2024), Wahyuningtias et al. (2024) work discipline has a significant and favourable impact on job satisfaction.

H3: Work Discipline Has a Positive and Significant Effect on Job Satisfaction

The Effect of Work Environment on Job Satisfaction

The work environment is everything that is around village officials physically or non-physically that can affect the main tasks and a conducive work environment can encourage and improve the work of village officials so that job satisfaction can be obtained (Nabawi, 2019).

A comfortable, safe, and supportive work environment physically and non-physically can increase the comfort and enthusiasm of the work of the device,

thus having an impact on increasing job satisfaction. Research by Kurniawan & Wijanarko, (2021) Lawren & Ekawati (2023), Yuliantini & Santoso (2020) job happiness is positively and significantly influenced by the workplace.

H4: Work Environment Has a Positive and Significant Effect on Job Satisfaction

The Effect of Work Motivation on Job Satisfaction

Work Motivation according to Yasin et al. (2024) is an encouragement that is able to foster enthusiasm in village officials to work efficiently, purposefully, and be able to establish cooperation in order to achieve satisfaction at work. Work motivation allows the process in work to run optimally. With good work motivation, it will affect the job satisfaction of village officials so that village officials can help the village government to achieve agency goals (Oktasiana & Hazmi, 2025).

Work satisfaction is influenced by motivation, which also plays a big part in sustaining morale, which in turn affects employee work satisfaction. This is in line with research by Febriani et al.(2024), Fitriyani & Muryani (2023), Lawren & Ekawati (2023), Nurhasanah et al. (2024), Yakin et al. (2024) that show a positive and significant relationship between work motivation and job satisfaction, meaning that the more motivated employees are at work, the more satisfied they are with their jobs. Work satisfaction is influenced by motivation, which also plays a big part in sustaining morale, which in turn affects employee work satisfaction.

Indicators of work motivation according to Wiranto & Hikmah (2022) namely (1) physiological needs, (2) need for security, (3) need to be accepted, (4) need to be appreciated, and (5) need for self-actualization.

H5: Work Motivation has a positive and significant effect on Job Satisfaction

The Effect of Work Discipline on Work Motivation and Job Satisfaction

The implementation of work discipline policies that are fair, transparent, and easily understood by all levels of the organization, from the village head to employees. A high level of discipline is generally in line with a great sense of responsibility for the tasks carried out. Each Village Head has the responsibility to ensure that his/her employees are able to maintain work discipline consistently. Basically, the main purpose of implementing discipline is to motivate village officials in the agency to work in accordance with predetermined standards, as well as foster enthusiasm in carrying out their work (Juliantika & Dedi Supiyadi, 2024). As research by Hayat et al. (2024), Nurmalawati et al. (2023), Rachman et al. (2021), Shavira & Palupi (2024), Wiwien Jumadil et al. (2023) by stating that work discipline has a significant effect on work motivation.

The degree of job satisfaction has an impact on employee discipline in addition to work motivation. High job satisfaction can encourage employees to be more compliant with the rules and policies set by the agency, so that it has an impact on increasing work discipline (Wahyuningtias et al., 2024). Job satisfaction has received wide attention from the Village Head and village officials because it is closely related to the emergence of employee dissatisfaction.

Job dissatisfaction can cause feelings of disappointment in village officials which are expressed through decreased levels of work discipline (Safrila & Oktiani, 2024). As research by Arifin & Luturlean (2024), Juliantika & Dedi Supriyadi (2024), Karimah et al. (2024), Wahyunigtias et al. (2024) work discipline has a significant and favourable impact on job satisfaction.

Indicators of work discipline according to Sitohang & Saputra(2024) namely (1) compliance with regulations, (2) effective at work, (3) corrective action, (4) timely attendance, (5) completing work on time.

H6: Work Discipline Has a Positive and Significant Effect on Job Satisfaction through Work Motivation as a Mediating Variable

The Effect of Work Environment on Work Motivation and Job Satisfaction

The work environment according to Ramadhan & Halim (2023) the work environment comprises both physical and non-physical components that influence how village officials carry out their tasks. A comfortable environment supported by adequate facilities can increase work motivation (Kherera & Hastasari, 2024) .

Village authorities who are motivated will perform their jobs with greater zeal and efficiency (Purnama et al., 2020). This is supported by research conducted by Laila & Waruwu (2024), Nabila et al. (2024), Purnama et al. (2020) the work environment has a significant and favourable impact on employee motivation.

Enhancing job satisfaction also contributes to a productive workplace, which facilitates task completion and the achievement of organisational objectives. Research by Kurniawan & Wijanarko (2021), Lawren & Ekawati (2023), Syukron et al. (2022), Yuliantini & Santoso (2020) supports this, indicating that the work environment has a positive and significant influence on job satisfaction. Other research by Jasmine & Edalmen (2020), Wahyuni & Dewi (2024), Wibowo et al. (2023) work motivation acts as a mediating variable between the work environment and job satisfaction.

Work environment indicators relate to factors that can affect the work environment. Indicators of the work environment according to Dharmawan and Nugroho(2022) physical work environment namely (1) lighting, (2) noise, (3) air circulation, and (4) odors. The non-physical work environment is (1) the relationship between coworkers at the same level, (2) the relationship between superiors and devices, (3) cooperation between devices.

H7: Work Environment Has a Positive and Significant Effect on Monkey Satisfaction through Work Motivation as a Mediating Variable.

Research Model

Based on the explanation of the hypothesis above, the seven hypotheses in the research model are as follows:

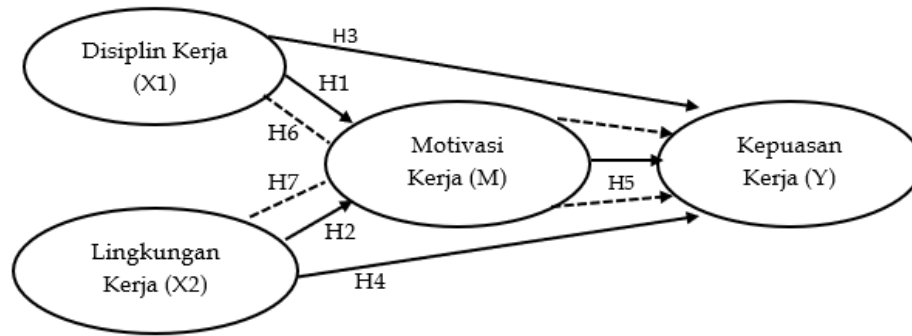


Figure 1. Research Model

METHODOLOGY

This research uses quantitative methods. The population in this study were all village officials in Somagede Sub-district consisting of 106 village officials. The sampling technique is done by saturated sample or census, namely determining the number of samples from all members of the population.

Questionnaires were sent to gather data. A Likert scale with five response criteria: Strongly Agree (value 5), Agree (value 4), Neutral (value 3), Disagree (value 2), and Strongly Disagree (value 1) was used to analyse the data. Using SmartPLS software version 4.0, the Partial Least Squares (PLS) method was employed to evaluate the hypotheses.

RESEARCH RESULT

Based on the data collected from 106 respondents, data processing of respondent characteristics was carried out to obtain an overview of the background of the research subjects before model testing.

Table 1. Respondent Demographics

Characteristics	Category	Frequency	Percentage
Gender	Male	85	80,19%
	Female	21	19,81%
Age	>50 Years	66	62,26%
	41-50 Years	18	16,98%
	31-40 Years	10	9,43%
	20-30 Years	9	8,49%
Education	High School/Vocational School	90	84,91%
	Diploma IV / S1	11	10,38%
	Junior/Senior High School	5	4,72%
Length of Service	>15 Years	70	66,04%
	11-15 Years	21	19,81%
	6-10 Years	7	6,60%
	1-5 Years	7	6,60%
	<1 Year	1	0,94%

Partial Least Squares (PLS) Model Scheme

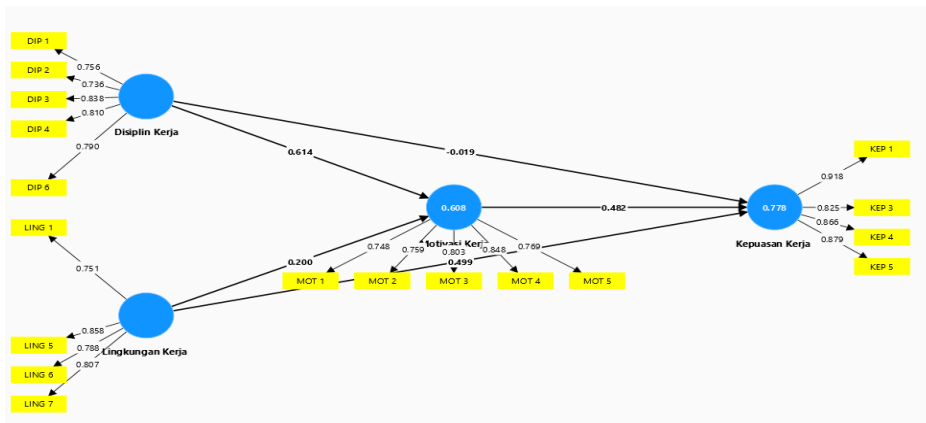


Figure 2. PLS (Outer Model) Measurement Model Path Diagram Test Result

Measurement Model (Outer Model)

Several criteria are employed in the Measurement Model (Outer Loading), including reliability tests, Convergent Validity, and Discriminant Validity. These criteria are used using the Partial Least Square analysis method in order to evaluate the outer model with the Partial Least Square value.

Convergent Validity

Table 2. Factor Loading Calculation Results

Variable	Item	Factor Loading	Standard Value	Result
Work Discipline	XI.1	0.756	≥ 0.7	Valid
	X1.2	0.736	≥ 0.7	Valid
	X1.3	0.838	≥ 0.7	Valid
	X1.4	0.810	≥ 0.7	Valid
	X1.6	0.790	≥ 0.7	Valid
Work Environment	X2.1	0.751	≥ 0.7	Valid
	X2.5	0.858	≥ 0.7	Valid
	X2.6	0.788	≥ 0.7	Valid
	X2.7	0.807	≥ 0.7	Valid
Job Satisfaction	Y1.1	0.918	≥ 0.7	Valid
	Y1.3	0.825	≥ 0.7	Valid
	Y1.4	0.866	≥ 0.7	Valid
Work Motivation	Y1.5	0.879	≥ 0.7	Valid
	M1.1	0.748	≥ 0.7	Valid
	M1.2	0.759	≥ 0.7	Valid
	M1.3	0.803	≥ 0.7	Valid
	M1.4	0.848	≥ 0.7	Valid
	M1.5	0.769	≥ 0.7	Valid

All of the chosen items are deemed to be convergent valid based on the computation results in Table 2, which show that the Loading Factor value of < 0.70 has been eliminated from the model for indicators X1.5, X2.2, X2.3, X2.4, and Y1.2.

Discriminant Validity

Table 3. Cross Loading Calculation Results

No	Work Discipline (X1)	Work Environment (X2)	Job Satisfaction (Y)	Work Motivation (M)
XI.1	0.756	0.650	0.601	0.604
X1.2	0.736	0.470	0.440	0.496
X1.3	0.838	0.632	0.616	0.699
X1.4	0.810	0.628	0.558	0.551
X1.6	0.790	0.629	0.650	0.643
X2.1	0.501	0.751	0.611	0.482
X2.5	0.713	0.858	0.709	0.660
X2.6	0.685	0.788	0.561	0.566
X2.7	0.562	0.807	0.709	0.439
Y1.1	0.657	0.767	0.918	0.756
Y1.3	0.578	0.682	0.825	0.622
Y1.4	0.624	0.651	0.866	0.665
Y1.5	0.707	0.718	0.879	0.753
M1.1	0.601	0.451	0.510	0.748
M1.2	0.551	0.474	0.598	0.759
M1.3	0.672	0.551	0.719	0.803
M1.4	0.629	0.567	0.670	0.848
M1.5	0.563	0.594	0.642	0.769

According to Table 3. Since each variable has the highest cross-loading value compared to other cross-loading values, the clues used in this investigation have a high discriminant legitimacy value when it comes to gathering data for each variable, proving that they satisfy the requirements for discriminant validity.

Reliability Test

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_c)
Work Discipline (X1)	0.846	0.890
Work Environment (X2)	0.814	0.927
Job Satisfaction (Y)	0.895	0.878
Work Motivation (M)	0.845	0.890

According to Table 4. Every variable has a Cronbach's Alpha and Composite Reliability value of more than 7.0, indicating that they are all dependable.

R-Square

Table 5. R-Square Calculation Results

	R-square	Adjusted R-square
Job Satisfaction (Y)	0.778	0.771
Work Motivation (M)	0.608	0.600

According to Table 5. As may be observed, the incentive's R-Square for the work satisfaction variable is 0.778. This figure indicates that the work environment and discipline factors account for 77.8% of the job satisfaction variable. Other factors then explain the remaining 22.2%. Thus, the model is regarded as powerful. With an R-Square of 0.608, the work motivation variable can be described by the work environment, work discipline, and job satisfaction variables 60.8% of the time, with diverse factors influencing the remaining 39.2%. Therefore, it may be said that the model is deemed moderate.

Hypothesis Test

Table 6. Hypothesis Test Calculation Results

Path	Path Coefficient	T Statistic	P-values
Discipline -> Motivation	0.614	6.167	0.000
Environment -> Motivation	0.200	1.894	0.058
Discipline -> Satisfaction	-0.019	0.187	0.852
Environment -> Satisfaction	0.499	6.367	0.000
Motivation -> Satisfaction	0.482	5.833	0.000
Discipline -> Motivation -> Satisfaction	0.296	4.128	0.000
Environment -> Motivation -> Satisfaction	0.097	1.811	0.070

Hypothesis Testing Results

H1: Work Discipline has a positive and significant influence on Work Motivation

According to the findings from the primary hypothesis test, the path coefficient for the effect of work discipline on work motivation is 0.614. The resulting T-statistic of 6.167 exceeds the critical value threshold of 1.96, and the p-value is 0.000, which is significantly lower than the 0.05 significance level. These statistical results confirm that work discipline has a significant positive influence on work motivation. Consequently, the first hypothesis proposed in this study is **accepted**

H2: Work Environment does not significantly affect Work Motivation

The analysis of the second hypothesis reveals that the path coefficient of work discipline on job satisfaction is 0.200. The T-statistic value obtained is 1.894, which falls short of the critical threshold of 1.96, and the p-value of 0.058 exceeds the conventional significance level of 0.05. These results suggest that work

discipline does not have a statistically significant effect on job satisfaction. Accordingly, the second hypothesis of this study is **rejected**.

H3: Job Discipline does not significantly affect Job Satisfaction

The primary hypothesis testing results indicate that the path coefficient of work discipline on job satisfaction is 0.200. The corresponding T-statistic value of 1.894 falls below the critical threshold of 1.96, and the p-value obtained is 0.058, which exceeds the conventional 0.05 significance level. These results suggest that work discipline does not have a statistically significant impact on job satisfaction. However, the result may be considered marginally substantial due to its proximity to the cutoff. Therefore, the third hypothesis in this study is not supported and is consequently **rejected**.

H4: Work Environment has a positive and significant influence on Job Satisfaction

The work environment variable has a path coefficient of 0.499 in its influence on job satisfaction, according to the findings of the fourth hypothesis test. The calculated p-value of 0.000 is significantly below the conventional significance level of 0.05, while the T-statistic value of 6.317 exceeds the critical threshold of 1.96. These results suggest that the workplace has a significant influence on job satisfaction. As a result, this study's fourth hypothesis is accepted.

H5: Work Motivation has a positive and significant influence on Job Satisfaction

The test results of the fifth hypothesis indicate that the work motivation variable influences job satisfaction, with a path coefficient of 0.482. The obtained T-statistic value of 5.833 exceeds the critical threshold of 1.96, and the corresponding p-value of 0.000 is well below the 0.05 significance level. These findings confirm that work motivation has a statistically significant impact on job satisfaction. Therefore, the fifth hypothesis of this study is **accepted**.

H6: Work Discipline has a positive and significant influence on Job Satisfaction mediated by Work Motivation.

The results of testing the sixth hypothesis indicate that work motivation mediates the relationship between work discipline and job satisfaction. This is evidenced by the path coefficient value of 0.296, the T-statistic value of 4.128, which exceeds the critical value of 1.96, and the p-value of 0.000, which is far below the 0.05 significance threshold. Thus, work motivation is proven to have a significant mediating influence in the relationship between work discipline and job satisfaction; therefore, the sixth hypothesis in this study is **accepted**.

H7: Work environment has no significant effect on Job Satisfaction mediated by Work Motivation.

The testing results for the seventh hypothesis reveal that work motivation does not mediate the relationship between the work environment and job satisfaction. This conclusion is supported by a path coefficient of 0.097, a T-

statistic value of 1.811, which falls below the critical threshold of 1.96 and a p-value of 0.070, which exceeds the conventional 0.05 significance level. These findings suggest that the mediating role of work motivation in the linkage between work environment and job satisfaction is statistically insignificant. Accordingly, the seventh hypothesis is **rejected**.

DISCUSSION

Work Discipline on Work Motivation

The findings demonstrated that village officials' work motivation is significantly impacted by work discipline. Village officials are more motivated to do their jobs when there is a greater degree of work discipline. This happens because disciplined village officials will complete tasks in a timely manner which then creates a feeling of satisfaction with themselves. Responding to the initial problem formulation about how work discipline affects motivation at work is acceptable.

The findings of Hayat et al. (2024), Rachman et al. (2021), Syukron et al. (2022) which suggest that work discipline significantly affects work motivation, are supported by this study. Motivator factors contribute to a greater level of work excitement, which is consistent with Herzberg's two-factor hypothesis.

Based on the results of this study, the implication for the Village Head is that consistency in implementing work discipline will generate work enthusiasm from individual village officials, setting an example of discipline in leadership is one way that can be done by the Village Head. Providing intensive and conducting periodic evaluations can build sustainable motivation in village officials.

Work Environment on Work Motivation

The findings demonstrated that the work environment had no discernible impact on employee motivation. Physical or non-physical work environment conditions are not strong enough to increase or decrease work motivation. This happens because work motivation is influenced by other intrinsic factors. Although it helps to create ideal conditions, the work environment does not greatly promote the development of work motivation. Answering the formulation of the second hypothesis problem regarding the influence of the work environment on work motivation **is rejected**.

This finding is consistent with the study by Nurmalawati et al. (2023) which found that the work environment does not significantly influence work motivation. In line with Herzberg's Two-Factor Theory, the work environment is categorised as a hygiene factor, meaning it does not directly generate motivation. Although a supportive work environment may prevent dissatisfaction, it is insufficient on its own to increase motivation if key motivator factors are not adequately fulfilled.

Based on the findings of this study, several practical implications are directed toward the Village Head. These include the need to improve the quality of the work environment to stimulate the work motivation of village officials, develop strategies for recognizing and rewarding their performance, organize

capacity-building training programs, and involve village officials in decision-making processes as a means of enhancing their motivation and engagement.

Work Discipline on Job Satisfaction

The results showed that work discipline had no effect on job satisfaction of village officials. The lower the level of work discipline, the more satisfied village officials will be. This happens because work discipline is perceived as a form of responsibility not to increase satisfaction. Answering the first problem formulation regarding the effect of work discipline on job satisfaction is **rejected**.

The results of this study are consistent with the findings of Putri & Kustini (2021) who concluded that work discipline does not significantly influence job satisfaction. This outcome may be attributed to varying perceptions among personnel regarding what constitutes acceptable discipline in the workplace.

Based on this research, the implication for the Village Head is to evaluate factors that are considered more influential on satisfaction such as creating a conducive work atmosphere and providing space for participation for village officials in decision making. Evaluate the work system by creating a more open two-way communication, and ensuring that each village apparatus feels valued and heard. A leadership approach will be effective in building job satisfaction

Work Environment on Job Satisfaction

The findings indicate that the work environment has a strong, positive, and statistically significant effect on job satisfaction. A supportive and comfortable workplace environment directly contributes to higher levels of job satisfaction among village officials. Additionally, well-designed facilities and spatial arrangements serve as important factors in enhancing employee satisfaction. Thus, the third hypothesis, which examines the influence of the work environment on job satisfaction, is **accepted**.

Based on this research supports research by Kurniawan & Wijarnako (2021), Putri et al. (2025) that the workplace environment has a positive and significant influence on job satisfaction. Supporting Herzberg's Two-Factor theory, the work environment is included in the hygiene factor, which plays a role in preventing job dissatisfaction. A poor work environment will be a source of dissatisfaction.

Based on this research, the implication for the Village Head is to pay attention to the quality of the work environment to ensure that village officials work in good conditions. The Village Head also builds a climate of participation so that village officials feel valued and supported to create a strong foundation for the performance of village officials who are oriented towards good public services.

Work Motivation on Job Satisfaction

The findings demonstrated that job satisfaction is significantly and favourably impacted by work motivation. Village authorities will feel more satisfied with their jobs if they are highly motivated to work. This happens because work motivation is influenced by intrinsic factors while the work environment creates supportive conditions, and does not necessarily encourage

work motivation. Regarding the impact of work motivation on job satisfaction, the fifth hypothesis issue formulation is **acceptable**.

Based on this research supports research by Febriani et al. (2024) which states that work motivation affects job satisfaction. In connection with Herzberg's Two-Factor theory, work motivation is the main source of motivator factors. Motivation carried out by the village head will be considered and appreciated by village officials as a form of job satisfaction.

Based on this research, the implication for the Village Head is to give responsibility to work devices in accordance with competence and create opportunities for self-development, and provide feedback on the performance carried out by village officials in order to generate and maintain work motivation.

Effect of Work Discipline on Job Satisfaction through Work Motivation

The results demonstrate that work motivation serves as a mediating variable in the relationship between work discipline and job satisfaction. The discipline exhibited by village officials plays a crucial role in fostering their motivation, which subsequently enhances their sense of job satisfaction. Motivated individuals are more likely to feel content with both their work environment and the outcomes they achieve. Therefore, the sixth hypothesis, which examines the mediating role of work motivation in the relationship between work discipline and job satisfaction, is **accepted**.

The findings of this study corroborate those of Rochman & Suhartono (2023), who found that work motivation mediates the association between work performance and work discipline. In connection with Herzberg's Two-Factor theory explains that work discipline acts as a hygienic factor that must be met, while work motivation is a motivator factor or driving factor for job satisfaction.

Based on this research, the implication for the Village Head is to design policies that do not emphasize compliance with work rules, but are able to arouse the work enthusiasm of village officials. Designing a fair work system and creating a space for dialog in decision making for village officials to strengthen motivation in improving discipline.

The Effect of Work Environment on Job Satisfaction through Work Motivation

The findings indicate that work motivation does not mediate the relationship between the work environment and job satisfaction. Improvements in the work environment do not automatically lead to higher job satisfaction through increased motivation. This is likely because the work environment exerts a direct and independent influence on job satisfaction, without the need for mediation by work motivation. Therefore, the seventh hypothesis regarding the mediating role of work motivation in the relationship between work environment and job satisfaction is **rejected**.

Based on this research, it is contrary to research by Jasmine & Edalmen(2020), Wahyuni & Dewi (2024), Wibowo et al. (2023) suggests that work motivation mediates the relationship between the work environment and job satisfaction. This study contradicts their findings. In connection with Herzberg's Two-Factor theory explains that the work environment is a hygienic factor. The work environment does not produce satisfaction, only prevents dissatisfaction,

work motivation or intrinsic factors that have an influence not only external conditions such as the work environment.

Based on this research, the implication for the Village Head is to create a comfortable and supportive work environment but there needs to be additional efforts such as giving awards to work tools, providing self-development opportunities for work tools so that work motivation can grow and contribute to job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research conducted regarding the influence of work discipline and work environment on job satisfaction, with work motivation as a mediating variable among village officials in Somagede District, the following conclusions can be drawn:

1. The work discipline variable has a positive and significant impact on village officials' work motivation. This demonstrates that the more disciplined village officials are at work, the more motivated they are to do their jobs.
2. The work environment variable has a significant and negative impact on the work motivation of village officials. This indicates that when the quality of the workplace declines, so does the degree of motivation for one's job. This research suggests that an unsupportive work environment can have a direct impact on individual morale.
3. The work discipline variable has a significant and negative impact on the job satisfaction of village officials. This suggests that village authorities will be more satisfied if they exhibit a lower degree of job discipline.
4. The work environment variable has a positive and significant impact on village officials' job satisfaction. This demonstrates that village authorities will be satisfied with a favourable work environment.
5. Work motivation factors have a positive and significant impact on the job satisfaction of village officials. This demonstrates that village authorities will feel content when they are highly motivated to work.
6. The motivation component positively and significantly mediates the relationship between village officials' work discipline and job satisfaction. This demonstrates how a positive work atmosphere can boost the motivation of village officials, which in turn promotes greater job satisfaction.
7. Work motivation factors do not mediate the association between job satisfaction and work environment. This demonstrates that, regardless of work motivation, the environment has a direct impact on job satisfaction. The physical or non-physical work environment is insufficiently robust to motivate employees and affect their level of satisfaction.

ADVANCED RESEARCH

Given the limitations of this study, further research is needed on the effects of work environment and discipline on job satisfaction, with work motivation as a mediating variable for village devices. Additionally, other samples should be expanded, and readers should be provided with further information.

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