

# The Role of Motivation, Discipline, and Work Environment in Shaping Employee Job Satisfaction: A Case Study of PDAM Bantul Regency

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## Abstract

This study aims to examine the influence of motivation, work discipline, and work environment on the job satisfaction of employees at the Bantul Regency Regional Drinking Water Company (PDAM). The research focuses on understanding how these three factors contribute to employee satisfaction and overall workplace morale. The sample used in this study consisted of all 60 employees working at PDAM Bantul Regency. Data was collected through questionnaire distribution, ensuring comprehensive input from all participants. The collected data was then processed using the Statistical Package for the Social Sciences (SPSS) software, applying multiple linear regression analysis. The hypothesis testing was conducted at a significance level of 5% to determine the statistical relevance of each variable's impact on job satisfaction. The results of the study indicate that motivation has a positive and significant effect on employee job satisfaction. This suggests that employees who feel motivated are more likely to experience higher job satisfaction. Similarly, work discipline also has a positive and significant effect, indicating that adherence to rules, punctuality, and consistency in work performance contribute to employees' overall job satisfaction. However, the work environment variable did not have a positive and significant effect, implying that factors such as workplace conditions, facilities, or organizational atmosphere did not significantly influence employee job satisfaction. Furthermore, the study found that motivation, work discipline, and work environment collectively have a simultaneous effect on employee job satisfaction at PDAM Bantul Regency. These findings highlight the importance of fostering motivation and discipline in improving job satisfaction, while other environmental factors may require further analysis to determine their role in employee well-being.

## 1. Introduction

Along with the development of the increasingly tight world of corporate competition, every company certainly wants reliable human resources in their fields. One way to face competitive competition is to develop maximum human resource potential. Every company is required to be able to empower human resources to be qualified so that they can work optimally and be able to compete with other companies and achieve company goals (Anggreini et al., 2024). Employees can achieve good work quality if the psychological factors of these employees can be optimally met. This factor is important because Human Resources (HR) is a strategic factor that is very important for the development of an organization. The success of the company depends on the competence of the HR it has (Astuti et al., 2021). The existence of this view can be emphasized that HR is a key component

and basic capital for the company. If HR has the quality that matches the expertise desired by the company, it will have a positive influence on the company (Jahidah Islamy, 2019).

Problems or obstacles that are often encountered by Human Resources in a company are employee job satisfaction that cannot be fulfilled due to problems that arise such as less conducive company conditions, regulations that are too restrictive, less harmonious employee and superior relationships, and lack of appreciation for employees (Lawren & Ekawati, 2023). Low job satisfaction can result in a decrease in the quality of work produced by employees (Jumani & Rianto, 2023). One of the factors that influences job satisfaction is motivation. Motivation will encourage employees to be enthusiastic in doing their work. Motivation can also foster a person's desire and willingness to work based on a goal that they want to achieve (Suputra & Sadiartha,

2023). The motivation given by the company to its employees will encourage employees to enjoy their work, so that they can make employees feel satisfied with the work they do (Yuliantini & Santoso, 2020). The existence of organized motivation will give rise to actions that lead to goals and can satisfy the desires of employees in the company (Yunardi & Ie, 2023). If someone has high motivation, they will prioritize the obligation to improve their abilities, which will also have an impact on the smoothness and progress of a company (Hakim et al., 2019).

In addition to motivational factors, one of the factors that greatly influences human resources is the discipline factor. Discipline is an attitude of upholding organizational rules that exist in each employee, allowing them to voluntarily adjust to organizational rules. Work discipline is the starting point for achieving success in achieving company goals (Alvaritzi & Santoso, 2023). Employees who have high work discipline will continue to try to avoid negligence, deviation or negligence and waste in doing their work (Nisa, 2023). The implementation of work discipline in a company aims for every employee in the company to be willing to voluntarily comply with and obey every applicable regulation without any coercion. Good work discipline can be seen from the high awareness of its employees in complying with and obeying all applicable regulations, the great sense of responsibility for their respective jobs, and increasing the efficiency and performance of its employees (Lumentut & Dotulong, 2019). Forms of work discipline can be in the form of obedience to company regulations, punctuality in working or carrying out obligations and actions concerning the company or company permits. Work Discipline must be carried out in the company so that employees can maximize their work. With work discipline, the tasks given to employees are carried out in accordance with company procedures without experiencing obstacles so that employee job satisfaction can be achieved (Erwan & Kurniawan, 2022). Working with discipline will make employees

diligent, agile, and according to the specified time, of course this will increase employee productivity. Good work discipline will reflect a sense of responsibility for the tasks given to him (Adillah, 2024).

In achieving employee job satisfaction through motivation and work discipline, of course, the environment is a factor that plays an important role for the company, it is undeniable that the environment can shape the success of employee job satisfaction in companies and organizations. Of course, every employee wants a comfortable work environment (Fauzi et al., 2023). The work environment is a place where employees carry out their daily activities. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If employees like the work environment where they work, then employees will feel comfortable working, carrying out their activities so that working time is used effectively (Kamil Hafidzi et al., 2023). Productivity will be high and automatically employee performance will also be high. While in general the types of work environments are divided into 2, namely: Physical and non-physical work environments. Explanation of the physical work environment, namely all physical conditions around the workplace such as facilities, ventilation, lighting, air temperature which can affect employee performance both directly and indirectly. While the non-physical work environment is all conditions that occur related to work, good relationships with superiors, co-workers or relationships with subordinates. Therefore, in delivering motivation and work discipline towards employee job satisfaction, supporting factors are needed. In this case A good and comfortable working environment is another supporting factor that can influence increasing employee job satisfaction. (Waskito & Sumarni, 2023).

Job satisfaction is a crucial factor that determines employee performance and organizational success. According to Herzberg's Two-Factor Theory, job satisfaction is influenced by **motivational factors** (such as

recognition, responsibility, and personal growth) and **hygiene factors** (such as salary, work environment, and company policies) (Herzberg, 1959). In general, job satisfaction indicators include:

1. Salary and Benefits Fair and competitive compensation plays a key role in ensuring employees feel valued. Compensation includes wages, bonuses, incentives, and benefits such as health insurance and retirement plans (Handoko, 2021).
2. Work Environment A conducive physical and psychological environment affects employees' emotional well-being. Factors such as workspace conditions, relationships with colleagues, and organizational culture significantly impact job satisfaction (Robbins & Judge, 2020).
3. Career Growth Opportunities Opportunities for professional development, training, and promotions help employees feel engaged and motivated in their roles (Mangkunegara, 2019).
4. Work-Life Balance Flexible working hours, fair workload distribution, and organizational support in balancing professional and personal lives contribute to employee satisfaction (Gibson et al., 2018).
5. Recognition and Appreciation Employees who receive acknowledgment for their efforts and contributions tend to be more satisfied and motivated (Luthans, 2020).

The problem that occurs is the lack of job satisfaction of PDAM Bantul employees. The problem of job satisfaction of PDAM Bantul employees is seen from employee salaries and benefits. Employee salaries are determined from the sales revenue of the company's products. This company has mineral water products. However, the company has obstacles in the difficulty of promoting the products owned by the company.

One indicator of the lack of employee job satisfaction is also caused by the work environment. The lack of a comfortable and pleasant work environment will reduce job satisfaction which has an impact on work productivity. The company's main office is

currently being renovated and the company's main activities have been moved to a temporary office. Where the office that is being used has less supportive access. Such as parking lots for employees and consumers that do not exist, causing a lack of employee job satisfaction. If the condition of the work environment is good, it can spur the emergence of satisfaction in employees which can ultimately have a positive effect on employee performance, and vice versa if the work environment is bad, employees do not have job satisfaction.

## 2. Literature Review

### 2.1 Satisfaction Work

Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors (Sutrisno, 2019) . According to other researchers, job satisfaction is a person's feelings towards their work that are produced by their own efforts (internal) and supported by things from outside themselves (external), regarding work conditions, work results and the work itself. If employees join an organization, they bring with them a set of desires, needs, passions and past experiences that come together to form work expectations (Adillah, 2024) . Employees will feel satisfied with their work if the compensation given by the company is in accordance with expectations and all work facilities are complete and vice versa if the compensation is not as expected and work facilities are not supportive, it will certainly reduce employee job satisfaction (Wirandani & Sinaga, 2024) . The indicators used in the Job Satisfaction variable according to (Afandi, 2021) are as follows: The work itself, Salary/wages, Supervisors, and Coworkers.

### 2.2 Motivation

Motivation is defined as a condition that can encourage and move a person to demonstrate the abilities and skills they have to carry out an activity by getting maximum work results and achieving the goals of an

organization (Ginting & Siagian, 2021) . Motivation is influenced by 2 factors, namely motivator factors and hygiene factors . Motivator factors are factors that can spur someone to work better and have passion, while hygiene factors are factors that will not increase motivation but if this factor is absent it will cause dissatisfaction (Safitri et al., 2023) . Strong motivation can help employees achieve their goals. Work motivation affects an employee's job satisfaction because by having motivation, employees will have the drive to do a job as well as possible (Yanti & Mukminin, 2021) . Employees who have high work motivation will be more enthusiastic about working and tend to be more satisfied with their jobs, so they will work better and achieve better results (Rulianti & Nurpibadi, 2023) . Indicators for assessing motivation according to (Halim & Andreani, 2019) are employee behavior, employee effort and employee persistence.

### 2.3 Discipline Work

Work discipline is a tool used by managers to communicate with their employees so that they are willing to change a behavior as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms (Yuliantini & Santoso, 2020) . Discipline that is formed within employees without coercion creates good things by obeying all applicable regulations in the organization and will achieve psychological maturity so as to create a sense of satisfaction in a person (Ardiansyah et al. , 2020).

If the organization is good, it will give rise to high job satisfaction and will contribute to the success of the company. The importance of improving work discipline in order to create stimulation and passion for work that can positively spur the spirit to complete tasks.

Indicators for measuring work discipline according to (Sutrisno, 2019) are attendance, compliance with work regulations, compliance with work standards, high level of alertness and work ethics.

### 2.4 Environment Work

The work environment is a place where employees carry out routine activities at their workplace. The work environment is everything around employees that can fulfill them in carrying out every task delegated or assigned to them (Erwan & Kurniawan, 2022) . The work environment includes everything around employees and can affect how well they fulfill the tasks assigned, such as music and cleanliness (Lailatus et al., 2024) . A good work environment can be created from adequate facilities and harmonious working relationships (Nasution & DR, 2020) . Facilities in the form of equipment and supplies for employees are very important in creating a comfortable and pleasant work environment for employees (Elvi Denovpriani & Muhammad Wadud, 2024) . Indicators for measuring the work environment according to (Sedarmayanti, 2019) are lighting in the work space, air circulation in the work space, noise, use of color, air humidity, facilities, work relationships.

### 2.5 Hypothesis

Hypothesis is a temporary answer to the formulation of the problem that is still a guess because its truth must still be proven. The hypothesis in this study is:

- H1: Motivation has a positive and significant effect on employee job satisfaction.
- H2: Work discipline has a positive and significant effect on employee job satisfaction
- H3: The work environment has a positive and significant effect on employee job satisfaction.
- H4: Motivation, Work Discipline, and Work Environment have a simultaneous influence on employee job satisfaction.

### 3. Research Methods

Study This using primary data and is a quantitative study that tests the influence of motivation, work discipline, and work environment on job satisfaction of PDAM Bantul Regency employees, so that the data obtained is

processed and analyzed using statistical analysis (Sugiyono, 2019).

Population is a generalization area consisting of all subjects and objects of research (Sugiyono, 2019). The population in this study were all employees of the Bantul Regency Regional Drinking Water Company (PDAM) totaling 60 people. Furthermore, because the population was less than 100, the entire population was used as a sample (Arikunto, 2019), so that the sample in this study amounted to 60 respondents. The data collection technique used in this study is a questionnaire, namely a list of statements that will be distributed to respondents and must be filled in by respondents by providing answers that have been provided relating to the variables of motivation, work discipline, work environment and employee job satisfaction. Strongly Agree (SS) answers are given a score of 5; Agree (S) answers are given a score of 4;

Neutral (N) answers are given a score of 3; Disagree (TS) answers are given a score of 2; Strongly Disagree (STS) answers are given a score of 1. The author uses SPSS Version 25 to perform statistical data processing. Before proving the previously established hypothesis , data validity and reliability tests are first carried out.

## 4. Results and Discussion

### 4.1 Research Results

#### Data Validity Test

Validity test is used to state whether or not the question instrument used for this study is feasible. Validity test is used with the provision that the calculated r value > r table then the data can be said to be valid, if the calculated r value < r table then the data can be said to be invalid. The results of the validity test are presented in Table 1.

**Table 1.**  
**Data Validity Test**

No	Instrument	Correlation Coefficient	R table	Information
1	Motivation (X1)			
	X1.1	0.863	0.254	Valid
	X1.2	0.888	0.254	Valid
	X1.3	0.867	0.254	Valid
2	Work Discipline (X3)			
	X2.1	0.783	0.254	Valid
	X2.2	0.755	0.254	Valid
	X2.3	0.636	0.254	Valid
	X2.4	0.776	0.254	Valid
	X2.5	0.643	0.254	Valid
3	Work Environment (X3)	0.533	0.254	Valid
	X3.1	0.637	0.254	Valid
	X3.2	0.607	0.254	Valid
	X3.3	0.673	0.254	Valid
	X3.4	0.628	0.254	Valid
	X3.5	0.572	0.254	Valid
	X3.6	0.401	0.254	Valid
	X3.7			
	4	Job Satisfaction (Y)		
Y.1		0.831	0.254	Valid
Y.2		0.817	0.254	Valid
Y.3		0.765	0.254	Valid
Y.4		0.853	0.254	Valid



Based on the validity test result table above, it shows that the indicators used are declared valid. It is declared valid if  $r_{count} > r_{table}$ . The  $r_{table}$  value in this study is 0.254 ( $r_{table}$  value for  $n = 58$ ). The correlation coefficient value of  $r_{count}$  is greater than  $r_{table}$ , so all indicators are declared valid and suitable for use in this study.

Reliability testing is carried out to assess whether the questionnaire used in this study is reliable or not. Data can be said to be reliable if *the cronbach's value alpha* a variable above 0.6. The results of the reliability test in this study are presented in Table 2.

## Reliability Test

**Table 2.**  
**Data Reliability Test**

No	Variables	Cronbach's Alpha	Min Limit	Information
1	Motivation (X1)	0.841	0.60	Reliable
2	Work Discipline (X2)	0.759	0.60	Reliable
3	Work Environment (X3)	0.674	0.60	Reliable
4	Job Satisfaction (Y)	0.831	0.60	Reliable

reliability test in Table 2 above, it states that *the Cronbach's value alpha* all variables are above 0.6, which means that the questionnaire used in this study is reliable and can be used as a data collection instrument in this study.

## Data Normality Test

normality test is used to assess whether the data used in the regression model in this

study is normally distributed or not. Data can be said to be normally distributed if the *Asymp . Sig . (2-tailed)* value is more than 0.05 by looking at the value in the *one-tailed test. sample Kolmogorov-Smirnov* on *tools* SPSS. The results of the normality test are presented in Table 3.

**Table 3.**  
**Data Normality Test**  
**One- Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std . Deviation	1.36586491
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.067
Test Statistics		.094
Asymp . Sig . (2-tailed)		.200 <sup>c,d</sup>

normality test in Table 3 above, it states that *Asymp . Sig . (2-tailed)* has a value of .200 or more than 0.05. So the data used in this study can be stated to be normally distributed .

## Multicollinearity Test

multicollinearity test aims to test whether the regression is found correlation or not. This test can be seen from the coefficient values of Tolerance and VIF. The multicollinearity test is

carried out by comparing the tolerance values ( tolerance value ) and variance value inflation factor (VIF) with the required value. The required value for the tolerance value is greater than 0.1 and for VIF less than 10 (Ghozali, 2019). The results of the multicollinearity test are as follows in table 4:

**Table 4.**  
**Multicollinearity Test**

Variables	Tolerance	VIF
Motivation	0.876	1,142
Work Discipline	0.909	1,100
Work environment	0.801	1,248

the Tolerance and VIF values , it can be seen that there are no tolerance values below 0.10 and no VIF values above 10. So it can be concluded that the model is free from multicollinearity interference .

**t-test**

The t-test is conducted to see whether there is an influence between the independent

variables partially and the dependent variable. The assessment is done by looking at the significance value which is less than  $<0.05$  and  $t$  Calculation  $> t$ -Table then there is a significant influence between variable X and variable Y. The results of the t-test are presented in the table below:

**Table 5.**  
**t-test**

No	Variables	B	Std . Error	t	Sig .
1	Motivation (X1)	0.578	0.155	3,717	0.000
2	Work Discipline (X2)	0.274	0.110	2,502	0.015
3	Work Environment (X3)	-0.227	0.099	-2.278	0.027

Based on the results of the t-statistic test in the table above, it can be explained as follows:

**a. The Influence of Motivation on Job Satisfaction**

The results of the statistical test showed a significance of  $0.000 < 0.05$  and had a positive beta value of 0.578. Based on the results obtained, it has the result that Motivation has a positive effect on Job Satisfaction of PDAM Bantul Employees. This is proven by the higher the motivation, the higher the employee's job satisfaction will be. According to the results of the t statistical test, the first hypothesis proposed in this study, namely that motivation has a positive effect on employee job satisfaction, is declared accepted.

**b. The Influence of Work Discipline on Job Satisfaction**

The results of the statistical test showed a significance of  $0.015 < 0.05$  and had a positive beta value of 0.274. Based on the results obtained, it has the result that Work Discipline has a positive effect on Employee Job Satisfaction at PDAM Bantul. This is proven by

the higher the Work Discipline, the higher the employee job satisfaction will be. According to the results of the t statistical test, the second hypothesis proposed in this study, namely Work Discipline has a positive effect on employee job satisfaction, is declared accepted.

**c. The Influence of Work Environment on Job Satisfaction**

The results of the statistical test showed a significance of  $0.027 < 0.05$  and had a negative beta value of -0.227. Based on the results obtained, it has the result that the Work Environment has a negative effect on the Job Satisfaction of PDAM Bantul Employees. This is proven by the higher the Work Environment, the lower the employee's job satisfaction will be. According to the results of the t statistical test, the third hypothesis proposed in this study is the Work Environment has a positive effect on employee job satisfaction, it is declared rejected.

**d. F Test**

The F test is conducted to see whether there is an influence between the independent

variables simultaneously with the dependent variable. The assessment is carried out by looking at the significance value which is less than  $<0.05$  and  $F_{\text{Calculation}} > F_{\text{Table}}$ , then

there is a significant influence between variable X and variable Y. The results of the F test are presented in the Table:

**Table 6.**  
**F Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.114	3	12,705	6,464	.001 <sup>b</sup>
Residual	110,070	56	1.966		
Total	148,183	59			

According to the results of the F statistical test in the table above, it shows that the significance value obtained is 0.001, which is smaller than 0.05. So, it can be concluded that the model is feasible because  $H_0$  is not supported and  $H_1$  is supported. Therefore, it can be said that motivation, work discipline, and

work environment have a simultaneous effect on the Job Satisfaction of PDAM Bantul Employees.

**Determination Coefficient Test ( $R^2$ )**

The results of the coefficient of determination test can be shown in the following table:

**Table 7.**  
**Coefficient Test Determination**

<i>R Square</i>	<i>Adjusted R Square</i>
0.257	0.217

Based on the table above shows the results of the determination coefficient test, namely the regression model with an  $R^2$  value of 0.257 or 25.7%. This value means that the independent variables, namely motivation, work discipline, and work environment can affect the dependent variable of job satisfaction of PDAM Bantul employees by 25.7% and the remaining 74.3% is influenced by other variables not included in this study.

encourage someone to carry out the work that has been given to get the best results (Safitri et al., 2023) . Motivation can create a person's desire so that they are willing to work together, work effectively, and be integrated with efforts to achieve satisfaction (Vahera & Onsardi, 2021) .

**4.2 Research Discussion**

**a. The Influence of Motivation on Employee Job Satisfaction**

Based on the results of the hypothesis test analysis carried out using SPSS, it shows that the motivation variable has a positive and significant effect on Employee Job Satisfaction. The  $\beta$  value is 0.578 and the t count is  $3.717 > 1.672$  with a significance level of  $0.000 < 0.05$ . This value indicates that the first hypothesis is accepted. This means that if the motivation given to employees by the company will encourage employees to like their work and can

The results of this study are in line with the results of research from (Rulianti & Nurpribadi, 2023) and (Tirtowaluyo & Turangan, 2022) which state that motivation has a positive and significant effect on employee job satisfaction. High work motivation can increase job satisfaction because they will have enthusiasm for working. Every employee must have high motivation so that they can increase good job satisfaction for the company, if every employee has high motivation it will also have an impact on loyalty to the company, work discipline and work environment, and will have an impact on job satisfaction (Saputra & Mulia, 2020) . Increasing motivation can be done by giving awards to outstanding employees, increasing career opportunities , and creating a



comfortable and conducive work environment, thus employee job satisfaction will increase along with increasing work motivation.

### **b. The Influence of Work Discipline on Employee Job Satisfaction**

Based on the results of the hypothesis test analysis conducted using SPSS, it shows that the work discipline variable has a positive and significant effect on Employee Job Satisfaction. The results of the  $\beta$  value are 0.274 and the calculated  $t$  is  $2.502 > 1.672$  with a significance level of  $0.015 < 0.05$ . This value indicates that the second hypothesis is accepted. The results showing a positive effect of work discipline on employee satisfaction indicate that employees always prioritize punctual attendance, compliance with work regulations, compliance with work standards, high alertness in working and working ethically in carrying out duties, jobs and responsibilities as employees at PDAM Bantul. So this shows that employees feel satisfied in working (Rahayu & Dahlia, 2023).

The results of this study are in accordance with research conducted by (Thahrim, 2021) and (Yuliantini & Santoso, 2020) which stated that work discipline has a positive and significant effect on employee job satisfaction. The higher the level of employee work discipline, the higher the sense of responsibility in the employee for the tasks assigned to him, so that the greater the effort he makes to carry out his duties and work well. This is only possible if an employee is satisfied with the work given to him.

### **c. The Influence of the Work Environment on Employee Job Satisfaction**

Based on the results of the hypothesis test analysis carried out using SPSS, it shows that the work environment variable has a negative and significant effect on Employee Job Satisfaction. The results of the  $\beta$  value are  $-0.227$  and the calculated  $t$  is  $-2.278 < 1.672$  with a significance level of  $0.027 < 0.05$ . This value indicates that the third hypothesis is rejected. The greater the value of the application of the work environment, the lower the employee job

satisfaction. This means that the better the condition of the work environment, the lower the employee job satisfaction will be. The results of this study are in line with research (Almeyda & Gulo, 2022) which has the results of the work environment having a significant negative effect on employee job satisfaction.

The results of the study show that even though lighting and air circulation in the company are inadequate, worker safety is not well-maintained and handling of problems in the company has not been resolved properly, this will not affect the level of their job satisfaction (Auliana & Achmad, 2023). This is quite reasonable because the work environment variables measured through the air circulation indicator in the workplace show the lowest response by employees so that it can be assumed that air circulation in the workplace can have a negative effect on job satisfaction.

### **d. The Influence of Motivation, Work Discipline, and Work Environment on Employee Job Satisfaction**

Based on the results of the hypothesis test analysis carried out using SPSS, it shows that the variables of motivation, work discipline and work environment have a simultaneous effect on Employee Job Satisfaction. The significance value is  $0.001 < 0.05$ . This value indicates that the fourth hypothesis is accepted. So from this data it can be seen that job satisfaction is significantly influenced by work motivation, work discipline and work environment. The results of this study are also in line with research conducted by (Lumentut, Mauritz DS, 2019) and (Choiro & Dyatmika, 2022) which states that there is a simultaneous influence of job satisfaction on motivation, work discipline and work environment. Motivation, work discipline and work environment together have been proven to have a significant positive effect on employee job satisfaction at the Bantul Regency Drinking Water Company. The better the motivation, work discipline and work environment will affect employee job satisfaction.

Based on the research above, it can be seen that Motivation, Work Discipline and Work Environment together have a positive influence on Employee Job Satisfaction, so to improve Employee Job Satisfaction, the Bantul Regency Drinking Water Company must provide Work Motivation, Work Discipline and Work Environment together so that Employee Job Satisfaction will increase. Employee job satisfaction cannot be separated from motivation, work discipline, and work environment, as described above that these variables are very important in achieving maximum job satisfaction. If these three elements are applied together, job satisfaction will be more optimal.

## 5. Closing

### 5.1 Conclusion

Based on the results of data analysis from research that has been conducted at the Bantul Regency Regional Drinking Water Company (PDAM), the following conclusions can be drawn:

1. Motivation has a positive and significant influence on the job satisfaction of employees of the Bantul Regency Regional Drinking Water Company (PDAM).
2. Work discipline has a positive and significant influence on the job satisfaction of employees of the Bantul Regency Regional Drinking Water Company (PDAM).
3. The work environment has a negative and significant influence on the job satisfaction of employees of the Bantul Regency Regional Drinking Water Company (PDAM).
4. Motivation, Work Discipline, and Work Environment have a simultaneous influence on the job satisfaction of employees of the Bantul Regency Regional Drinking Water Company (PDAM).

### 5.2 Suggestion

For further researchers who may be interested in researching employee job satisfaction variables, they can use other variables that may have an influence but have not been studied in this study, such as

organizational culture variables, training, leadership, work stress, work ethic, *organizational Citizenship Behavior* (OCB), and so on. In addition, it is expected that further researchers will prepare the right and appropriate indicators in order to obtain the desired results. Further researchers are also expected to be able to build a wider scope, for example by expanding the population and increasing the sample and adding other variables that have not been used in this research model.

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