RESEARCH ARTICLE

The Influence of Work Discipline and Motivation on Job Satisfaction in Public Transportation Companies in Bandung City

Apina Auliya [1*], Andhika Mochamad Siddiq [2], Ridlwan Muttaqin [3]

[1*,2,3] Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Indonesia Membangun, Bandung, Jawa Barat, Indonesia.

Email: apina.auliya@student.inaba.ac.id [1*], andhika.mochamad@inaba.ac.id [2], ridlwan.muttaqin@inaba.ac.id [3]

Abstrak

Latar belakang penelitian ini adalah penurunan kehadiran staf dan peningkatan keterlambatan, yang mengindikasikan adanya masalah kepuasan kerja. Kepuasan kerja mengacu pada perasaan mendukung atau tidak mendukung yang dialami karyawan dalam melaksanakan pekerjaannya, baik dalam kaitannya dengan tugas maupun kondisi pribadinya (Mangkunegara, 2017). Tujuan penelitian ini adalah untuk menguji dan meneliti pengaruh disiplin kerja dan motivasi terhadap kepuasan kerja di sebuah perusahaan transportasi umum di Kota Bandung. Populasi penelitian ini terdiri dari 70 karyawan. Teknik kuantitatif digunakan sebagai metodologi penelitian, dengan menggunakan informasi yang dikumpulkan melalui penyebaran survei kepada seluruh karyawan sebagai responden penelitian. Hasil penelitian menunjukkan bahwa semua variabel diklasifikasikan pada tingkat rendah. Tampaknya dari hasil uji parsial bahwa disiplin kerja memiliki pengaruh positif terhadap kepuasan kerja, meskipun pengaruh ini tidak signifikan secara statistik. Sementara itu, motivasi memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Secara bersamaan, disiplin kerja dan motivasi memiliki pengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Berdasarkan temuan tersebut, dapat disimpulkan bahwa tingkat kepuasan kerja, disiplin kerja, dan motivasi karyawan di perusahaan transportasi umum Kota Bandung berada pada kategori rendah. Oleh karena itu, upaya untuk meningkatkan kepuasan kerja karyawan harus difokuskan pada penguatan motivasi kerja, disertai dengan peningkatan disiplin kerja secara berkelanjutan.

Kata Kunci: Disiplin Kerja; Motivasi; Kepuasan Kerja.

Abstract

This study's backdrop is a decrease in staff attendance and a rise in tardiness., which indicate the existence of job satisfaction problems. Job satisfaction refers to the supportive or unsupportive feelings experienced by employees in carrying out their work, both in relation to their tasks and their personal conditions (Mangkunegara, 2017). The purpose of this research is to examine and examine the effect of work discipline and motivation on job satisfaction at a public transportation company in Bandung City. The population of this study consists of 70 employees. A quantitative technique is used as the research methodology, using information gathered by distributing surveys to all employees as research respondents. The study's results indicate that all variables are classified at a low level It seems from the results of the partial test that work discipline has a favorable influence on job satisfaction, although this effect is not statistically significant. Meanwhile, motivation has a positive and significant effect on job satisfaction. Simultaneously, work discipline and motivation have a positive and significant effect on employee job satisfaction. In light of these findings, one may deduce that the levels of job satisfaction, work discipline, and employee motivation at the public transportation company in Bandung City are in the low category. Therefore, efforts to enhance employee job satisfaction should focus on strengthening work motivation, accompanied by continuous improvements in work discipline.

Keyword: Work Dicipline; Motivation; Job Satisfaction.

RESEARCH ARTICLE

1. Introduction

This study was carried out at the Bandung City Public Transportation Company. Bandung City's public transportation companies have made significant progress in recent years, particularly in terms of fleet size, service routes, and service innovation. Since starting operations in Bandung, the number of busses has increased from around 70 units to over 160 units serving both city and intercity routes. However, the number of passengers experienced a significant decline, from approximately 28.8 million in 2008 to around 15.5 million in 2015. This condition indicates challenges in maintaining user numbers and operational effectiveness. As an effort to adapt to the needs of modern transportation. Bandung City Public Transportation Company launches electric bus service to reduce carbon emissions and promote public transportation use, supported by a cashless payment system via electronic money and QRIS, as well as improved facilities such as ticket counters and waiting areas to make them more comfortable, modern, and disability-friendly. Although some intra-city routes have been reduced due to a decline in passenger numbers and changes in people's mobility patterns, the caliber of the human resources that run these service innovations continues to be crucial to their success. Therefore, service improvements need to be accompanied by strengthening internal management to ensure operational performance remains optimal and aligned with company goals. The author observed indications of problems related to employe job satisfaction, as reflected in absenteeism and tardiness rates

Table 1. Absent, Late, and Early Departure Data for September 2025

Employe name	Absent	Late	Late Minutes & Early Departures
Employe 1	3	3	456
Employe 2	7	3	58
Employe 3	9	5	266
Employe 4	1	3	455
Employe 5	3	3	37
Employe 6	3	2	907
Employe 7	1	0	0
Employe 8	18	0	0
Employe 9	23	4	211
Employe 10	9	1	203
Employe 11	3	6	487
Employe 12	16	2	427
Employe 13	12	9	1678
Employe 14	0	7	809
Employe 15	5	2	33

According to Table 1 of the attendance numbers for September 2025, there is a significant variation in employe attendance and punctuality levels. Out of a total of fifteen recorded employes, some showed high rates of absenteeism and tardiness. For example, Employe 9 had the highest number of absences, 23 days, with one instance of tardiness and a total of 211 minutes of tardiness and early departures. Employes 12 and 13 also showed a similar pattern, with 16 and 12 days of absence respectively, and a cumulative total of 427 and 1,678 minutes of tardiness. On the other hand, Employe 14 had no record of absences, but recorded a total of 809 minutes of tardiness and early departures, which impacted attendance stability. The high rates of absenteeism, tardiness, and early departures among some of these employes are a serious concern, as they can affect overall team discipline and work effectiveness. Although some employes only experience minor delays, the presence of individuals with high rates of tardiness can decrease productivity and create an additional burden for other colleagues. This phenomenon is not merely a matter of individual discipline, but can also be an early indicator of deeper job dissatisfaction.

RESEARCH ARTICLE

Lateness and job satisfaction have a very close and mutually influential relationship. Job satisfaction is an emotional state that reflects how employees feel about their work, whether it is enjoyable or not (Prasada *et al*., 2022). (Mangkunegara, 2017) states that dissatisfied employes tend to have high absenteeism rates. They are often absent from work for illogical and subjective reasons. Additionally, the degree of employee discipline has a significant impact on job satisfaction. An employee's understanding of and willingness to follow the policies and procedures that are in place inside the company is known as work discipline (Hasibuan, 2020). Numerous studies have found a connection between job happiness and work discipline. Employes with good work discipline tend to show a greater sense of responsibility, adhere to work hours, and have a high commitment to their tasks and responsibilities. Consistent application of work discipline thru training activities, effective supervision, and appreciation for employes who demonstrate disciplined behavior can encourage improved discipline in the workplace (Bilady *et al*., 2024). Employes with high job satisfaction will perform their duties or work in an orderly manner, resulting in good quality work and a positive impact on the company. In contrast, if there is a lack of discipline among employes, it will decrease their job satisfaction (Alam & Wanialisa, 2021). Numerous aspects that contribute to lower job satisfaction levels, including improper employe placement that doesn't align with their work competencies, a lack of recognition for employes, a negative work environment, and a lack of employe discipline toward the company (Nur Afifah *et al*., 2024). In empirical research on how work discipline affects job satisfaction, various results have been found from diverse studies. Research (Safria *et al*., 2024) indicates a positive, but not significant, relationship between discipline and job satisfaction. However, other studies state that work discipline has a positive and significant impact on job satisfaction. This means that the better the Work Discipline, the higher the job satisfaction will be (Almakkah *et al*., 2025; Putri & Kustini, 2021).

These results suggest that work discipline has an impact on job satisfaction. This implies that job happiness will increase with improved work discipline, but not only work discipline; there are other factors such as motivation that also have a significant impact. This condition is not unrelated to the role of motivation as an important factor influencing employe job satisfaction levels. As a motivating factor for completing tasks, work motivation has a significant impact on employer job satisfaction. High motivation makes employes more enthusiastic and excited, thereby improving performance and driving organizational growth (Sunyoto & Wagiman, 2023). According to numerous research, employee job satisfaction is positively and significantly impacted by motivation; the more incentive given, both intrinsically and extrinsically, and delivered appropriately, clearly, and concisely by the company, the more employes will love their work and feel satisfied in carrying out their duties. (Adinata & Turangan, 2023; Irawan & Setiawan, 2025; Mahirah *et al*., 2024; Rahayu & Aprianti, 2020; Rulianti & Nurpribadi, 2023). Tardiness is also closely related to employe work motivation levels, as motivation is an important factor influencing work discipline. The internal drive that propels an individual to operate in a way that aligns with organizational objectives is known as work motivation. Highly motivated employes tend to exhibit positive work behaviors, such as punctuality, responsibility, and good discipline. Conversely, low motivation often leads to absenteeism or tardiness (Robbins & Judge, 2019) A separate study demonstrated that work discipline and work motivation exert a favorable and significant impact on employee job satisfaction. The findings of this study corroborate Herzberg's two-factor theory, which posits that motivational elements (such as success and recognition) and hygiene factors (such as policies and discipline) can collectively enhance job satisfaction (Safria *et al*., 2024).

Insufficient job satisfaction is associated with problems of discipline and work motivation. Discipline and motivation are complementary, where discipline creates work structure, while motivation provides drive and enthusiasm. If both are balanced, employe satisfaction and productivity will increase, and organizational goals will be achieved. Conversely, weakening either or both of these aspects will decrease job satisfaction and impact overall organizational performance. If issues of discipline and work motivation are not addressed immediately, various negative consequences will arise for both employees and the organization. Low motivation and discipline can decrease job satisfaction, increase tardiness and absenteeism, and disrupt the smooth operation of the company. Productivity also declines because employes lose their enthusiasm, focus, and drive to achieve targets. Additionally, this condition can trigger

RESEARCH ARTICLE

internal conflict, create a disharmonious work environment, and weaken teamwork, ultimately hindering the achievement of company goals. The researcher intends to undertake a study entitled "The Influence of Work Discipline and Motivation on Job Satisfaction in Public Transportation Companies in Bandung City."

2. Literature Review

Organizational behavior is a discipline that analyzes the behaviors and attitudes of individuals and groups within an organizational context and their influence on overall organizational performance (Robbins & Judge, 2015). Organizational behavior is analyzed at three levels: individual behavior, group behavior, and organizational structure. This research focuses on individual behavior because job satisfaction reflects employes' subjective experiences of the working conditions they encounter. In its application, organizational behavior faces various internal challenges such as resource limitations and a rigid hierarchical culture, as well as external challenges in the form of government policy and regulation changes that require organizations to adapt quickly and efficiently (Dewi *et al*., 2025). Individuals within an organization do not work in isolation; they are always interacting with the culture, structure, and colleagues, so individual behavior significantly impacts job satisfaction, motivation, and discipline. Job satisfaction is the perception of support or absence thereof encountered by employes in carrying out their work, whether related to their tasks or their own conditions (Mangkunegara, 2017). Job satisfaction is an emotional state that indicates the feelings of pleasure or displeasure experienced by employes toward the work they do (Prasada *et al*., 2022). In line with this, according to Robbins and Judge (in Fauziah & Amelia, 2025) Job satisfaction is defined as an individual's attitude toward their work, reflecting the extent to which someone likes or dislikes their job. Based on the opinions of multiple experts, it can be concluded that job satisfaction is a positive affective state that indicates the degree to which an employee feels content, comfortable, and accepted in their work This happiness is impacted not only by the nature of the work itself, but also by factors such as the work environment, relationships with colleagues and supervisors, and perceptions of organizational rewards and fairness. When employes have high levels of job satisfaction, they tend to exhibit positive attitudes, loyalty, and better performance in carrying out their duties. (Mangkunegara, 2017)) indicates that job satisfaction is intricately linked to numerous factors intrinsic to both individuals and businesses, including turnover rate, absenteeism rate, age, job level, and the size of the company.

Beside job satisfaction variables, tate that job satisfaction can be viewed from several main dimensions that reflect employes' perceptions of their work. These dimensions include the work itself, pay, promotion, co-workers, and supervisors or supervision. Job alignment with competencies and the availability of self-development opportunities encourage employes to work more optimally. Fair wages that match workload and living expenses foster a sense of justice and appreciation, while fair promotions and career opportunities boost employe satisfaction. Additionally, harmonious working relationships with colleagues create a comfortable work environment, and fair and clear policies and guidance from superiors also contribute to overall job satisfaction. Discipline is an individual's propensity and preparedness to comply with and conform to the norms and regulations pertinent to their environment. Good employe discipline will accelerate the company's goals, while declining discipline will become an obstacle and slow down the achievement of company objectives (Sutrisno, 2016). Work discipline refers to an employee's cognizance and readiness to adhere to the regulations and standards established inside the organization (Hasibuan, 2020). Work discipline signifies an individual's capacity to maintain consistency and comply with organizational regulations (Sinambela, 2017). From these three definitions, work discipline constitutes an individual's awareness and commitment to comply with established regulations, norms, and regulations in place at the workplace. Discipline is not only understood as obedience due to sanctions, but also reflects an understanding of the importance of rules in maintaining order, security, and the smooth operation of the organization's activities. Stringent discipline will facilitate the company's attainment of its objectives efficiently, while low discipline can hinder the process of achieving those goals.

RESEARCH ARTICLE

(Sutrisno, 2016) stating that work discipline can be measured thru several dimensions and key indicators. Adherence to time regulations is reflected in employes' punctuality in arriving and leaving work, as well as their compliance with break times, demonstrating professionalism and dedication. Additionally, adherence to company regulations is demonstrated thru compliance with applicable dress codes and codes of conduct. Work discipline is also reflected in adherence to workplace norms, which means employes' ability to complete tasks according to targets, take responsibility for their work results, and maintain ethical and harmonious working relationships. Furthermore, adherence to other regulations is demonstrated by compliance with superiors' directions as long as they do not conflict with norms and regulations, which is a form of professionalism, loyalty, and commitment to the organization. Motivation is a condition or energy that propels employees to operate in a directed and concentrated manner to attain the organizational or company goals (Mangkunegara, 2017). Work motivation is the drive or impetus that stimulates each employe to perform their duties well. When work motivation is high, employes will feel enthusiastic and excited about their work, which can ultimately drive improved performance and significant growth for the organization (Sunyoto & Wagiman, 2023). According to Hasibuan (in Qomariah, 2020), motivation is derived from the Latin word movere, meaning drive or driving force. Motivation is the process of enhancing an individual's work ethic to promote effective performance, cooperate, and integrate to achieve mutual satisfaction and goals. According to the aforementioned expert opinions, work motivation serves as a driving force, both internal and external factors influencing the individual, that promotes motivation and a commitment to perform effectively to attain organizational objectives. Motivation serves as a director and driver of employe work behavior, keeping them focused, enthusiastic, and highly committed to their tasks and responsibilities. With a good level of motivation, employes will be able to work more effectively, contribute maximally, and actively participate in achieving the company's success and goals. Work motivation according to David C. McClelland is known as the Theory of Needs, which states that work motivation is influenced by three primary needs. The need for achievement is reflected in the drive to reach and exceed work standards thru optimal performance and improved quality of work results. The need for power is demonstrated by the desire to attain higher positions and direct colleagues to enhance team performance. Meanwhile, the need for affiliation is reflected in the desire to be accepted, valued, and trusted thru positive working relationships and enthusiastic and professional task execution. Highly motivated employes tend to work more diligently, persistently, and actively, thus increasing job satisfaction. Job satisfaction itself is influenced by various factors, such as job characteristics, supervisor support, relationships with colleagues, promotion opportunities, and fair compensation. Based on the literature review, it can be concluded that work discipline (X1) and work motivation (X2) significantly influence employe job satisfaction (Y), this, in turn, facilitates the attainment of organizational objectives and success. According to various researchers, job satisfaction is influenced by work discipline (Alam & Wanialisa, 2021; Almakkah *et al*., 2025; Hasanah & Muttaqin, 2025; Nur Afifah *et al*., 2024; Putri & Kustini, 2021; Safria *et al*., 2024). And job satisfaction is also influenced by motivation (Adinata & Turangan, 2023; Gustami *et al*., 2024; Irawan & Setiawan, 2025; Kalos *et al*., 2023; Pratama & Siddiq, 2024; Rahayu & Aprianti, 2020; Rulianti & Nurpribadi, 2023).

3. Research Methodology

This study employs a quantitative approach utilizing descriptive and verificative analytical tools. This research seeks to delineate the status of each variable and validate the presented hypotheses. The study population comprises all employees of the Bandung City Public Transportation Company, totaling 70 employees. The data sources employed consist of primary data collected through questionnaires and secondary data in the form of attendance summaries provided by the Company. After the data was collected, the researcher then analyzed it using SPSS 26 for Windows, which was done in several testing stages, including: 1) validity test, 2) reliability test, 3) normality test, 4) heteroskedasticity test, 5) multicollinearity test, 6) multiple linear regression test, 7) partial test (F-test), and 8) simultaneous test (t-test).

RESEARCH ARTICLE

4. Results and Discussion

4.1 Results
4.1.1   Descriptive Analysis
This study was carried out through the dissemination of questionnaires to a sample of 70 participants, subsequently employing descriptive analysis to assess the degree to which Work Discipline and Motivation influence Job Satisfaction.

Table 2. Descriptive Analysis Results

Variable	Score	Description
Job Satisfaction (Y)	1.320	Low
Work Discipline (X1)	1.081	Low
Motivation (X2)	762	Low

The findings from the descriptive analysis presented in Table 2 indicate that job satisfaction falls within the low category, particularly in the salary dimension for the indicator Suitability of benefits with needs, while better scores are shown in the dimension of the work itself, specifically for the indicator Level of suitability between work and possessed competencies. Furthermore, work discipline is also in the low category, particularly in the dimension of adherence to other regulations, specifically in the indicator of following superiors' instructions even when outside of primary duties, as long as it does not conflict with norms and ethics. However, it received a very good score in the dimension of adherence to company regulations, specifically in the indicator of complying with dress code regulations. As for motivation, it showed a low category, especially in the achievement needs dimension (Need for Achievement) under the indicator of enthusiasm to achieve work standards, while a very good score was obtained in the power needs dimension (Need for Power) under the indicator of having the enthusiasm to give direction to colleagues.

4.1.2   Verificative Analysis
1) Validity Test
Data is considered valid when the research instrument is able to measure the variables being studied accurately and precisely according to the actual conditions (Sugiyono, 2017). The results of the validity test can be seen in the table below:

Tabel 3. Validity Test Results

Variable	Total Statements	Description r-value	Description Valid
Job Satisfaction (Y)	10	Greater than the r table	Valid
Work Discipline (X1)	7	Greater than the r table	Valid
Motivation (X2)	6	Greater than the r table	Valid

The test results in Table 3 indicate that the computed r_{value} for each variable exceeds the tabulated r_{value}, hence validating all statements.

2) Reliability Test
In this particular investigation, reliability testing was carried out using Cronbach's Alpha, which is a tool that can be regarded as reliable if the Cronbach's Alpha score is > 0.60. This study's testing was carried out with the assistance of SPSS, and the results are presented in the table that follows:

RESEARCH ARTICLE

Table 4. Reliability Test Results

Variable	Cronchbach's Alpha	Description
Job Satisfaction (Y)	0,625	Reliable
Work Discipline (X1)	0,763	Reliable
Motivation (X2)	0,763	Reliable

According to Table 4 above, the Cronbach's Alpha value for each variable exceeds 0.60. Therefore, the instrument reliability used in this study for each variable is declared reliable.

3) Normality Test

Normality tests assess the normal distribution of residuals in a regression model, employing the Kolmogorov–Smirnov test on unstandardized residual values examined via the SPSS program (Ghozali, 2019). Data normality can be seen from the Kolmogorov-Smirnov normality test based on the Unstandardized Residual value.

Table 5. Normality Test Results

Variable	Kolmogorov–Smirnov		
	Statistic	N	Sig.
Job Satisfaction (Y)	0,105	70	0,053

Based on the test results presented in Table 5, it is evident that the Sig. value is > 0.05 (0.053 > 0.05), which concludes that the research data is normally distributed and has met the normality assumption.

4) Heteroskedasticity Test

The heteroskedasticity test assesses whether there are variations in residual variance across observations in the regression model, which ideally should be homoskedastic. This condition can be evaluated using the Glejser test (Gani & Amalia, 2017). The following are the outcomes of the heteroskedasticity test conducted in this study.

Table 6. Heteroskedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,910	1,830		7,053	0,000
	X1	0,153	0,110	0,167	1,388	0,170
	X2	0,328	0,131	0,302	2,510	0,015

Based on the test results in Table 6, it can be seen that the Sig. value for X1 is 0.170 (0.170 > 0.05), and the Sig. value for X2 is 0.015 (0.015 > 0.05). Consequently, it can be determined that there is an absence of heteroskedasticity among all independent variables in this study.

5) Multicollinearity Test

The multicollinearity test seeks to identify the correlation among independent variables within the regression model, which is considered free from multicollinearity if the VIF value is < 10 and the tolerance value is > 0.10 (Ghozali, 2019). Here are the results of the multicollinearity test in the study:

Table 7. Multicollinearity Test Results

	Model	Coefficients	
		Collinearity Statistics	
		Tolarance	VIF
1	(Constant)		
	Work Discipline (X1)	0,869	1,150
	Motivation (X2)	0,869	1,150

RESEARCH ARTICLE

According to Table 7, the Tolerance value for variables X1 and X2 is 0.869, exceeding the threshold of 0.10, while the VIF for these variables is 1.150, which is below 10. This indicates that there is no multicollinearity among the independent variables.

6) Multiple Linear Regression Analysis
This study used multiple linear regression analysis to ascertain the influence of work discipline and motivation on employee job satisfaction. The outcomes of the multiple regression analysis are as follows:

Table 8. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	12,910	1,830	
	X1	0,153	0,110	0,167
	X2	0,328	0,131	0,302

Based on Table 8, the multiple linear regression equation can be obtained as:

$$Y = 12{,}910 + 0{,}153X1 + 0{,}328X2$$

The above regression equation can be broken down as follows:
1) The constant value is positive at 12.910, indicating that if the independent variables of Work Discipline (X1) and Motivation (X2) are present, then Job Satisfaction (Y) will be equal to the constant value of 12.910 units.
2) The Work Discipline (X1) variable has a positive value of 0.153, indicating that an increase of one unit in the Work Discipline (X1) variable, then the Job Satisfaction (Y) variable will increase by 0.153 units, assuming the value of the Motivation (X2) variable remains constant.
3) The Motivation (X2) variable has a positive value of 0.328, indicating that increasing it by one unit would result, then the Job Satisfaction (Y) variable will increase by 0.382 units, assuming the values of the Work Discipline (X1) and Motivation (X2) variables remain constant.
4) If all independent variables (simultaneously) increase by one unit, then job satisfaction will change by 0.153 + 0.328, which equals 0.481.

7) Analysis of the Coefficient of Determination
The coefficient of determination quantifies the degree to which the dependent variable is elucidated by the independent variables, with a larger value signifying a superior regression model in accurately describing the data. The outcomes of the coefficient of determination assessment are as follows:

Table 9. Results of the Coefficient of Determination Analysis

Model	R	R Square	Adjusted	Std. Error of the Estimate
1	0,395a	0,156	0,130	3,51653

Based on Table 9, the coefficient of determination value R^2 (R Square) is 0.156, which means that work discipline and motivation contribute 15.6% to job satisfaction. This indicates that there are still other factors that can increase job satisfaction at the Bandung City Public Transportation Company beside the work discipline and motivation variables, accounting for 84.4%.

8) Partial Test (t-test)
The t-test is employed to evaluate research hypotheses to ascertain the individual effect of each independent variable on the dependent variable within the regression model (Sugiyono, 2022). Here are the results of the t-test in the study:

RESEARCH ARTICLE

Table 10. Partial Test Results (t-test)

	Model	t	Sig.
1	(Constant)	7,053	0,000
	Work Discipline	1,388	0,170
	Motivation	2,510	0,015

Based on Table 10, it can be seen that the significance value between the variables indicates the influence of each independent variable on the dependent variable.

a) Work Discipline (X1)

The calculated t_{value} for the work discipline variable (X1) is 1.388. Because Since the calculated t_{value} of 1.388 < t_{table} of 1.997 and Sig. 0.170 > probability of 0.05, it can be concluded that H_0 is accepted and H_1 is rejected. This means that there is no significant partial effect of work discipline (X1) on job satisfaction (Y). Although the regression is positive, the effect of work discipline (X1) is not yet statistically strong enough.

b) Motivation (X2)

The calculated t_{value} for the motivation variable (X2) is 2.510. Since the calculated t_{value} of 2.510 > the t_{table} value of 1.997 and Sig. 0.015 < probability 0.05, it can be concluded that H_0 is rejected and H_2 is accepted. This means that there is a significant partial effect of motivation (X2) on job satisfaction (Y).

9) Simultaneous Test (F-test)

The F-test is used to determine the simultaneous influence of independent variables on the dependent variable and the suitability of the regression model at a significance level of 5%, where the model is considered suitable if the significance value is < 0.05 (Ghozali, 2018). The results of the F-test in this study are presented as follows:

Table 11. Simultaneous Test Results (F-test)

	Model	F	Sig.
1	Regression	6,176	0,003b
	Residual		
	Total		

According on Table 10, the calculated F_{value} is 6.176, which is greater than the table F_{value} of 3.13, and the Sig. value is 0.003, which is less than the probability of 0.05. Therefore, H_0 is rejected and H_a is accepted. This means that the variables of work discipline (X1) and motivation (X2) simultaneously influence job satisfaction (Y).

4.2 Discussion

Work discipline (X1) exerts a positive influence on employee job satisfaction (Y), supported by the test results which show that the t_{value} for the work discipline variable (X1) is tcount = 1.388 < t_{table} 1.997 and Sig. 0.170 > probability 0.05. Therefore, it can be concluded that H_0 is accepted and H_1 is rejected. This means that there is no significant partial effect of work discipline on job satisfaction. Although the regression value is positive, the effect of work discipline is not yet statistically strong enough. This result aligns with previous research by (Safria *et al*., 2024) which stated that there is a positive but not significant influence between discipline and job satisfaction. Furthermore, work discipline is also in the low category, particularly in the dimension of adherence to other regulations, with the indicator being to follow superiors' instructions even if they are outside of one's primary duties provided they do not conflict with established norms and ethical standards. Work discipline significantly affects job satisfaction, as evidenced by several factors including adherence to time regulations, adherence to company rules, adherence to work norms, and adherence to other regulations. Motivation (X2) has a positive influence on employe job satisfaction (Y), supported by the test results which show that the t_{value} for the motivation variable (X2) is tcount = 2.510 > t_{table} 1.997 and Sig. 0.015 < probability 0.05.

RESEARCH ARTICLE

Therefore, it can be concluded that H_0 is rejected and H_2 is accepted. This means that there is a significant partial influence of motivation on job satisfaction. This finding aligns with earlier studies conducted by (Adinata & Turangan, 2023) which stated that there is a positive and significant influence on job satisfaction. This also shows that the higher the employes' work motivation, the more significant the increase in job satisfaction. This is elucidated in Table 2, which presents the findings of the descriptive analysis, demonstrating that the motivation variable is classified within the low category with a score of 762 for the achievement needs dimension and the indicator of enthusiasm to achieve work standards. This finding indicates that if motivation is increased, job satisfaction levels will rise. Based on this, the management implication for Bandung City Public Transportation Company is the need to increase employe motivation thru policies that encourage the spirit of achieving work standards. This initiative is anticipated to establish a more structured and convenient work environment, thereby influence employe job satisfaction and productivity. Work discipline (X1) and motivation (X2) influence job satisfaction (Y), supported by an F_{value} of 6.176, which is exceeds the F_{table} value of 3.13 (or 6.176 > 3.13), and a significance level of 0.003 < 0.05. Therefore, H_0 is rejected and H_a is accepted. This means that the variables of work discipline and motivation simultaneously influence job satisfaction. This result aligns with previous research by (Safria *et al*., 2024) which showed that work discipline and work motivation have a positive and significant influence on employe job satisfaction. These research findings support Herzberg's two-factor theory, which explains that motivator factors (such as achievement and recognition) and hygiene factors (such as policies and discipline) can jointly increase job satisfaction. Based on this research, the Bandung City Public Transportation Company needs to prioritize efforts to improve employe work discipline and motivation as a strategic step in increasing job satisfaction. Evaluating and reinforcing disciplinary policies is important, as seen in Table 1, where a relatively high level of employe tardiness is still observed. Consistent enforcement of rules and sanctions is necessary to minimize disciplinary behavior, especially in the dimension of compliance with other regulations that contribute to decreased job satisfaction. Additionally, the Bandung City Public Transportation Company is increasing employe work motivation, particularly in the dimension of achievement needs (Need for Achievement), which is still in the low category. Management is advised to implement a performance-based reward system, provide clear and fair development and promotion opportunities, and create facilities and a work climate that supports positive working relationships among employes. The execution of these rules is anticipated to foster a more favorable and efficient work environment, thereby influece employe job satisfaction.

4. Conclusion

According to the findings of study and discourse about the influence of work discipline and motivation on employe job satisfaction at Based on the Bandung City Public Transportation Company, It can be inferred that the degrees of job satisfaction, work discipline, and employe motivation are still in the low category. The lowest job satisfaction was found in the salary dimension, the lowest work discipline in the dimension of adherence to work rules and norms, and the lowest motivation in the achievement needs dimension. The results of the assessment indicate that work discipline partially has a positive but not significant effect on job satisfaction, Although motivation has a positive and significant effect on job satisfaction. Simultaneously, work discipline and motivation are proven to have a positive and significant effect on employe job satisfaction. Therefore, it is recommended that the management of the Bandung City Public Transportation Company evaluate the salary system and employe welfare policies, consistently improve the implementation and supervision of work discipline, and develop motivation enhancement programs such as performance awards and self-development training. Furthermore, further research is projected to broaden the study's scope and factors, resulting in more thorough and in-depth conclusions.

RESEARCH ARTICLE

5. References

Adinata, & Turangan. (2023). Pengaruh motivasi kerja, stres kerja, dan lingkungan kerja terhadap kepuasan kerja karyawan PT X. *Jurnal Manajerial Dan Kewirausahaan, 5*(1), 195–201. https://doi.org/10.31539/costing.v7i6.12596.

Alam, I. K., & Wanialisa, M. (2021). Pengaruh disiplin kerja, komitmen organisasi dan lingkungan kerja terhadap kepuasan kerja karyawan pada CV Pintu Mas Bogor. *Jurnal IKRA -ITH Ekonomika, 4*(2), 172–180. https://doi.org/https://doi.org/10.37817/ikraith-ekonomika.v4i2.

Almakkah, D. S., Hasan, S., & Yuliani, T. (2025). Pengaruh disiplin kerja, motivasi, dan lingkungan kerja terhadap kepuasan kerja karyawan di Dinas Lingkungan Hidup Kota Balikpapan. *Jurnal Edueco, 8*(1), 111–117. https://doi.org/10.36277/edueco.v8i1.254.

Bilady, R., Recky, Ismail, G. D., & Nazarudin. (2024). Pengaruh kepuasan kerja, disiplin kerja dan motivasi kerja terhadap loyalitas karyawan PT. BARAKA SARANA TAMA. *XII*(2). https://doi.org/10.46750/economica.v12i2.289.

Dewi, W. P., Baharsyah, N. A., Dewi, E. R., & Hartono, B. (2025). Perilaku organisasi: Literature review. *6*(1), 3190–3197.

Fauziah, S. P., & Amelia, N. (2025). Faktor-faktor kepuasan kerja dan teorinya: Studi kasus pada instansi perusahaan. *Karimah Tauhid, 4*(9), 6700–6703.

Gani, I., & Amalia, S. (2017). *Analisis data dengan SPSS*. ANDI.

Ghozali, I. (2019). *Aplikasi analisis multivariate dengan program IBM SPSS 25* (B. P. U. Diponegoro, Ed.).

Gustami, A. D., Saputro, A. H., & Mubarok, D. A. A. (2024). Pengaruh motivasi kerja, lingkungan kerja dan kompensasi terhadap kepuasan kerja karyawan divisi mining service PT PINDAD. *10*(2), 926–936. https://doi.org/https://doi.org/10.35870/jemsi.v10i2.2139.

Hasanah, S. A., & Muttaqin, R. (2025). Pengaruh self-efficacy, disiplin kerja, dan lingkungan kerja terhadap kepuasan kerja pegawai honorer di kantor kecamatan Andir Kota Bandung. *11*(1), 140–151. https://doi.org/https://doi.org/10.35870/jemsi.v11i1.3501.

Hasibuan, M. S. (2020). *Manajemen sumber daya manusia*. PT Bumi Aksara.

Irawan, R. P. T., & Setiawan, N. (2025). Pengaruh motivasi kerja dan lingkungan kerja terhadap kepuasan kerja karyawan di Bojonegoro. *Masip: Jurnal Manajemen Administrasi Bisnis Dan Publik Terapan, 1*(3), 560–567. https://doi.org/10.59061/masip.v2i3.771.

Kalos, Y., Wijaya, F., Dayona, G., & Saputro, A. H. (2023). Pengaruh lingkungan kerja fisik, motivasi kerja dan stres kerja terhadap kepuasan kerja karyawan PT Media Solusi Network. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi), 9*(4), 1359–1367. https://doi.org/https://doi.org/10.35870/jemsi.v9i4.1320.

Mahirah, N. H., Siddiq, A. M., & Muttaqin, R. (2024). Pengaruh fasilitas kerja, disiplin kerja, dan motivasi kerja terhadap kepuasan karyawan di PT. GRIYA NUTRISI. *Jurnal Economica, XII*(2), 399–408. https://doi.org/https://doi.org/10.46750/economica.v12i2.

RESEARCH ARTICLE

Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.

Nur Afifah, S., Muttaqin, R., & Siddiq, A. M. (2024). Pengaruh employee engagement, disiplin kerja, dan lingkungan kerja terhadap kepuasan kerja PT. Kimia Jaya Utama Kota Bandung. *ECo-Buss, 7*(2), 1493–1505. https://doi.org/10.32877/eb.v7i2.1980.

Prasada, D., Dwijayanti, K., & Astuti, A. (2022). Pengaruh motivasi dan lingkungan kerja terhadap kepuasan kerja karyawan serta dampaknya terhadap kinerja kerja karyawan PT. Gloria Kencana Gunung Sindur Bogor. *Journal in Management and Enterpreneurship, 2*(1), 34–44. https://doi.org/https://doi.org/10.56445/jme.v2i1.59.

Pratama, D. O., & Siddiq, A. M. (2024). Pengaruh motivasi, komunikasi dan kepemimpinan terhadap kepuasan kerja karyawan perusahaan penerbangan. *JIIP (Jurnal Ilmiah Ilmu Pendidikan), 7*(2), 1134–1139. https://doi.org/10.24912/jmk.v5i3.25343.

Putri, F. I., & Kustini, K. (2021). Pengaruh disiplin kerja dan keterlibatan kerja terhadap kepuasan kerja karyawan PT. Risky Lintas Samudra Surabaya. *Briliant: Jurnal Riset Dan Konseptual, 6*(3), 629–636. https://doi.org/10.28926/briliant.v6i3.694.

Qomariah, N. (2020). *Manajemen sumber daya manusia: Teori, aplikasi, dan studi empiris*. Pustaka Abadi.

Rahayu, N., & Aprianti, K. (2020). Pengaruh motivasi kerja terhadap kepuasan kerja karyawan pada PT. Perum Pegadaian Salama Cabang Bima. *Journal of Chemical Information and Modeling, 2*(2), 184–189.

Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (19th ed.). Pearson Education.

Rulianti, E., & Nurpribadi, G. (2023). Pengaruh motivasi kerja dan lingkungan kerja terhadap kepuasan kerja karyawan. *Jurnal Ekonomi & Ekonomi Syariah, 6*. https://doi.org/https://doi.org/10.36778/jesya.v6i1.1011.

Safria, D., Purwatiningsih, P., Kusuma, A. B., & Aprillia, F. (2024). Pengaruh disiplin dan motivasi terhadap kepuasan kerja karyawan. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi, 4*(1), 1827–1833. https://doi.org/10.56799/ekoma.v4i1.6062.

Sinambela, L. P. (2017). *Manajemen sumber daya manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara.

Sugiyono. (2022). *Metode penelitian kuantitatif, kualitatif, dan R & D*. Alfabeta.

Sunyoto, D., & Wagiman. (2023). *Motivasi kerja dan kinerja pegawai*. Deepublish (CV Budi Utama).

Sutrisno, E. (2016). *Manajemen sumber daya manusia*. Kencana (Prenada Media Group).