

INFLUENCE WORK DISCIPLINEE IN MEDIATING WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION

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Abstract

Employee job satisfaction is a crucial factor influencing an organization's effectiveness in achieving its goals. Job satisfaction is influenced by various factors, including work motivation, work environment, and work discipline. This study aims to analyze the influence of work motivation and work environment on work discipline and employee job satisfaction, as well as testing the role of work discipline as a mediating variable for employees of the Regional Secretariat of Serang Regency. The study used a quantitative method with a descriptive and verification approach. The study population consisted of 95 employees and all were sampled through a saturated sampling technique (census). Data were collected using a five-point Likert-scale questionnaire and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method using SmartPLS 4.0. The results showed that work motivation had a positive and significant effect on job satisfaction ($\beta = 0.262$; $p = 0.015$) and work discipline ($\beta = 0.507$; $p = 0.000$). Work environment also has a positive and significant effect on job satisfaction ($\beta = 0.293$; $p = 0.001$) and work discipline ($\beta = 0.427$; $p = 0.000$). Furthermore, work discipline has a positive and significant effect on job satisfaction ($\beta = 0.315$; $p = 0.009$). The results of the mediation test show that work discipline is able to significantly mediate the influence of work motivation and work environment on employee job satisfaction. Therefore, increasing work motivation, creating a conducive work environment, and strengthening work discipline are effective strategies for improving employee job satisfaction at the Serang Regency Regional Secretariat.

Keywords: Work motivation, Work Environment, Work Discipline, Job Satisfaction, SEM-PLS.

INTRODUCTION

Management is the process of planning, organizing, directing, and controlling all organizational resources to achieve goals effectively and efficiently. From a human resource management perspective, organizational success is determined not only by the adequacy of resources, but also by the organization's ability to create productive, disciplined, and highly satisfied employees. The development of public sector organizations demands the implementation of increasingly professional management to improve the quality of public services. Therefore, human resource management is a strategic factor in realizing good governance (Fenianti & Nawawi, 2023; Almakkah et al., 2025).

Employee job satisfaction is a crucial indicator for assessing the success of human resource management. Employees with high levels of job satisfaction tend to demonstrate greater loyalty, commitment, productivity, and better service quality than those with lower job satisfaction. Conversely, low job satisfaction can lead to decreased morale, increased absenteeism, and a decline in the quality of public services. Research by Pratama et al. (2023) and Dzulhaq and Firdaus (2024) shows that job satisfaction is influenced by various internal and external organizational factors that must be managed sustainably.

The Serang Regency Regional Secretariat, as a supporting element in regional government administration, plays a crucial role in coordinating the implementation of regional government policies. The success of this task depends heavily on the quality of its human resources, particularly employee job satisfaction. Based on the results of the 2025 pre-research, several job satisfaction indicators have not yet reached their targets, particularly satisfaction with promotions at 75%, satisfaction with supervision at 76%, and satisfaction with working conditions at 77%. This indicates that employee job satisfaction still requires attention to ensure continued organizational performance improvement. Various studies explain that job satisfaction is influenced by work motivation, work environment, and work discipline. Work motivation encourages employees to work more optimally in achieving organizational goals, while work environment. A comfortable environment can improve comfort, communication,

and work effectiveness. On the other hand, work discipline is a factor that strengthens employee compliance with organizational rules, thereby increasing job satisfaction. Research by Fenianti and Nawawi (2023), Putra and Wijaya (2023), Zahra et al. (2024), and Almakkah et al. (2025) demonstrates that these three variables significantly contribute to increasing employee job satisfaction. Based on a preliminary survey conducted by researchers at the Serang Regency Regional Secretariat, several conditions still require attention, including suboptimal work motivation for some employees, a work environment that does not fully support job effectiveness, and inconsistent levels of work discipline, particularly in terms of punctuality and adherence to work procedures. Furthermore, the reward system and promotion opportunities are still considered to not fully meet employee expectations, potentially impacting job satisfaction levels.

This phenomenon shows that increasing job satisfaction is not only directly influenced by work motivation and work environment, but also thought to be influenced through work discipline as a mediating variable. Furthermore, previous research still shows inconsistencies regarding the relationship between variables, so further research is needed to obtain more comprehensive empirical evidence. Therefore, research on the Influence of Work Discipline in Mediating Work Motivation and Work Environment on Employee Job Satisfaction at the Serang Regency Regional Secretariat is important to conduct in order to provide theoretical contributions to the development of human resource management and provide practical recommendations for improving the quality of public services.

Various previous studies have shown that employee job satisfaction is influenced by a combination of internal and external organizational factors. Fenianti and Nawawi's (2023) research demonstrated that a conducive work environment increases employee job satisfaction, while Dzulhaq and Firdaus (2024) found that work motivation positively influences job satisfaction. Furthermore, Siswandi et al. (2023) emphasized that motivation, discipline, and the work environment simultaneously improve the quality of human resources. These findings are supported by Zahra et al. (2024) who stated that work discipline acts as a mediating variable on job satisfaction, and Almakkah et al. (2025) who demonstrated that work discipline is an important determinant in increasing job satisfaction in public sector employees.

Based on various previous studies, there is still a research gap that is an important basis for conducting this research. Fenianti and Nawawi (2023), Dzulhaq and Firdaus (2024), and Almakkah et al. (2025) proved that work motivation, work environment, and work discipline influence job satisfaction. However, Siswandi et al. (2023) only tested these three variables on employee performance, while Zahra et al. (2024) only focused on work discipline as a mediating variable without integrating the influence of work motivation and work environment in one comprehensive research model.

Novelty (novelty) This research is based on the development of a model that places work discipline as a mediating variable in the relationship between work motivation and work environment on employee job satisfaction at the Regional Secretariat of Serang Regency. In contrast to previous studies that generally test the direct influence between variables, this study integrates these three factors in one conceptual framework in public sector organizations, so it is expected to be able to provide new empirical evidence while enriching human resource management studies, especially regarding the mechanism of employee job satisfaction formation.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is an emotional state that reflects an employee's feelings of pleasure or displeasure with their work, as a result of evaluating various aspects of the work performed. High levels of job satisfaction will encourage increased organizational commitment, loyalty, productivity, and quality of service to the community. Conversely, low job satisfaction can lead to decreased employee morale and performance. Job satisfaction is influenced by both intrinsic and extrinsic factors within the organization (Pratama et al., 2023; Putra & Wijaya, 2023).

Work motivation

Work motivation is an internal and external drive that drives employees to perform optimally to achieve organizational goals. Highly motivated employees tend to demonstrate greater work ethic, responsibility, and commitment than those with low motivation. Organizations need to create reward systems, career development opportunities, and an environment that enhances work motivation to achieve optimal employee job satisfaction (Alami et al., 2022; Dzulhaq & Firdaus, 2024).

Work Environment

Work environment The overall physical and non-physical conditions within an organizational environment that influence employee comfort, safety, and effectiveness in carrying out their work. A conducive work environment, supported by adequate facilities, harmonious working relationships, and good communication, will increase work comfort and encourage job satisfaction. Conversely, an unsupportive work environment can hinder productivity and lower employee morale (Fenianti & Nawawi, 2023; Sari et al., 2024).

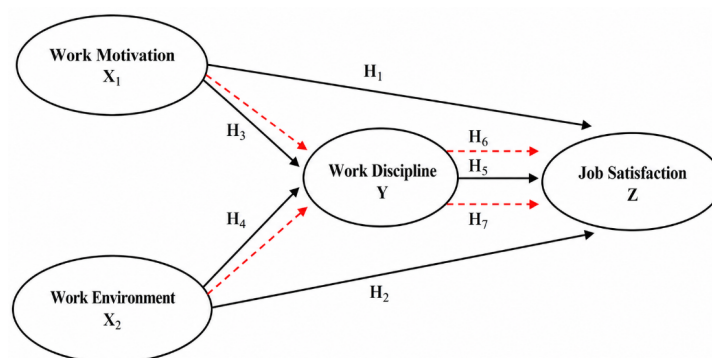
Work Discipline

Work discipline is the attitude and behavior of employees in complying with all regulations, procedures, and work standards established by the organization. Work discipline reflects the responsibility, commitment, and professionalism of employees in carrying out their duties. A high level of discipline can create order at work, increase the effectiveness of task implementation, and strengthen the influence of work motivation and work environment on job satisfaction. Therefore, work discipline is seen as a strategic factor in human resource management (Almakkah et al., 2025; Zahra et al., 2024).

Conceptual Framework

This study is based on the premise that employee job satisfaction is influenced by a set of interrelated factors: work motivation, the work environment, and work discipline. High work motivation encourages employees to perform optimally, act responsibly, and demonstrate commitment in carrying out their duties, thereby enhancing job satisfaction. Conversely, a comfortable and safe work environment supported by harmonious working relationships fosters a conducive atmosphere, making employees feel more at ease and satisfied in their work. Beyond their direct impact on job satisfaction, work motivation and the work environment are also expected to contribute to improved employee work discipline, manifesting as adherence to organizational rules, responsibilities, and standards.

In this study, work discipline serves as a mediating variable that bridges the influence of work motivation and the work environment on job satisfaction. Employees with high motivation working in a supportive environment tend to exhibit superior discipline such as punctuality, adherence to procedures, and responsibility in completing tasks. These conditions create order and comfort in the workplace, ultimately boosting employee job satisfaction. Drawing on theoretical foundations and prior research, the study's conceptual framework illustrates the direct effects of work motivation and the work environment on job satisfaction; the influence of work motivation and the work environment on work discipline; the impact of work discipline on job satisfaction; and the role of work discipline in mediating the relationship between work motivation, the work environment, and job satisfaction among employees of the Serang Regency Regional Secretariat.



Research Hypotheses

- H₁ : It is hypothesized that work motivation has a positive effect on employee job satisfaction at the Regional Secretariat of Serang Regency.
- H₂ : It is hypothesized that the work environment has a positive effect on employee job satisfaction at the Regional Secretariat of Serang Regency.
- H₃ : It is hypothesized that work motivation has a positive effect on employee work discipline at the Regional Secretariat of Serang Regency.
- H₄ : It is hypothesized that the work environment has a positive effect on employee work discipline at the Regional Secretariat of Serang Regency.

- H₅ : It is hypothesized that work discipline has a positive effect on employee job satisfaction at the Regional Secretariat of Serang Regency.
- H₆ : It is hypothesized that work discipline positively mediates the effect of work motivation on employee job satisfaction at the Regional Secretariat of Serang Regency.
- H₇ : It is hypothesized that work discipline positively mediates the effect of the work environment on employee job satisfaction at the Regional Secretariat of Serang Regency.

METHOD

This study uses a quantitative approach to test the causal relationship between work motivation, work environment, work discipline, and employee job satisfaction. A quantitative approach was chosen because it can produce objective, measurable, and statistically analyzable data, thus providing empirical evidence regarding the relationship between research variables. Furthermore, quantitative research allows for systematic testing of mediation models using a quantitative approach. Structural Equation Modeling based Partial Least Squares (SEM-PLS) (Purwadi et al., 2025; Ningsih et al., 2024).

Research Design

This study uses a quantitative research design with an associative research type. This design aims to analyze the influence of work motivation and work environment on employee job satisfaction with work discipline as a mediating variable. The relationship between the variables was empirically tested using SEM-PLS to simultaneously explain both direct and indirect influences. This design is suitable for testing conceptual models involving mediating variables in public sector organizations (Purwadi et al., 2025; Ningsih et al., 2024).

Time and Place of Research

The research was conducted at the Serang Regency Regional Secretariat, located in the Serang Regency Government Center, Ciruas District, Banten Province. The location was selected based on the agency's relevance to the variables studied, namely work motivation, work environment, work discipline, and employee job satisfaction. The research lasted four months, from April 13 to July 31, 2026, which included instrument development, data collection, data processing, and the preparation of the research report (Purwadi et al., 2025; Karsikah et al., 2024).

Population and Sample

The study population was all 95 Civil Servants (PNS) at the Serang Regency Regional Secretariat, based on data from the Personnel Sub-Division in 2025. The study used a saturated sampling technique (total sampling) so that all members of the population became respondents. This technique was chosen because the population size was relatively small so that all employees could be used as research data sources. The use of total sampling is expected to produce more representative data and be able to describe the overall condition of the organization (Riyanto & Setyorini, 2024; Ningsih et al., 2024).

Data Collection Techniques

Data collection techniques were carried out through primary and secondary data. Primary data were obtained using a closed questionnaire with a five-level Likert scale which was distributed to all respondents to measure perceptions of work motivation, work environment, work discipline, and job satisfaction. Furthermore, observations were conducted to obtain an overview of the work environment, while documentation was used to obtain data on the number of employees, organizational structure, and other supporting documents. Secondary data was obtained through literature review in the form of books, scientific journals, and relevant previous research results, thus strengthening the theoretical foundation of the study (Qurbani & Melisa, 2023; Purwadi et al., 2025).

Data analysis

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. The analysis stages included descriptive statistical analysis, measurement model testing (outer model) through testing loading factor, Average Variance Extracted (AVE), Composite Reliability, And Cronbach's Alpha, then continued with testing the structural model (inner model) using the R-Square, Q-Square, Path Coefficient, and Bootstrapping values. Hypothesis testing is carried out based on the R-Square, Q-Square, Path Coefficient, and Bootstrapping values. t -statistics > 1.96 and p -value < 0.05 . This analysis is also used to test the role of work discipline as a mediating variable in the relationship between work motivation and work environment on employee job satisfaction (Purwadi et al., 2025; Karsikah et al., 2024).

RESEARCH RESULTS AND DISCUSSION

Research result

This study was conducted to examine the influence of work motivation and work environment on job satisfaction through work discipline as a mediating variable among civil servants at the Serang Regency Regional Secretariat. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, with the help of the SmartPLS 4.0 application. Before conducting the hypothesis testing, an analysis of the respondent characteristics and evaluation of the measurement model were first carried out (outer model) and structural models (inner model) to ensure that the research instrument meets the requirements of validity, reliability, and model feasibility.

Table 1. Respondent Characteristics

Characteristics	Category	Amount	Percentage
Gender	Man	37	38,95%
	Woman	58	61,05%
Education	SMA	13	13,68%
	Diploma	5	5,26%
	S1	58	61,05%
	S2	18	18,94%
	S3	1	1,05%
Working Hours	<5 Years	10	10,53%
	5–10 Years	35	36,84%
	>10 Years	50	52,63%

Source: Processed Primary Data (2026)

The majority of respondents were female employees (61.05%), had a bachelor's degree (61.05%), and had worked for more than ten years (52.63%). This indicates that most respondents have extensive work experience and adequate academic competency. These characteristics provide confidence that respondents understand the organizational context and are able to provide objective answers regarding work motivation, work environment, work discipline, and job satisfaction experienced while working at the Serang Regency Regional Secretariat.

Table 2. Validity Test Results (Outer Loading)

Variables	Indicator	Loading	Is.
Work motivation	MK1–MK6	0,719–0,822	Valid
Work Environment	WE1–WE7	0,726–0,856	Valid
Work Discipline	WD1–WD6	0,788–0,873	Valid
Job Satisfaction	KK1–KK7	0,779–0,896	Valid

Source: Output SmartPLS 4.0 (2026)

Test results show that all indicators have outer loading values above 0.70. This value meets the requirements for convergent validity, so that all indicators adequately represent the latent construct. No indicators were eliminated because all items were declared valid. Therefore, the research instrument is suitable for use in the structural model testing stage to examine the relationships between research variables.

Tabel 3. Average Variance Extracted (AVE)

Variables	AVE	√AVE
Work motivation	0,612	0,782
Work Environment	0,624	0,790
Work Discipline	0,684	0,827
Job Satisfaction	0,712	0,844

Source: Output SmartPLS 4.0 (2026)

All variables had AVE values above 0.50, thus meeting the requirements for convergent validity. This value indicates that each construct is able to explain more than 50% of the variance in the indicators that form it. Furthermore, the square root of the AVE value is also relatively high, indicating that the construct is able to differentiate itself from other constructs. These results indicate that the measurement model meets the requirements for good validity.

Tabel 4. Discriminant Validity (Cross Loading)

Variables	Cross Loading Range	Information
Work motivation	0,719–0,822	Fulfil
Work Environment	0,726–0,856	Fulfil
Work Discipline	0,786–0,904	Fulfil
Job Satisfaction	0,779–0,896	Fulfil

Source: Output SmartPLS 4.0 (2026)

Based on the result cross loading All indicators have the highest loading values on the constructs they measure compared to other constructs. This indicates that each indicator is able to accurately differentiate latent variables. Thus, all constructs meet the criteria discriminant validity so that the research instrument has good discrimination capabilities between variables.

Tabel 5. Composite Reliability

Variables	Composite Reliability	Information
Work motivation	0,899	Reliable
Work Environment	0,910	Reliable
Work Discipline	0,926	Reliable
Job Satisfaction	0,940	Reliable

Source: Output SmartPLS 4.0 (2026)

The Composite Reliability values for all variables were above the minimum threshold of 0.70. This indicates that the indicators for each construct have excellent internal consistency. Therefore, the research instrument was able to produce stable and reliable data in explaining the relationships between the variables analyzed in this study.

Tabel 6. Cronbach's Alpha

Variables	Cronbach's Alpha	Information
Work motivation	0,865	Reliable
Work Environment	0,885	Reliable
Work Discipline	0,904	Reliable
Job Satisfaction	0,925	Reliable

Source: Output SmartPLS 4.0 (2026)

The Cronbach's Alpha test results showed that all variables had values greater than 0.70. This value indicates that the indicators used have a high level of internal consistency, allowing them to consistently measure the research variables. Therefore, all research instruments are deemed reliable and suitable for use in structural model analysis.

Tabel 7. R-Square Value

Endogenous Variables	R ²	Category
Work Discipline	0,456	Currently
Job Satisfaction	0,428	Currently

Source: Output SmartPLS 4.0 (2026)

The R-Square value indicates that the Work Motivation and Work Environment variables are able to explain 45.6% of the variation in Work Discipline, while Work Motivation, Work Environment, and Work Discipline are able to explain 42.8% of Job Satisfaction. Based on Hair et al.'s (2022) criteria, both values are in the moderate category, indicating that the model has fairly good explanatory power for endogenous variables.

Tabel 8. Path Coefficient Test Results

Variable Relationship	Coefficient	t	p
Work Motivation → Job Satisfaction	0,262	2,443	0,015
Work Environment → Job Satisfaction	0,293	3,311	0,001
Work Motivation → Work Discipline	0,507	7,697	0,000
Work Environment → Work Discipline	0,427	6,141	0,000
Work Discipline → Job Satisfaction	0,315	2,602	0,009
Work Motivation → Work Discipline → Job Satisfaction	0,160	2,357	0,018
Work Environment → Work Discipline → Job Satisfaction	0,134	2,267	0,023

Source: Output SmartPLS 4.0 (2026)

The results of the path test show that all relationships between variables have a t-statistics value > 1.96 . And The p-value < 0.05 indicates that all research hypotheses are accepted. The greatest influence is found in the relationship between Work Motivation and Work Discipline ($\beta=0.507$), while the mediating effect of Work Discipline is also proven to be significant in the relationship between Work Motivation and Work Environment on Job Satisfaction. This indicates that work discipline can strengthen the influence of both exogenous variables on employee job satisfaction.

Discussion

This research aims to interpret the results of the SEM-PLS analysis regarding the influence of Work Motivation and Work Environment on Job Satisfaction through Work Discipline as a mediating variable on Employees of the Regional Secretariat of Serang Regency. Interpretation is carried out by comparing the research results with the theory used and the results of previous research to obtain an empirical explanation regarding the relationship between variables and their implications for human resource management in public sector organizations.

1. The Influence of Work Motivation on Job Satisfaction

The results of the study indicate that Work Motivation has a positive and significant effect on Job Satisfaction with a path coefficient value of 0.262, a t-statistic value of 2.443, and a p-value of 0.015. These findings indicate that the higher the motivation of employees, the higher the perceived job satisfaction. Employees who receive intrinsic and extrinsic motivation will be more enthusiastic about completing work, feel appreciated by the organization, and have a better commitment to carrying out their duties. This condition is relevant to the characteristics of employees at the Serang Regency Regional Secretariat, most of whom have more than ten years of work experience, making motivation an important factor in maintaining work enthusiasm. The results of this study are in line with the research of Dzulhaq and Firdaus (2024) which states that work motivation increases employee job satisfaction. This finding is also supported by Siswandi et al. (2023) who explain that work motivation is a major determinant in increasing employee satisfaction through increased work enthusiasm and involvement.

2. The Influence of Work Environment on Job Satisfaction

The results of the study indicate that the Work Environment has a positive and significant effect on Job Satisfaction with a coefficient of 0.293, a t-statistic value of 3.311, and a p-value of 0.001. A safe, comfortable work environment, supported by harmonious interpersonal relationships, can create a conducive work atmosphere so that employees feel satisfied in carrying out their work. At the Regional Secretariat of Serang Regency, a good work environment supports the effectiveness of public services and increases employee comfort in completing administrative tasks. The results of this study support the research of Fenianti and Nawawi (2023) which found that the work environment has a positive influence on employee job satisfaction. In addition, the research of Pratama et al. (2023) also concluded that the quality of the work environment is one of the dominant factors in increasing job satisfaction, especially in public sector organizations that have administrative work characteristics.

3. The Influence of Work Motivation on Work Discipline

Hypothesis testing shows that Work Motivation has a positive and significant effect on Work Discipline with a coefficient of 0.507, a t-statistic of 7.697, and a p-value of 0.000. This value is the largest coefficient in the research model, indicating that motivation is the most dominant factor in shaping employee work discipline. Employees with high motivation tend to be more compliant with regulations, arrive on time, and complete work according to organizational standards. This condition shows that internal encouragement and rewards from the organization can significantly improve work discipline. The results of this study are consistent with the research of Alami et al. (2022) which stated that work motivation has a positive effect on employee work discipline. Similar findings were also stated by Siswandi et al. (2023) who concluded that motivation is a major factor in increasing employee discipline and responsibility towards the organization.

4. The Influence of Work Environment on Work Discipline

The results of the study prove that the Work Environment has a positive and significant effect on Work Discipline with a coefficient value of 0.427, t-statistics of 6.141, and p-value of 0.000. A conducive work environment encourages employees to work more orderly, comply with organizational rules, and increase responsibility in completing work. Adequate work facilities, harmonious work relationships, and effective communication have a positive influence on employee discipline behavior. These findings indicate that work discipline is not only influenced by individual factors, but also by organizational environmental conditions. The

results of this study are in line with the research of Pasapan et al. (2024) which states that the work environment can improve employee discipline and responsibility. Research by Kurniawan et al. (2023) also shows that a good work environment contributes to increased discipline and effectiveness of work implementation in government organizations.

5. The Influence of Work Discipline on Job Satisfaction

The results of the study indicate that Work Discipline has a positive and significant effect on Job Satisfaction with a coefficient of 0.315, a t-statistic value of 2.602, and a p-value of 0.009. These results indicate that employees who have high discipline tend to obtain better job satisfaction because they are able to complete work effectively and receive recognition from the organization. Work discipline also reflects employee responsibility for assigned tasks, resulting in more optimal performance. This condition strengthens the importance of a culture of discipline in improving the quality of human resources within the Serang Regency Regional Secretariat. The findings of this study support the research of Almakka et al. (2025) which concluded that work discipline has a positive effect on job satisfaction of public sector employees. Research by Zahra et al. (2024) also shows that increasing work discipline will increase job satisfaction through improving the quality of work implementation.

6. The Influence of Work Motivation on Job Satisfaction through Work Discipline

The results of the mediation test show that Work Discipline is able to mediate the effect of Work Motivation on Job Satisfaction with a coefficient value of 0.160, t-statistics of 2.357, and p-value of 0.018. This indicates that work motivation not only increases job satisfaction directly, but also through increasing employee work discipline. Motivated employees will be more disciplined in carrying out their tasks, resulting in higher job satisfaction. This finding proves that Work Discipline is an important mechanism in bridging the relationship between motivation and job satisfaction. The results of this study support the research of Zahra et al. (2024) which states that work discipline is able to mediate the relationship between organizational factors and employee job satisfaction. In addition, research by Almakka et al. (2025) also found that work discipline strengthens the influence of motivation on increasing job satisfaction in public sector organizations.

7. The Influence of Work Environment on Job Satisfaction through Work Discipline

The results of the study indicate that Work Discipline positively and significantly mediates the relationship between Work Environment and Job Satisfaction with a coefficient value of 0.134, a t-statistic value of 2.267, and a p-value of 0.023. These findings indicate that a good work environment will first increase employee discipline, then have an impact on increasing job satisfaction. In other words, a conducive work environment creates more orderly work behavior so that employees feel more comfortable, productive, and satisfied with their work. These results indicate that work discipline is an important mechanism in explaining the relationship between work environment and job satisfaction. The findings of this study are in line with the research of Zahra et al. (2024) which states that work discipline plays a mediating variable in increasing job satisfaction. Research by Fenianti and Nawawi (2023) also explains that a conducive work environment will result in more disciplined work behavior, thus having a positive impact on employee job satisfaction.

CONCLUSION

Based on the results of the analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method on 95 employees of the Serang Regency Regional Secretariat, it can be concluded that work motivation, work environment, and work discipline is a factor that plays an important role in increasing employee job satisfaction. Work motivation has been shown to have a positive and significant effect on job satisfaction with a coefficient value of 0.262 ($t = 2.443$; $p = 0.015$), while work environment also has a positive and significant effect on job satisfaction with a coefficient of 0.293 ($t = 3.311$; $p = 0.001$). In addition, work motivation has a positive and significant effect on work discipline with a coefficient of 0.507 ($t = 7.697$; $p = 0.000$), while work environment has a positive and significant effect on work discipline with a coefficient of 0.427 ($t = 6.141$; $p = 0.000$). The results of the study also showed that work discipline has a positive and significant effect on job satisfaction with a coefficient of 0.315 ($t = 2.602$; $p = 0.009$).

This research proves that work discipline plays a significant role as a mediating variable in the relationship between work motivation and job satisfaction as well as between work environment and job satisfaction. The indirect influence of work motivation on job satisfaction through work discipline has a t-statistics value of 2.357 with a p-value of 0.018, while the indirect effect of work environment on job satisfaction through work discipline has a coefficient of 0.134 with a t-statistic of 2.267 and a p-value of 0.023. These findings indicate that increased work motivation and a conducive work environment will be more effective in increasing job satisfaction if accompanied

by increased employee work discipline. Thus, work discipline become an important mechanism that strengthens the influence of work motivation and work environment on job satisfaction, so that efforts to improve work discipline need to be a priority in human resource management at the Serang Regency Regional Secretariat.

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