

## Investigation of Employees' Job Satisfaction Determinants on the Services Realization

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### ABSTRAK

*Penelitian bertujuan menganalisis pengaruh fasilitas kerja, komunikasi, disiplin kerja dan motivasi kerja terhadap kepuasan kerja karyawan PT. Aneka Infokom Tekindo Jakarta. Populasi dalam penelitian ini adalah seluruh karyawan PT. Aneka Infokom Tekindo Jakarta yang berjumlah 72 karyawan sedangkan teknik pengambilan sampel yang digunakan dalam penelitian ini adalah teknik sensus serta alat analisis yang digunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa variabel fasilitas kerja, komunikasi, disiplin kerja dan motivasi kerja berpengaruh positif dan signifikan baik secara parsial maupun secara simultan terhadap kepuasan kerja karyawan PT. Aneka Infokom Tekindo Jakarta.*

### ABSTRACT

The purpose of the research was to investigate the effects of workplace amenities, communication, discipline, and motivation on the job satisfaction of employees of PT. Aneka Infokom Tekindo Jakarta. The population sample of this study consisted of PT. Aneka Infokom Tekindo Jakarta's 92 personnel. The sampling method used was a census methodology, and the analytical instrument was multiple linear regressions. The results of the study indicated that work facilities, communication, work discipline, and work motivation all positively and significantly affected employees' job satisfaction at PT. Aneka Infokom Tekindo Jakarta, both partially and simultaneously.

### ARTICLE HISTORY

Submitted: 13 01 2024

Revised: 02 02 2024

Accepted: 05 02 2024

Published: 09 10 2024

### KATA KUNCI

*Kepuasan; Fasilitas;  
Komunikasi; Disiplin; Motivasi*

### KEYWORDS

*Satisfaction; Facility;  
Communication; Discipline;  
Motivation*

## INTRODUCTION

Companies that care to compete in the increasingly competitive global market require managing their human resources with greater professionalism. The fast changes in the organizational environment brought about by information and increasingly unstable economic conditions have made the function of human resources in adapting to change more strategic. Organizational management that concentrates on the human resource component to acquire quality human resources and ensure that workers are happy with their jobs is known as human resource management (Umar, 2013). Empowerment and management of human resources in creating an effective workforce signifies that the company's internal role is a driving factor in creating employee behavior that is satisfied and happy with their work (Munandar, 2011). Whereas they all work in the same field, each employee's level of job satisfaction varies depending on their demands and the system in place. Pasamar et al. (2019) in Lewaherilla & Hiariej (2023), human resources are the most important resources in public organizations and function as the center of intellectual capital to achieve goals. Umar (2013) asserts that an individual's job satisfaction is determined by his or her feelings and assessment of their work, especially about their working conditions and the extent to which their employment satisfies their needs, wants, and desires.

Hariandja (2012) stated that a key component of an organization is job satisfaction. This is because job happiness can affect a variety of work-related behaviors that are crucial to the success of the company, such as being indolent, conscientious, productive, etc. Handoko

(2013) defines job satisfaction as the emotional state—pleasant or unpleasant—in which workers perceive their jobs. Therefore, rather than being negative acts meant to undermine disciplinary employees, disciplinary actions should also have good goals and be instructive and corrective. This would increase the efficacy of the employees in carrying out their jobs. Umar (2013) states that discipline is where all employees obey and adhere to work regulations in the form of verbal and written from the group or organization.

Robbins (2016), work facilities matter to the type of service that employers provide to their staff to assist their performance meet their needs, and ultimately boost job satisfaction. Facilities are anything that can facilitate and expedite the implementation of a business (Wijaksono et al., 2022). This workspace is provided to staff members as a matter of supporting their performance and attending to their requirements. The organization's workspaces are a true asset to its workers' productivity. Anggraeni et al., (2018), work facilities are a form of company service to employees to support performance in meeting employee needs, and to increase employee work productivity. Workplace amenities are essential for employees to fulfill their responsibilities and are an integral part of the workplace. Employee job satisfaction will rise as long as there are resources available, such as comprehensive infrastructure and work support facilities.

Without communication, an organization cannot operate; in this context, communication is defined as a network of exchanges between mutually dependent individuals. The method by which the communicator transmits messages to the communicant to establish a shared understanding is known as the communication process. In line with general communication objectives, the goal of this communication process is to produce successful communication. The exchange of symbols that have significance or that the parties to a communication activity must mutually understand is called communication. Ruben (2013), communication is the behavioral act of transmitting information or messages about one's feelings or thoughts. Through conversation, knowledge and comprehension are conveyed from one person to another.

Davis & Newstrom (2012) in Mangkunegara (2013), work discipline can be defined as the use of management to reinforce organizational policies. Work discipline is an attitude of respect, the ability to follow applicable rules—both written and unwritten—and the willingness to bear the consequences of doing so.

The organization needs to be aware of how motivated its employees are at work. Motivation is the desire of an employee to perform assignable tasks and instill a sense of accountability (Bahri et al., 2023). An organization's goal in motivating its employees is to offend their interest so they will be eager to put in a lot of effort and use all of their capabilities to achieve the company's objectives (Syardiansah et al., 2021). Aspects of motivation provision impact whether a person has high or low levels of job satisfaction. Each worker may be inspired to carry out their duties and responsibilities by their work. At its foundation, people are naturally driven when they achieve their goals, so employee motivation at work is a complex subject that is frequently perceived as easy. If an employee feels supported at work their neighborhood, family, or place of employment, they may become more motivated there. They may even become motivated if they receive welfare benefits while working. Employees who are motivated will make every effort to reach their objectives (Devianes & Adi, 2022).

PT. Aneka Infokom Tekindo (AIT), is a Distributor & Authorized Dealer of Toshiba Photocopy Machines (MFP) with its head office on Jl. I. Sangaji - Jakarta has been established since 1996. **Services to the community (public)** include: Sales, Service, Spare Parts, & Consumption of Toshiba Machine Parts. PT. AIT also provides various community (public) needs, such as:

providing information technology products and integrated systems. The company also continues to innovate in the field of technology to provide solutions to improve services and comfort for people's needs. The products offered for the needs of **the community (public)** include: Selling Toshiba Photocopy Machines, Color Photocopy Machines, BW Photocopy Machines, Toshiba Photocopy Rentals, Color Photocopy Rentals, BW Photocopy Rentals, Toshiba Spare Parts, Toshiba Photocopy Services, Toshiba Facsimiles, and Toshiba Business Communication Systems. POS Solutions, Document Solutions. so this research fits the scope of this journal which is based on **public services, especially the scope of Human Resources Management in Public Service**

Numerous factors, including the following, have been found to influence job satisfaction in the past. Monde et al. (2022), the influence of work facilities on job satisfaction was found to be positive and significant. Salahuddin et al. (2018) discovered that communication factors positively and significantly affect job satisfaction. Yunus (2013) looked at how work discipline and motivation affected job satisfaction and found that all three had a positive and significant impact. Adipura & Puspitasari (2022), work motivation has a significant effect on Employee Job Satisfaction Gejayan Innova.

Because of these problems, researchers are curious to find out more about the job satisfaction of PT personnel. The purpose of this study is to ascertain how workplace amenities, incentives, discipline, and communication impact the job satisfaction of physical therapy staff members. Infokom Tekindo Aneka Jakarta.

## Literature Review

### Relationship between work facilities and job satisfaction

Umar (2013), employee feelings and evaluation of his work, particularly about his working conditions, about whether his work can fulfill his requirements, wants, and desires, constitute his job satisfaction. Work facilities are a form of service to employees to support performance, thereby increasing employee job satisfaction (Robbins, 2013). These two theories imply that work facilities influence job satisfaction because if employee perceptions of work facilities are considered good, employee job satisfaction will increase, but conversely, if employee perceptions of work facilities are considered critical, employee satisfaction will decrease. A holistic approach to job satisfaction analysis is key to gaining a deep understanding of the factors that influence it.

Motivational theories, such as Maslow's Hierarchy of Needs or Herzberg's Hygiene-Motivation Theory, provide insight into the factors that influence employee satisfaction levels. Understanding whether basic needs such as safety or the need to achieve personal potential are being met can provide a more complete picture of job satisfaction.

Additionally, incorporating more contemporary models of organizational behavior, for example, Contingency Theory or Organizational Effectiveness Theory can help explain the internal and external factors an organization can influence job satisfaction. Integration of these models can help in identifying strategies that can improve organizational performance and employee satisfaction simultaneously. It is important to emphasize that the integration of these additional theories is done carefully. By enriching the analysis of job satisfaction through the integration of psychological motivation theories and organizational behavior models, it can make a more

substantial contribution to the understanding of the factors that influence job satisfaction, so this right can become the basis for the development of more effective management strategies to increase satisfaction. employee work and, in turn, overall organizational performance. The work facility variable was found to have a favorable and significant impact on job satisfaction (Monde et al. 2022).

H1: Work facilities influence job satisfaction.

### **Relationship between Communication and Job Satisfaction**

An organization will not function without communication, where communication itself is a communication network between people who depend on each other in the context of the organization. Ruben (2012), communication is the behavioral act of transmitting information or messages about one's feelings or thoughts. Two theories, there is a relationship between communication and job satisfaction. Specifically, higher job satisfaction is associated with positive perceptions of communication, while lower job satisfaction is associated with negative perceptions of communication. Salahuddin et al. (2018) discovered that communication factors positively and significantly affect job satisfaction.

H2: Communication influences job satisfaction.

### **The Relationship between Work Discipline and Job Satisfaction**

Davis & Newstrom (2012) in Mangkunegara (2013), work discipline can be defined as the use of management to reinforce organizational policies. This hypothesis states that there is a connection between job happiness and work discipline. Specifically, job satisfaction will rise if an employee believes their work discipline is good, and job satisfaction will fall if they believe their work discipline is bad. Yunus (2013), job satisfaction was positively and significantly impacted by the work discipline variable.

H3: Job satisfaction is influenced by work discipline.

### **The Relationship between Work Motivation and Job Satisfaction**

Rheny et al. (2021), motivation is the driving factor that makes the skills and knowledge aspects provide maximum results. An effort to increase employee motivation, cannot be separated from the existence of high compensation or roles that are considered appropriate. Inspiring someone or providing them with a driving force that piques their interest in their work and makes them want to collaborate, work efficiently, and combine all of their efforts to be pleased is defined as motivation. This theory holds that work motivation has an impact on employee job satisfaction because, on the one hand, people's job happiness increases when they believe their work motivation is strong and decreases when they believe it to be weak. Yunus (2013); and Adipura & Puspitasari (2022) claim that the work motivation variable has a positive and significant impact on job satisfaction.

H4: Job satisfaction is influenced by work motivation.

## **RESEARCH METHODS**

Regression analysis is used in this research as a quantitative method to detect connections between variables. Researchers used original data for this study that were directly collected from the employees. Infokom Tekindo Jakarta, as evidenced by the responses to the questionnaire, has been dispersed.

The used questionnaire has a *Likert scale* with a range of 1 to 5. The Likert scale with a range of 1 to 5 is to measure the respondent's level of agreement or disagreement with certain statements. The range 1 to 5 provides sufficient variation to reflect the level of intensity or strength of the respondent's opinion regarding a statement. The reasons for using a Likert scale with a range of 1-5 are: 1) Variation in Level of Agreement. The range 1-5 allows for varying levels of agreement or disagreement to be recorded. Respondents can provide more nuanced answers, not only agreeing or disagreeing, but also the extent to which they agree or disagree. 2) Easy to Manage. The 1-5 range is easy to manage and interpret. Research organizers or analysts can quickly calculate the average or percentage of agreement for each statement. 3) Provide Neutral Options. Likert scales allow inclusion of neutral options (e.g., "have no opinion" or "not sure"). This provides flexibility to respondents who may be unsure or do not have a firm decision regarding the statements submitted. 4) Commonly Used. The Likert scale with a range of 1-5 is a commonly used and widely accepted method in social research, psychology, and various other disciplines. This makes it easy for respondents to understand and allows comparison with other studies using similar scales. 5) Communication Effectiveness. The commonly used Likert scale with a range of 1-5 makes it easier to communicate research results to a wider audience, because the method has become standard in many fields. By using this Likert scale, research has a solid basis for measuring respondents' perceptions, opinions or attitudes towards a particular topic or statement in a way that can be measured and analyzed statistically.

Saturated sampling, also known as census sampling, was employed in this study. A method of selecting a sample that includes every member of the population is census sampling. The research's secondary data was gathered from books, journal papers, and other relevant publications. Every employee at PT serves as the sample utilized as an object. The number of responses at Aneka Infokom Tekindo Jakarta was 92.

This study includes five variables: the dependent variable (bound) and the independent variable (free).

#### **a) Free and independent variable**

Work Facilities (X1), Communication (X2), Work Discipline (X3), and Work Motivation (X4) are the independent variables.

#### **b) Dependent (Dependent) Variable**

The dependent variable is Job Satisfaction (Y).

Following the acquisition of all the data, SPSS 26 for Windows was used to analyze it; by employing a variety of test techniques, including multiple linear regression analysis, validity, reliability, classical assumptions, and coefficient of determination testing.

Discussing processes for ensuring respondent anonymity and mitigating potential bias in responses can increase the reliability of research because it creates an environment that is more open and free from external influences that could influence research results. Honesty of Response. Anonymity gives respondents the freedom to provide honest and open responses without fear of consequences or identification. This can increase the reliability of the data because respondents are more likely to provide true information. Anonymity can reduce social bias that may arise when respondents feel fixated on social norms or fear negative evaluation. Mitigation of Potential Bias. Neutral and Not Tendency Questions. Ensuring that questions in research are neutral and not tendentious can reduce the potential for bias. Neutral language helps elicit a more objective response. Clear Methodology Description. Providing a clear and

transparent description of the methodology in a research report helps readers understand how the data was collected and processed, thereby increasing confidence in the research results.

## RESULTS AND DISCUSSIONS

### Validity; Reliability Test

Validity tests are performed to confirm the correctness of each questionnaire question that researchers distribute, guaranteeing the validity of the data they collect. The Pearson Correlation value is compared to the critical value (r-table) based on degrees of freedom (df) equal to  $n-2$  and a significance level (alpha) of 0.05 to achieve this. The query is deemed valid if the Pearson Correlation value exceeds the r-table value.

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

Variable	Pearson Correlation	R-table ( $\alpha = 5\%$ )	Result
Job Satisfaction	0,7441	0,207	Valid
Work Facilities	0,7310	0,207	Valid
Communication	0,7786	0,207	Valid
Work Discipline	0,7209	0,207	Valid
Work Motivation	0,7176	0,207	Valid

Source: SPSS Processed Data, 2023

Table 1 shows that the Pearson Correlation scores for Work Satisfaction, Work Facilities, Communication, Work Discipline, and Work Motivation are greater than the r-table (0,207). It follows that all of these inquiries are legitimate, making them suitable for use as a measuring instrument.

A variable's reliability is evaluated using Cronbach's Alpha score. It is considered dependable if the score is more than 0.6. Reliability is deemed poor with a score of less than 0.6, moderately good at a score of 0.7, and outstanding at a score of greater than 0.8.

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

Variable	Cronbach's Alpha	N of Items	Result
Job Satisfaction	0,916	5	Reliable
Work Facilities	0,900	4	Reliable
Communication	0,844	5	Reliable
Work Discipline	0,935	6	Reliable
Work Motivation	0,942	4	Reliable

Source: SPSS Processed Data, 2023

The study's conclusions can be deemed credible and acceptable because Table 2's Cronbach's Alpha scores for Work Facilities, Communication, Work Discipline, and Work Motivation are higher than the category averages.

### Normality test

This test is called the One-Sample Kolmogorov Smirnov test; if the data are assumed to be normally distributed, the Asymp Sig (2-tailed) score needs to be higher than 0.05. However, if the Asymp Sig (2-tailed) score is less than 0.05, the data do not appear to have a normal distribution.

**Table 3.**  
**Normality Test**

Normality Test			
Unstandardized Residual			
N		92	
Normal Parameters <sup>b</sup>	Mean	,0000000	
	Std. Deviation	1,96090326	
Most Extreme Differences	Absolute	,122	
	Positive	,072	
	Negatives	-,122	
Kolmogorov-Smirnov Z		,665	
Asymp. Sig. (2-tailed)		,304	
a.	Test distribution is Normal		
b.	Calculated from data.		

Source: SPSS Processed Data, 2023

The significance score (2-tailed) for Table 3 was found to be 0.304. Since the 2-tailed significance value is higher than 0.05, it may be concluded that the data is suitable for use and has a normal distribution.

### Multicollinearity Test

If  $VIF < 10$  and  $Tolerance > 0,10$ , multicollinearity issues in the regression equation are not detected.

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

Collinearity Statistics		
Model	Tolerance	VIF
1		
Work Facilities	.6841.627	
Communication	.6321.583	
Work Discipline	.6411.560	
Work Motivation	.5781.730	
a. Dependent Variable: Job Satisfaction		

Source: SPSS Processed Data, 2023

The overall independent variable of the study has a value larger than 0.10 (tolerance  $> 0.10$ ) and a VIF value less than 10 ( $VIF < 10$ ), as Table 4 demonstrates. Thus, it may be concluded that the independent variables show no signs of multicollinearity.

### Multiple Linear Regression Analysis-

**Table 5.**  
**Multiple Linear Regressions**

Standardized Coefficients			
Model	Beta	T	Sig.
1			
Work Facilities	.202		.659.000
Communication	.205		.632.001
Work Discipline	.208		.641.000

Standardized Coefficients			
Model	Beta	T	Sig.
Work Motivation	.189		.578.000
a. Dependent Variable: Job Satisfaction			

Source: SPSS Processed Data, 2023

$$\text{Equation Y} = 0,202X_1 + 0.205X_2 + 0.208X_3 + 0.189X_4$$

#### Information:

1. Increases in Work Facilities lead to increases in Job Satisfaction, as seen by the positive coefficient value (X1) of 0.202 for Work Facilities.
2. The Communication (X2) coefficient value is positive, at 0.205, indicating that an increase will be accompanied by an increase in Job Satisfaction.
3. The Work Discipline (X3) has a positive coefficient value of 0.208, which indicates that an increase will be accompanied by an increase in Job Satisfaction.
4. The Work Motivation (X4) coefficient value is positive, at 0.189, indicating that an increase will be accompanied by an increase in Job Satisfaction.

#### Simultaneous Test (F Test)

If there is a significant association between the independent and dependent variables and the significance level is less than 0.05, the null hypothesis (Ho) is implied to be rejected. However, if the significance value is higher than 0.05, Ho is accepted and it is determined that there is no link between the independent and dependent variables.

**Table 6.**  
**Simultaneous Test**

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>Regression</b>	454.160	4	170.970	56.910	0.001 <sup>b</sup>
<b>Residual</b>	169.622	88	4.039		
<b>Total</b>	623.784	92			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Facilities, Communication, Work Discipline, Work

motivation

Source: SPSS Processed Data, 2023

Work Facilities (X1), Communication (X2), Work Discipline (X3), and Work Motivation (X4) all simultaneously influence Job Satisfaction (Y), according to Table 6, which also shows that the F-count value is 56,910 > F-table 3.94 and that a significant value of 0.001 < 0.05 significance level is obtained.

#### Partial Test (t-Test)

It is confirmed that there are significant effects from the independent variable to the dependent variable if the obtained probability is less than 0.05. However, it is claimed that there won't be a substantial effect if the probability is larger than 0.05. This data is displayed in Table 5.



The significance of Work Facilities (X1) is  $0.000 < 0.05$ . Work Facilities (X1) has an impact on Job Satisfaction (Y), indicating that H1 is accepted and Ho is refused.

The significance value of the Communication (X2) is  $0.001 < 0.05$ . For Communication (X2) to have an impact on Job Satisfaction (Y), Hypothesis H2 is accepted and Ho is rejected.

The significance value for the Work Discipline (X3) is  $0.000 < 0.05$ . This suggests that Ho is rejected and H3 is accepted, leading one to conclude that Work Discipline (X3) influences Job Satisfaction (Y).

The significant value of the Work Motivation (X4) is  $0.000 < 0.05$ . This suggests that Ho is rejected and H3 is accepted, leading to the conclusion that Work Motivation (X4) influences Job Satisfaction (Y).

### Coefficient of Determination Test

Since a decent value falls between 0 and 1, it is intended that this test will yield a r squared score of better than 0.5.

Table 7.			
Coefficient of Determination Test (R2)			
Model	R	Adjusted R Square	Std. Error of the Estimate
1	,891 <sup>a</sup>	,794	,762 2,16056

a. Predictors: (Constant), Work Facilities, Communication, Work Discipline, Work Motivation

Source: SPSS Processed Data, 2023

Table 7, the Adjusted R Square value is 0.762, meaning that 76.2 percent of researchers did not conduct any research and that the independent variables (work facilities, communication, discipline, and motivation) have an impact on the dependent variable (job satisfaction).

### The Influence of Work Facilities on Job Satisfaction

Work facilities have a good and significant impact on job satisfaction, as demonstrated by the likelihood, which is  $0.000 < 0.05$ , according to the data study results. This implies that as Work Facilities rise, so too will the Job Satisfaction metrics. Concurrently, as Work Facilities decline, so do the Job Satisfaction metrics. Umar (2013), a person's feelings and evaluation of his work, particularly about his working conditions, about whether his work can fulfill his requirements, wants, and desires, constitute his job satisfaction. Work amenities are a kind of service that enhances employee performance and job satisfaction (Robbins & Coulter, 2016). The study's results corroborate those of Monde et al. (2022), who discovered that work facilities significantly and favorably affect employees' job satisfaction. The work facilities variable has a positive impact on job satisfaction, as indicated by the regression testing findings; nevertheless, the results of the hypothesis test indicate that the work facilities variable also significantly affects job satisfaction. The result's significance value is 0.009, which is less than 0.05.

Increasing work facilities can have a positive impact on job satisfaction, and this is in accordance with several management theories and organizational psychology. Several theories that can support the relationship between work facilities and job satisfaction include: 1) Job Well-Being Theory. According to this theory, good working conditions, including adequate facilities, can improve employee well-being and job satisfaction. Comfortable and supportive

facilities can create a positive work environment. 2) Frederick Herzberg's Motivation-Hygiene Theory (Dual-Factor Theory). Herzberg divides the factors that influence job satisfaction into two categories, namely motivation factors and hygiene factors. Work facilities are included in hygiene factors. Although good work facilities cannot directly increase motivation, a lack of facilities can be a source of dissatisfaction if they are not met. 3) Ergonomic Theory. Work facilities designed with ergonomic principles can increase employee comfort and productivity. Ergonomics includes workplace design, equipment, and layout that suit employees' physical and psychological needs. 4) Locke's Job Satisfaction Theory. Locke stated that job satisfaction is related to individuals' perceptions of the extent to which their needs and expectations are met at work. Adequate facilities can play an important role in meeting needs and increasing job satisfaction.

### **The Effect of Communication on the Job Satisfaction**

Data study findings, there is a clear and substantial relationship between communication and job satisfaction, with a probability of  $0.001 < 0.05$ . This implies that when communication grows, so will the details related to job satisfaction. In the meantime, details about job satisfaction also decline as SAKD declines. Without communication, an organization cannot operate; in this context, communication is defined as a network of exchanges between mutually dependent individuals. Ruben (2012), communication is the behavioral act of transmitting information or messages about one's feelings or thoughts. Kwame & Petrucka (2021) in Sahetapy & Jesajas (2023) Mastery of communication skills requires a combination of mastery of medical knowledge and communication techniques

There is a close relationship between communication and job satisfaction in an organizational context. Several organizational and management theories have underscored the importance of effective communication in achieving job satisfaction. Some relevant theories include: 1) Organizational Communication Theory. This theory emphasizes the importance of communication in the organizational context. According to this theory, good communication can increase understanding, reduce conflict, and facilitate cooperation among organizational members. Effective communication also contributes to increased job satisfaction. 2) Job Satisfaction Theory. Several job satisfaction theories show that clear and open communication can increase employee job satisfaction. When information is delivered well, employees tend to feel more involved and have a better understanding of their roles and responsibilities. 3) Human Relations Theory. This theory highlights the importance of interpersonal relationships in organizations. Good communication between superiors and subordinates, as well as between co-workers, can create a positive work environment and increase job satisfaction. 4) Transformational Leadership Theory. Leaders who use a transformational leadership style tend to communicate effectively and motivate employees. In this context, positive and motivating communication can have a positive impact on job satisfaction. 5) Organizational Change Theory. Good communication is very important in organizational change situations. If communication is ineffective during the change process, it can lead to uncertainty and anxiety among employees, which can be detrimental to job satisfaction.

The results of the study support the findings of Salahudin et al. (2018), who discovered that communication significantly and favorably affects job satisfaction. The findings of the hypothesis test indicate that the communication variable also significantly influences work satisfaction with a significance value of 0.001, which is smaller than 0.05, while the results of the regression testing reveal that the communication variable has a positive effect on job satisfaction. The results of this research actually contradict the results of previous research

from Julfiyati & Mukhlis. (2023) which states that communication does not have a significant effect on job satisfaction

### **The Influence of the Work Discipline on the Job Satisfaction**

Based on the results of the data analysis, the likelihood value,  $0.000 < 0.05$ , suggests that work discipline has a positive and significant impact on job satisfaction. This indicates that as an institution's degree of work discipline rises, so does the significance of job satisfaction. Davis & Newstrom (2012) in Mangkunegara (2013), work discipline can be defined as the use of management to reinforce organizational policies. The findings of the hypothesis test demonstrate that the work discipline variable also significantly influences job satisfaction, with a significance value of 0.000, which is smaller than 0.05. The results of the regression test reveal that the work discipline variable has a positive impact on job satisfaction. These results corroborate those of studies by Yunus (2013) who both found a positive and substantial relationship between work discipline and job satisfaction. The results of this research actually contradict the results of previous research from Putri & Kustini. (2021), who stated that work discipline has no effect on job satisfaction

The concept that work discipline influences job satisfaction can be related to several management and psychology theories that have been developed by experts. Several theories that can be related to this relationship include: 1) Expectancy Theory (Vroom, 1964). This theory suggests that job satisfaction is influenced by individuals' expectations of the results of their work efforts. If someone believes that good work discipline will produce positive results, then this can increase job satisfaction. 2) Hygiene-Motivation Theory (Herzberg, 1959). Herzberg divides the factors that influence job satisfaction into two categories, namely hygiene factors (prevention of dissatisfaction, such as working conditions, salary, and discipline) and motivation factors (causes of satisfaction, such as achievement, responsibility, and recognition). In this context, work discipline can be considered a hygiene factor that can avoid dissatisfaction. 3) Theory X and Theory Y (Douglas McGregor). Theory X and Theory Y describe management's view of employees. Theory X assumes that employees tend to be lazy and need to be controlled through a strict system of control and discipline. On the other hand, Theory Y assumes that employees have intrinsic motivation and can be independent if given freedom. The relationship between work discipline and job satisfaction can be related to this concept depending on the management approach applied. 4) Job Satisfaction Theory (Locke, 1976). Locke suggested that job satisfaction is related to the comparison between individual expectations and the work reality they experience. If work discipline meets the expectations or standards desired by the individual, then this can increase job satisfaction.

### **The Influence of the Work Motivation on the Job Satisfaction**

The likelihood value,  $0.000 < 0.05$ , indicates that work motivation has a positive and significant impact on job satisfaction based on data analysis results. This demonstrates that the importance of job satisfaction increases with work motivation inside an organization. Motivation is the act of inspiring someone or giving them a driving force that piques their interest in their work and makes them want to collaborate, work efficiently, and combine all of their efforts to be satisfied.

Improving communication and motivation strategies is an important aspect in various fields, including in the workplace, education, or in everyday life. Improving communication and motivation strategies requires patience, consistency, and persistence. By implementing these steps, practitioners can build strong relationships and improve the performance and motivation of their individuals or teams through steps that can help practitioners improve

communication and motivation strategies, such as: 1) Identify and understand who will receive the message or motivation and identify needs, values, and expectations. 2) Determine clearly what you want to convey or achieve through communication or motivation. Make sure that the message is relevant to the goals you want to achieve. 3) Communication does not only occur through words, but also through body language, facial expressions, and tone of voice. Make sure that your non-verbal expressions support the message you want to convey. 4) Invite them to provide responses and feedback to the message or motivation given. Accept criticism well and use it as an opportunity to improve yourself. Turn to the employee's point of view and show empathy for their feelings and needs. Empathetic communication is more likely to be successful in motivating people. 5) Create interactive communications that actively involve employees and invite them to participate, ask questions, or share their experiences. 6) Identify the strengths and uniqueness of each individual employee and use these strengths as a basis for motivation and self-development. 6) Appreciate employee results and efforts and provide awards or recognition, both publicly and privately. 7) Continuously evaluate the effectiveness of communication strategies and employee motivation and adjust leadership approaches based on feedback and results obtained.

The study's results corroborate those of Yunus (2013), who found that job satisfaction is positively and significantly impacted by work motivation. Regression analysis results indicate that the work motivation variable positively affects job satisfaction; hypothesis analysis results indicate that the work motivation variable significantly affects job satisfaction as well. The result's significance value is 0.001, which is less than 0.05.

## CONCLUSIONS

1. Workplace amenities significantly and favorably impact PT employees' job happiness. Aneka Infokom Tekindo Jakarta indicates that PT personnel will be more satisfied with their jobs if work amenities are further enhanced.
2. The communication variable significantly and favorably affects the job satisfaction of PT employees. Aneka Infokom Tekindo Jakarta indicates that PT employees' job satisfaction will rise if communication is further enhanced.
3. The work discipline variable significantly and favorably affects PT employees' job happiness. Aneka Infokom Tekindo Jakarta indicates that PT personnel will be more satisfied with their jobs if work discipline is further enhanced.
4. The work motivation variable significantly and favorably affects PT employees' job satisfaction. Aneka Infokom Tekindo Jakarta, which implies that PT employees' job satisfaction will rise with greater work incentives.

## Research Limitations

Research limitations focus on geographic coverage and research organization, potential bias, as well as the cross-sectional nature of the data, namely: 1) Geographic Coverage and Research Organization. This research is limited to the Jakarta geographic area only, it may not be able to directly generalize the findings to other geographic areas. 2) Organizational Limitations. This research only involves certain companies so the results cannot be applied to other companies with different characteristics. 3) Potential Bias. a) Selection Bias. In this cross-sectional study, there is the potential for selection bias because participants were selected at one specific point in time. This can result in underrepresentation of certain populations or groups. b) Recall Bias. Respondents have recall bias when providing information about the past, which can affect the accuracy of retrospective data. 4) Inability to Determine Cause and Effect. This research is cross-sectional so it only provides a picture at one point in time, making

it difficult to determine cause and effect relationships between variables. Longitudinal research is needed to identify changes over time. Because they involve observations at one point in time, cross-sectional studies cannot evaluate changes over time.

### Suggestion

It is known from the descriptive analysis test tool that each indication still has the lowest score, which indicates that much work needs to be done to increase PT employees' job satisfaction. For PT, Aneka Infokom Tekindo Jakarta is advised. Aneka Infokom Tekindo Jakarta is particularly focused on:

1. Given that the work discipline variable on the obedience indication had the lowest score in the descriptive testing, it is advised that PT. Aneka Infokom Tekindo Jakarta offers more CCTV monitoring equipment to facilitate easier employee work compliance monitoring.
2. The results of descriptive testing on the work facility variable on the future benefits indicator get the lowest score, it is recommended that PT. Aneka Infokom Tekindo Jakarta in providing work facilities also pays attention to future use factors by creating a priority scale when purchasing work facilities at PT. Aneka Infokom Tekindo Jakarta.
3. Given that the indicator of creativity at work received the lowest score in the descriptive testing results for the work motivation variable, it is advised that PT. Aneka Infokom Tekindo Jakarta adds creativity to its work to increase employee enthusiasm for working there.
4. The results of descriptive testing on the communication variable on the trust indicator get the lowest score, it is recommended that PT. Aneka Infokom Tekindo Jakarta guides mutual trust with other employees through small meetings every morning so that employees can trust each other.
5. Given that PT. Aneka Infokom Tekindo Jakarta's job satisfaction variable received the lowest score in the descriptive testing, it is advised that the company offer incentive discounts and information disclosure to its employees to increase their level of satisfaction with the company's leadership.

### Future Research Agenda

Future research is expected to use variables not included in this study or at the very least add additional variables to shed more light on the factors that determine job satisfaction, such as corporate culture and employee dedication.

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