

Analysis of Work Discipline Development on Employee Job Satisfaction in the Human Resources Division of PT. XYZ

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ABSTRACT

This study aims to analyze the implementation of work discipline coaching, describe employee job satisfaction, and examine how discipline coaching is related to employee job satisfaction in the HR Division of PT. XYZ. This study uses a qualitative descriptive approach. Informants consisted of one HR Manager and eight HR staff. Data were collected through interviews, observations, and documentation and analyzed through data reduction, data presentation, and conclusion drawing, with source, technique, and theoretical triangulation. The findings show that discipline coaching is implemented through regulations, direction, supervision, warnings, and sanctions, but its effectiveness is constrained by regulations that are not fully adaptive to operational needs, inconsistent sanction application, and repeated violations. Job satisfaction is generally good, particularly in relationships with superiors, but workload inequality remains a concern. The study concludes that consistent, fair, and adaptive discipline coaching supports employee job satisfaction by strengthening work order, responsibility, and clarity of duties.

INTRODUCTION

The furniture industry is one of the sectors that contributes significantly to the Indonesian economy and has great potential to compete in the global market. Technological developments and design innovations have helped shape Indonesia's furniture industry as a driver of economic growth and expand the penetration of national furniture products in the global market (Kurmala, 2025). However, regionally, Indonesia is still in 4th position in Asia after China, Vietnam, and Malaysia (Detik.com, 2023), which shows that there is fierce competition in this industry. This condition requires furniture companies to not only focus on products, but also on effective human resource management, especially in improving employee work discipline so that the company's competitiveness can continue to be improved (Coordinating Ministry for the Economy, 2024). This is in line with the opinion of Grace et al. (2024) that human resources are an important asset that determines the success of an organization. PT. XYZ, as a company engaged in the furniture industry, has challenges in ensuring that the entire production process can run optimally. For this reason, increasing job satisfaction is very important. Effective human resource management through improving work discipline has the potential to increase employee job satisfaction. Machmud (2025) found that work discipline has a positive and significant influence on the level of employee job satisfaction. The Human Resources Department (HR) is one of the important parts in the organizational structure of PT. XYZ, which has a strategic responsibility in ensuring that the entire workforce management process runs effectively and supports the company's goals. The success of each HR function is greatly influenced by the psychological condition and job satisfaction level of the HR staff themselves; the higher the job satisfaction felt, the greater the commitment and quality of contribution given to the company (Reis & Longuinhas, 2025).

Robbins & Judge (2019) explained that employees who have high job satisfaction tend to show positive behaviors, such as better productivity, cooperative attitudes, and more stable motivation in supporting organizational goals. These findings are reinforced by *Luthans* (2021), who states that job satisfaction encourages employees to be proactive, have harmonious working relationships, and show stronger loyalty to the company.

Based on the results of an interview with Mr. Abu as the Human Resources Manager of PT. XYZ on December 10, 2025, there were indications of employee dissatisfaction in the HR Division triggered by the absence of several employees. This condition causes HR staff to have to work additional tasks and undergo overtime with an intensity that exceeds the company's standards, even under certain conditions reaching four hours per day for four days a week – exceeding the provisions of Government Regulation No. 35 of 2021 which sets a maximum limit of three hours of overtime per day and fourteen hours per week. The intensity of overtime that exceeds this limit is felt to be quite tiring by employees and has an impact on physical fatigue and reduced rest time, thus ultimately triggering a decrease in the level of job satisfaction of HR staff.

Another factor that also affects this dissatisfaction is the development of work discipline. According to Gultom (2024), the development of work discipline

can be interpreted as the level of compliance and awareness of employees in obeying all regulations, norms, and work responsibilities set by the organization, which is reflected in punctuality, work attendance, adherence to procedures, and consistency in carrying out duties. This is in line with Machmud's (2025) research, which shows that the development of work discipline significantly affects employee job satisfaction, even when taken into account with work commitment and work motivation factors, thus confirming that discipline is an important element in the formation of job satisfaction in the organizational environment.

Discipline coaching is an effort made by organizations to shape employee work behavior to comply with established rules, procedures, and work standards. The author explains that discipline coaching that is carried out consistently through coaching, supervision, and law enforcement is able to increase employee compliance, responsibility, and work effectiveness so as to support the achievement of organizational goals (Mulyana, 2021). According to Safitri & Romi (2025), discipline coaching has a positive and significant effect on employee performance.

Based on these findings, it can be understood that work discipline coaching has a strategic role in supporting organizational effectiveness while increasing employee job satisfaction. Therefore, companies need to implement a discipline coaching system that is carried out consistently through the preparation of clear rules, continuous supervision, and the provision of fair sanctions in order to create a disciplined work culture and support the achievement of organizational goals (Sakti & Lestari, 2024).

Interviews with HR managers also revealed indications of work indiscipline in some employees, such as being late when entering work, employees who leave the workplace without permission during breaks, and employees who often discuss things outside of work during working hours.

Table 1. HR Division Attendance Recapitulation for the January-December 2024 Period

Months	Number of Working Days	Permissions (Times)	Percentage (%)	Mangkir (Times)	Percentage (%)
January	23	15	43,33	11	36,67
February	21	8	30,00	11	36,67
March	21	7	36,67	11	36,67
April	22	15	46,67	14	46,67
May	23	12	30,00	11	36,67
June	20	8	33,33	11	36,67
July	23	12	36,67	11	36,67
August	22	12	43,33	13	43,33
September	21	7	30,00	11	36,67
October	23	14	36,67	11	36,67

Months	Number of Working Days	Permissions (Times)	Percentage (%)	Mangkir (Times)	Percentage (%)
November	21	7	33,33	12	40,00
December	22	14	36,65	14	46,67
QUANTITY	262	131		141	

The HR Division's attendance recapitulation data for the January-December 2024 period recorded 131 permits and 141 absences out of a total of 262 working days – an absence rate that, referring to Flippo (2021) standards in the range of 3%–10% as a high or poor category, indicates a problem that requires serious attention from management. Based on this description, this study was conducted to examine the development of work discipline and its impact on employee job satisfaction in the HR Division of PT. XYZ.

Previous studies have consistently shown a positive relationship between work discipline and job satisfaction. Mei & Saragih (2024) found that work discipline has a positive and significant effect on employee job satisfaction because consistent discipline creates order, clarity of roles, and certainty in task implementation. Gultom (2024) similarly reported that work discipline significantly contributes to job satisfaction when examined together with work motivation and work stress. Istiqomah et al. (2023) and Ishar et al. (2024) reported comparable relationships in organizational and manufacturing contexts, while Putra & Ramadhani (2022) emphasized the importance of rule adherence and consistency of work behavior. However, most of these studies emphasize statistical relationships, while limited attention is given to how discipline coaching is implemented in practice, how employees perceive the consistency of warnings and sanctions, and how these processes shape job satisfaction in an HR division within the furniture industry. This study addresses that gap through an in-depth qualitative examination of the implementation of work discipline coaching and its relationship with employee job satisfaction in the HR Division of PT. XYZ.

THEORETICAL REVIEW

Construction of Work Discipline

Mangkunegara (2009) defines work discipline development as an effort made by an organization to increase employee awareness and willingness to comply with applicable regulations through the process of directing, supervising, and giving sanctions and awards. Hasibuan (2017) added that work discipline development is an action taken by management to improve and shape employee behavior to comply with the company's provisions through education, training, and consistent enforcement of rules. Based on this definition, the development of work discipline in this study is understood as the process of fostering employee attitudes to obey regulations in order to achieve the goals and work results set by the company. Referring to Nursanti (2017), the pattern of discipline coaching is carried out through two main sub-variables, namely: (1)

creating rules of conduct that must be implemented by employees, measured through the suitability of discipline regulations with the needs of the company and with the aim of fostering corporate discipline; and (2) creating and providing sanctions for disciplinary violators, measured through the accuracy of superiors in giving warnings, the speed of sanctioning, the consistency of sanctioning, and the impersonality of sanctioning.

Job Satisfaction

Robbins & Judge (2019) defines job satisfaction as a person's positive feelings about their job, which is the result of an evaluation of the characteristics of the job and reflects the extent to which the job is able to meet individual expectations and needs. *Handoko* (2008) explains job satisfaction as an emotional attitude that is pleasant and loves one's job, which is reflected in employee work morale, discipline, and work achievement, while *Sutrisno* (2021) states that job satisfaction is related to work conditions, reward systems, work relationships, and self-development opportunities. In this study, job satisfaction was measured using indicators adapted from *Mangkunegara* (2000), namely the level of absence (absenteeism), satisfaction with the work itself, and satisfaction with the boss. According to *Tonia & Romi* (2025), job satisfaction is a condition when employees feel satisfaction with their work which is influenced by the work environment and work safety. The results of the study show that the better the physical work environment and the implementation of occupational safety, the higher the level of employee job satisfaction.

The Relationship between Work Discipline Construction and Job Satisfaction

Previous studies have confirmed that employees with a good level of work discipline tend to have higher job satisfaction. *Mei & Saragih* (2024) found that work discipline has a positive and significant effect on job satisfaction with incentives as an intervening variable, while *Gultom* (2024) proves that work discipline has a significant effect on job satisfaction both partially and simultaneously along with motivation and work stress. *Istiqomah et al.* (2023) found similar results in regional drinking water companies, and *Ishar et al.* (2024) obtained comparable findings in manufacturing companies. *Putra & Ramadhani* (2022) emphasized that the influence of discipline on satisfaction mainly occurs through adherence to rules and consistency of work behavior, while *Rahman et al.* (2024) position job satisfaction as a mediating variable between work discipline and employee performance. Based on this study, the framework of this research places the development of work discipline—through the creation of regulations and the enforcement of sanctions—as a factor that is expected to shape the level of employee job satisfaction, which includes absenteeism, satisfaction with the work itself, and satisfaction with the superior, in the HR Division of PT. XYZ.

To clarify the relationship between these variables, the research paradigm is presented in Figure 1 below:

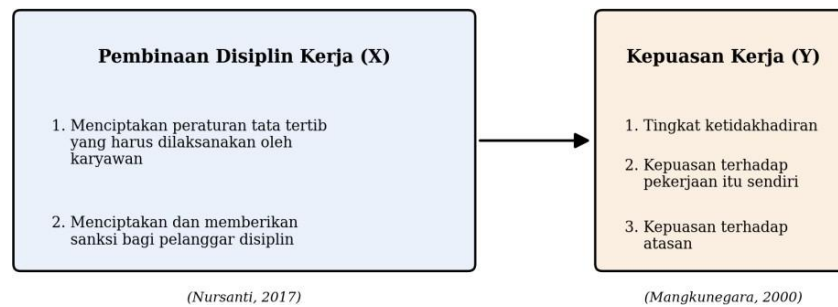


Figure 1. Research Paradigm of Work Discipline Development on Employee Job Satisfaction in the HR Division of PT. XYZ

METHODOLOGY

This study uses a qualitative research method with a descriptive approach and a postpositivist orientation. The approach is intended to obtain an in-depth understanding of the implementation of work discipline coaching and its relationship with employee job satisfaction in the HR Division of PT. XYZ. The researcher serves as the main instrument in collecting, interpreting, and analyzing the data.

Variable Operationalization

The research has two variables, namely the development of work discipline as the main variable and job satisfaction as the analyzed variable. The two variables are described into concepts, subvariables, and indicators that serve as guidelines in the preparation of interview instruments and the data collection process.

Data Collection Techniques

The research data was obtained through two sources, namely primary data and secondary data. Data collection techniques include:

1. Participatory observation, by directly observing the work activities of the HR Division.
2. Structured interviews, to HR Managers and HR Division staff using interview guidelines that have been prepared.
3. Documentation, in the form of attendance data and company documents that support the research.
4. Literature study, through books, journals, and relevant literature as the basis of theory.

Informant Determination Techniques

The determination of informants uses the snowball sampling technique, which is the selection of informants based on recommendations from previous informants. The research was carried out on social situations that include places (PT. XYZ), actors (HR Division staff), and activities (HR management activities, attendance, overtime, and personnel administration).

Data Collection Instruments

The main instrument in this study is the researcher himself. The researcher uses interview, observation, and documentation guidelines as tools to systematically obtain data and understand the phenomenon being studied in depth.

Data Analysis Techniques

Data analysis was carried out using a qualitative data analysis model according to Sugiyono which includes three stages, namely:

1. Data reduction, i.e. selecting and focusing data that is relevant to the research.
2. Data presentation, which is compiling research results in the form of a systematic narrative description.
3. Drawing conclusions and verification, which is drawing conclusions based on verified data so that the results of the research can be accounted for.

Data Validity Test

The validity of the data is tested using triangulation techniques to ensure that the data obtained is valid and credible. The triangulation used includes:

1. Triangulation of sources, by comparing information from several informants.
2. Triangulation of techniques, by comparing the results of observations, interviews, and documentation.
3. Triangulation of theories, by comparing research findings with relevant theories.

RESULTS

Work Discipline Development in the HR Division

The results of interviews, observations, and documentation on the sub-variables created disciplinary regulations showing that the disciplinary regulations that apply at PT. XYZ is not fully in accordance with the operational needs of daily work. Both HR Managers and staff consider that some rules are still too rigid and have not fully adjusted to operational dynamics, so employees need to make their own adjustments in practice. Nonetheless, informants generally agreed that existing regulations have succeeded in shaping employee discipline, providing clear guidelines, increasing awareness of responsibility, and encouraging compliance with company rules, even if individual violations still occur.

In the sub-variable of creating and sanctioning disciplinary violators, the results of the study show that the boss has given warnings appropriately and in accordance with company procedures, and sanctions are generally given quickly after the violation occurs. However, some employees have been known to repeat the same offense despite being given warnings or sanctions, which shows that the deterrent effect of the sanction system in place has not been fully achieved. In terms of consistency, both HR staff and managers admit that the application of sanctions is not always uniform for similar violations, so that sometimes it creates

a perception of injustice. On the other hand, the impersonality aspect of sanctions—i.e. whether sanctions are given regardless of position, age, or proximity to superiors—is considered to have been implemented quite well, because informants state that offenders with similar cases get equal consequences regardless of their status.

Summary of findings regarding the development of work discipline in the HR Division of PT. XYZ is presented in Table 2.

Table 2. Summary of Work Discipline Development in the HR Division of PT. XYZ

Sub-Variable	Key Findings
Creating rules of conduct	Regulations in general are understood by employees, but it is considered that staff are less flexible to dynamic operational needs. Nonetheless, existing regulations have helped to instill an attitude of discipline and a sense of responsibility in most employees.
Warning sanctions	Warnings are given appropriately and proportionate to the level of violation; Sanctions are given quickly and impersonal (regardless of position or proximity to superiors). However, the consistency of the application of sanctions in similar cases and the deterrent effect against repeat violations still needs to be improved.

Employee Job Satisfaction in the HR Division

On the sub-variable rate of absenteeism, most employees reported relatively good attendance and according to the company's work schedule, although some employees admitted to occasional absences due to personal or family reasons, which affected the smooth running of work in the division. On the sub-variable of job satisfaction itself, the division of duties and responsibilities is reported to have been explained quite clearly; However, some employees have not performed their responsibilities optimally so some of the work has to be divided or transferred to colleagues, which in turn increases the workload of colleagues who make up for the shortfall. As for the sub-variable of satisfaction with the boss, the working relationship between HR staff and direct superiors is considered good and professional, characterized by open communication and clear directions, although in the condition of sudden changes in duties or increased workload, the directions given are sometimes considered less detailed so that they require further clarification from employees.

A summary of the findings regarding employee job satisfaction is presented in Table 3.

Table 3. Summary of Employee Job Satisfaction at the HR Division of PT. XYZ

Sub-Variable	Key Findings
Absenteeism rate	Most employees have a relatively good attendance rate; A small number report occasional absences for personal or family reasons, so the absence problem remains.
Satisfaction with the work itself	The division of duties and responsibilities has been explained quite clearly, but the implementation that has not been optimal by some employees causes the additional workload to shift to colleagues, thus reducing the comfort in completing daily tasks.
Satisfaction with superiors	Work relationships with superiors are generally professional and communicative; Directional clarity occasionally weakens under conditions of sudden changes in tasks or increased workload.

The Impact of Work Discipline Development on Employee Job Satisfaction

Based on the results of research conducted at the HR Division of PT. XYZ, the development of work discipline has an influence on the level of employee job satisfaction. Discipline development applied through the preparation of regulations, the provision of direction, supervision, and the application of sanctions has helped to create work order and provide clear guidelines in the implementation of duties. This condition makes employees understand their rights, obligations, and responsibilities so that work can be carried out in a more directed manner.

However, the results of the study show that the implementation of discipline coaching has not been fully running optimally. Some regulations are considered to be still inflexible and have not fully adapted to the evolving operational needs. In addition, there are still some employees who have not carried out their responsibilities optimally so that some of the work is transferred to other colleagues. This condition causes some employees to receive workloads that exceed their main duties, which ultimately affects their level of job satisfaction.

In the application of disciplinary sanctions, the company has provided reprimands and sanctions in accordance with applicable procedures. However, there are still violations committed repeatedly by some employees. This shows that although the disciplinary development process has been implemented, its effectiveness in shaping disciplinary behavior still needs to be improved through more consistent supervision and evaluation of the implementation of regulations.

In terms of job satisfaction, most employees stated that the work carried out was in accordance with their abilities and interests and that the working relationship with their superiors and colleagues was going well. Superiors are also considered to be able to build positive communication and provide support in the implementation of work. However, the job satisfaction of some employees

is still influenced by the imbalance in the distribution of workloads due to the presence of colleagues who have not carried out their responsibilities to the maximum.

The results of this study show that the discipline coaching applied at PT. XYZ has had a positive impact on employee job satisfaction, especially in creating order, responsibility, and certainty at work. However, in order for job satisfaction to increase optimally, companies need to evaluate applicable regulations, increase consistency in the implementation of discipline coaching, and ensure that the division of tasks is carried out fairly in accordance with the responsibilities of each employee. Thus, fostering discipline is not only able to increase compliance with company regulations, but also create a more effective, fair, and satisfying work environment for all employees.

DISCUSSION

The findings of this study reinforce the theoretical proposition that the development of work discipline contributes positively to employee job satisfaction. Mei & Saragih (2024) found that discipline applied consistently creates order, clarity of roles, and certainty in task implementation, which ultimately fosters employee comfort and satisfaction. This pattern is visible in the HR Division, where clear regulations and fair, impersonal sanctions generally support a positive perception of the work environment. The finding is also consistent with Safrila & Oktiani (2024), who emphasized that compliance with regulations, punctuality, and responsibility contribute to positive employee perceptions of their work. In addition, the present study is consistent with Istiqomah et al. (2023) and Ishar et al. (2024), who reported positive relationships between work discipline and job satisfaction in organizational and manufacturing settings. These similarities indicate that discipline coaching can support satisfaction when employees receive clear expectations and experience orderly work processes.

At the same time, this study provides a more detailed explanation of the conditions that can limit the effectiveness of discipline coaching. The rigidity of several regulations and inconsistencies in the application of sanctions are consistent with Gultom (2024), who argues that discipline development needs continuous evaluation so that procedural enforcement does not reduce its practical benefits. Rivai & Sagala (2020) likewise emphasize that effective discipline requires a clear supervisory system and fair sanctions. The repeated violations identified in this study show that the existence of sanctions alone does not necessarily produce a deterrent effect. This finding extends the results of Wei et al. (2024), who noted that discipline contributes to organizational effectiveness when employees internalize the rules rather than merely comply with them procedurally. Thus, the qualitative findings clarify that consistency, fairness, supervision, and employee understanding are important mechanisms connecting discipline coaching with job satisfaction.

Regarding job satisfaction, the inequality of workload distribution – arising when some employees do not perform their responsibilities optimally and colleagues must cover the shortfall – reflects the job-related dimension of satisfaction described by Robbins & Judge (2019), in which satisfaction is

associated with role clarity, appropriate challenges, and alignment between job demands and employee capacity. The generally positive perception of relationships with superiors is consistent with Czech & Forward (2019), who emphasize the role of communication and leadership in shaping job satisfaction. However, this study adds that sudden changes in tasks or increases in workload can weaken satisfaction when directions from superiors are not sufficiently detailed. In this respect, the present findings suggest that discipline coaching should not be limited to rule enforcement but should also be accompanied by clear communication, equitable workload distribution, and supportive supervision.

Overall, the findings support previous research showing that work discipline is positively associated with job satisfaction, while also demonstrating that the relationship is shaped by the quality of implementation. Fair and consistent discipline coaching can strengthen work order, responsibility, role clarity, and employee confidence. Conversely, rigid regulations, inconsistent sanctions, repeated violations, and unequal workload distribution can reduce the benefits of discipline coaching. The contribution of this study therefore lies in showing, from the employees' and manager's perspectives, the practical mechanisms through which discipline coaching can support job satisfaction in an HR division of a furniture company.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that work discipline coaching in the HR Division of PT. XYZ has been implemented through regulatory enforcement, direction, supervision, warnings, and sanctions. However, implementation is not yet fully optimal because some regulations are not sufficiently aligned with operational needs, sanctions are not always applied consistently, and repeated violations indicate that the deterrent effect remains limited. Employee job satisfaction is generally good, particularly in relationships with superiors and clarity of most job responsibilities, but workload inequality and occasional absenteeism remain concerns. Overall, the qualitative findings indicate that fair, consistent, and adaptive discipline coaching supports employee job satisfaction by creating order, responsibility, clarity, and a more predictable work environment. The findings should be interpreted as an in-depth explanation of the relationship in this research setting rather than as a statistical generalization to other populations.

Based on these conclusions, PT. XYZ is advised to evaluate and update disciplinary regulations so that they remain clear while accommodating legitimate operational needs; strengthen consistency in warnings and sanctions according to the type and severity of violations; and improve workload distribution through closer supervision and coaching for employees whose responsibilities are not performed optimally. Superiors should provide clearer communication when duties change suddenly or workloads increase, while the company should strengthen attendance monitoring and supportive motivational measures. These actions are expected to make discipline coaching more consistent, fair, and supportive of employee job satisfaction.

FURTHER STUDY

This study has limitations because it was conducted in only one furniture manufacturing company and used a qualitative approach with nine informants, so the findings are context-specific and cannot be generalized statistically to other industries or wider populations. Future research should extend the study to several furniture companies or other manufacturing sectors in different regions to compare how organizational context influences the implementation of discipline coaching and job satisfaction. Further studies may also examine additional factors such as compensation, work motivation, organizational culture, leadership style, workload, and employee commitment. A mixed-method or quantitative design with a larger sample could complement the qualitative findings by testing the strength of relationships among these variables, while longitudinal research could examine whether improvements in discipline coaching are sustained over time and whether they are followed by changes in employee job satisfaction.

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