JURNAL PAMATOR

Vol. 18, No. 3, 2025, p. 430-445
https://journal.trunojoyo.ac.id/pamator
ISSN: 2654-7856 (Online)
ISSN : 1829 -7935 (Print)

THE INFLUENCE OF LEADERSHIP, WORK ENVIRONMENT AND WORK DISCIPLINE ON JOB SATISFACTION AT THE ENVIRONMENTAL AND FORESTRY SERVICE OF THE SPECIAL REGION OF YOGYAKARTA

Sulis Tri Wahyuni[1], Didik Subiyanto[2], Eko Yulianto[3]

[1] Management Study Program , Faculty Of Economics, University Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Umbulharjo District, Yogyakarta City, Special Region of Yogyakarta, Indonesia, sulistriwahyuni@gmail.com
[2] Management Study Program , Faculty Of Economics, University Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Umbulharjo District, Yogyakarta City, Special Region of Yogyakarta, Indonesia, didiks@ustjogja.ac.id
[3] Management Study Program , Faculty Of Economics, University Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Umbulharjo District, Yogyakarta City, Special Region of Yogyakarta, Indonesia, eko.yulianto@ustjogja.ac.id

DOI : https://doi.org/10.21107/pamator.v18i3.30270

Manuscript received 15th March 2025, Revised 20th June 2025, Published 30th October 2025

Abstract

The purpose of this study was to analyze the influence of leadership, work environment and work discipline on job satisfaction at the Environmental and Forestry Service of the Special Region of Yogyakarta. This study uses a quantitative approach by collecting data using a questionnaire. The population in this study were 77 employees of the main service at the Environmental and Forestry Service of the Special Region of Yogyakarta. The sampling technique in this study used nonprobability sampling, namely by using saturated sampling. Data were analyzed using IBM SPSS Statistics version 25 to see and test the relationship between variables. The results of the partial analysis of this study indicate that Leadership has a positive and significant effect on Job Satisfaction, Work Environment has a positive and significant effect on Job Satisfaction, Work Discipline has a negative effect and there is no significant effect on Job Satisfaction. Simultaneously shows that Leadership, Work Environment and Work Discipline have a positive and significant effect on Job Satisfaction.

Keywords: *Leadership, Work Environment, Work Discipline, Job Satisfaction.*

© Authors; This is an Open Access Research distributed under the term of the Creative Commons Attribution-ShareAlike 4.0 International License (CC BY-SA 4.0) (https://creativecommons.org/licenses/by-sa/4.0/) which allows re-distribution and re-use of a licensed work on the conditions that the creator is appropriately credited and that any derivative work is made available under "the same, similar or a compatible license".

INTRODUCTION

It is undeniable that human resources are an important factor in an organization/agency. In this era, it demands the competence of all organizations or agencies to compete in winning a superior position. In contrast, organizations are required to develop human resources for the better. Because, human resources are very influential in the advancement of technology, trade, and so on as actors and drivers of all of that. Productivity and performance will increase if human resources have high job satisfaction [1].

Job satisfaction is a feeling of pleasure or displeasure that arises from each employee towards work, in other words, job satisfaction can reflect the attitude of employees in the work environment [2]. Indications of job satisfaction can be seen from several aspects, namely, the number of attendance, punctuality of work, positive reactions to organizational policies, and responsibility for work [3]. Job satisfaction is a view that involves positive feelings towards one's work, supported by appropriate recognition of the contribution made by someone [4]. With employees feeling satisfied with their work, it is hoped that employees will be more active in carrying out their responsibilities in the workplace. Job satisfaction can be influenced by other supporting factors, namely the leadership provided, the work environment in the agency as expected, and also because of employee work discipline.

Leadership is the ability to command and influence others to carry out a job as desired and to achieve the goals of an agency or organization [5]. Good leadership will encourage employees to work optimally and work performance will increase because employees will feel job satisfaction. Thus, job satisfaction is influenced by agency leadership, where leaders must support employee development and help them see problems from a new perspective. In addition, leaders are able to please or inspire their followers to work hard in achieving organizational goals [6].

Another factor that contributes to job satisfaction is the work environment within the

---

[1] Ahmad Badawi Saluy and Susilo Raharjo, 'Effect of Leadership, Work Motivation, and Compensation for Job Satisfaction at Work (Case Study at PT. Agung Solusi Trans)', *Saudi Journal of Business and Management Studies*, 6.8 (2021), pp. 317–26, doi:10.36348/sjbms.2021.v06i08.005.

[2] Herma Safitri and others, 'Effect of Leadership Style, Work Discipline, and Competency on Job Satisfaction and Performance of Dapodik Operator Employees in Bengkalis District', *Business Management and Accounting (ICOBIMA)*, 1.2 (2023), pp. 385–400 <https://doi.org/10.35145/icobima.v1i2.3059>.

[3] Badawi Saluy and Raharjo, 'Effect of Leadership, Work Motivation, and Compensation for Job Satisfaction at Work (Case Study at PT. Agung Solusi Trans)'.

[4] Ayunda Krisna Virgyani, I Ketut R Sudiarditha, and Siti Nurjanah, 'The Influence of Work Environment and Job Promotion on Job Satisfaction with Career Development as an Intervening Variable among Employees of PT Binayasa Karya Pratama in the DKI Jakarta Area Branch', *International Journal of Science and Management Studies (IJSMS)*, no. August (2023), pp. 143–54, doi:10.51386/25815946/ijsms-v6i4p117.

[5] Masrayhani, Rindi Andika, and Cahyo Pramono, 'An Effect of Leadership and Work Motivation Employee Job Satisfaction at the Regional Tax and Level Management Agency North Medan', *Konfrontasi: Jurnal Kultural, Ekonomi Dan Perubahan Sosial*, 9.3 (2022), pp. 472–82, doi:10.33258/konfrontasi2.v9i3.242.

[6] Aisyaturrido Aisyaturrido, Imam Wibowo, and Nuridin. SE. MM, 'The Effect of Leadership and Work Environment on Job Satisfaction Through Motivation as a Mediation Variables in PT. Trinitan Plastic Industries', *International Journal of Business and Social Science Research*, 2021, pp. 7–15, doi:10.47742/ijbssr.v2n2p2.

agency. The environment is a place where employees carry out their activities, where it can have a positive or negative influence on employees in achieving targeted results [7]. If employees get support in terms of environmental needs and a safe and conducive working atmosphere, then job satisfaction can be maximized. Every aspect of the work environment can contribute to improving employee welfare. With that, when the environment is positive and comfortable, all activities in the agency can run smoothly [8].

Work discipline is a management activity to implement organizational standards [9]. The purpose of implementing work discipline is to obtain the expected results. Work discipline is an employee's effort to carry out their work activities seriously and with full responsibility [10]. The more disciplined the employee is, the better the work produced and the better its performance. So the higher the work discipline, the more job satisfaction will increase [11].

The Yogyakarta Special Region Environmental and Forestry Service is a government agency tasked with implementing government affairs in the field of environment and forestry in the Yogyakarta Special Region. The Yogyakarta Special Region Environmental and Forestry Service plays a role in environmental management, pollution control, natural resource conservation, forestry management, and community empowerment in maintaining environmental sustainability. By conducting this research, the author wants to further examine how leadership, work environment and work discipline influence job satisfaction.

Hypothesis Development

The Influence of Leadership on Job Satisfaction

Leadership is the ability of an individual to use the power they have to motivate, support and lead individuals or groups towards achieving organizational goals [12]. Leadership as a process involves the ability to persuade people to do something voluntarily, not through coercion, because they feel motivated and inspired and believe that their actions will benefit themselves and the organization or society [13].

[7] Budi Rismayadi, 'The Influence of Work Environment, Transformational Leadership and Organizational Culture on Job Satisfaction and Implications for Employee Performance', *Sosiohumaniora*, 24.2 (2022), p. 168, doi:10.24198/sosiohumaniora.v24i2.36248.

[8] Virgyani, R Sudiarditha, and Nurjanah, 'The Influence of Work Environment and Job Promotion on Job Satisfaction with Career Development as an Intervening Variable among Employees of PT Binayasa Karya Pratama in the DKI Jakarta Area Branch'.

[9] Kusni Ingsih, Rini Laksmi Yanuardan, and Suhana Suhana, 'The Role of Work Discipline, Work Motivation, and Organizational Commitment Through Job Satisfaction on Nursing Performance in Indonesia', *Jurnal Aplikasi Manajemen*, 19.4 (2021), pp. 838–48, doi:10.21776/ub.jam.2021.019.04.12.

[10] Muhammad Azis Junaedi and Kumba Digdowiseiso, 'The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region', *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8.2 (2023), pp. 496–515, doi:10.31851/jmksp.v8i2.11233.

[11] Ingsih, Yanuardan, and Suhana, 'The Role of Work Discipline, Work Motivation, and Organizational Commitment Through Job Satisfaction on Nursing Performance in Indonesia'.

[12] Aisyaturrido, Wibowo, and SE. MM, 'The Effect of Leadership and Work Environment on Job Satisfaction Through Motivation as a Mediation Variables in PT. Trinitan Plastic Industries'.

[13] Golda Permatasari Tamaina, 'The Effect of Motivation and Leadership on Employee Performance through Job Satisfaction at The Directorate General of Rural Area Development Indonesia', *Journal of Economics, Finance And Management Studies*, 04.07 (2021), pp. 954–64, doi:10.47191/jefms/v4-i7-09.

Effective leadership does not only depend on power or authority, but on influence based on clear communication, inspiring vision, and deep empathy for the needs and aspirations of others. Leadership is the process of influencing others to achieve certain goals, which involves a leader's efforts to influence his members in certain situations [14]. Influence can be obtained formally through leadership positions, and success depends on motivation and leadership style, such as giving rewards and witnesses. Leadership is the ability of an individual to use power to influence, motivate, and support the efforts of others to contribute to the achievement of organizational goals [15]. Several previous studies have shown that leadership has a significant positive relationship with job satisfaction as the results of research [16] at PT. Bank BPR Tuah Negeri Mandiri, [17] at PT. Trinitan Plastic Industries and [18] on Civil Service Employees (ASN) in Surakarta Village. Based on the results of the study, the researcher put forward the following hypothesis:

H1: Leadership has a positive effect on job satisfaction.

The Influence of work Environment on Job Satisfaction

The work environment is everything that is around employees while carrying out their duties and responsibilities in the workplace, including physical or non-physical aspects, both directly and indirectly, so that it can affect them and their work while working to achieve work targets optimally [19]. The work environment is a condition that includes various aspects that exist around employees in carrying out their work duties and responsibilities [20]. The work environment is a facility, infrastructure, and work space conditions that support comfort and health, and involve various important aspects that influence employees in carrying out work activities. This environment plays a role in maintaining the physical and mental freshness of employees and increasing their self-confidence in carrying out their duties and showing a strong work ethic [21]. The results of previous studies, the work

[14] Yasinta Asiani and Setyo Riyanto, 'The Effect of Job Satisfaction and Work Stress on Turnover', 2.2 (2023), pp. 1–15.

[15] Aisyaturrido, Wibowo, and SE. MM, 'The Effect of Leadership and Work Environment on Job Satisfaction Through Motivation as a Mediation Variables in PT. Trinitan Plastic Industries'.

[16] Asiani and Riyanto, 'The Effect of Job Satisfaction and Work Stress on Turnover'.

[17] Aisyaturrido, Wibowo, and SE. MM, 'The Effect of Leadership and Work Environment on Job Satisfaction Through Motivation as a Mediation Variables in PT. Trinitan Plastic Industries'.

[18] Lukman Ahmad Imron Pahlawi and Siti Fatonah, 'The Role of Leadership in Improving Performance Through Organization Commitment, Motivation and Job Satisfaction of Village Employees', *Jurnal Manajemen Bisnis*, 11.1 (2020), doi:10.18196/mb.11191.

[19] Muhammad Ali Iqbal, Ahmad Badawi Saluy, and Asep Yusuf Hamdani, 'The Effect of Work Motivation and Work Environment on Employee Performance Mediated By Job Satisfaction (At Pt Ici Paints Indonesia)', *Dinasti International Journal of Education Management And Social Science*, 2.5 (2021), pp. 842–71, doi:10.31933/dijemss.v2i5.942.

[20] Aulia Safaat Rosul, Nazaruddin Malik, and Sandra Irawati, 'The Effect of Work Environment and Work Motivation on Employee Job Satisfaction at Perumda Air Minum Tugu Tirta Malang', *Jamanika (Jurnal Manajemen Bisnis Dan Kewirausahaan)*, 3.01 (2023), pp. 80–88, doi:10.22219/jamanika.v3i01.25447.

[21] Mutholib, 'The Influence of Work Environment and Communication on Job Satisfaction', *International Journal Reglement & Society (IJRS*, 2.1 (2021), pp. 60–66, doi:10.55357/ijrs.v2i1.93.

environment has a positive relationship with job satisfaction as the results of the study by [22] at PT. Sukses Maju Seketika. In the study of [23] at PT Binaya Karya Pratama DKI Jakarta branch and [24] at Hotel Pangandaran and Resort Indonesia. Based on the results of the study, the researcher put forward the following hypothesis:

H2: The work environment has a positive effect on job satisfaction.

The Influence of work Discipline on Job Satisfaction

Work discipline can motivate someone to work optimally, respect time, maintain good interpersonal relationships, contribute to achieving common goals, and build strong character and work ethic. Work discipline is an effort to develop a person's attitude, behavior, and habits so that they are in line with applicable rules and guidelines [25]. Work discipline is the willingness and commitment of employees to comply with the regulations and norms that apply in the work environment, including written and unwritten regulations. Discipline is an employee's attitude that shows their willingness to follow various regulations and social norms that apply in their environment [26]. Discipline reflects the individual's responsibility to contribute to creating an orderly, harmonious, and conducive atmosphere, so as to support the achievement of the specified goals. Previous studies have seen a relationship between work discipline and job satisfaction. Work discipline has a significant positive relationship with job satisfaction as shown by the results of [27] research at PT Bank Negeri Sumatera Barat, [28] on Dapodik operator employees in Bengkalis Regency and [29] all BPJS employment offices in the DKI Jakarta Region. Based on the results of the study, the researcher put forward the following hypothesis:

H3: Work Discipline has a positive effect on job satisfaction.

The Influence of Leadership, Work Environment and Work Discipline on Job Satisfaction

Job satisfaction is the satisfaction felt by individuals towards what they get from their work results and is the result of an evaluation that influences the extent to which a person likes or dislikes their job [30]. Job satisfaction is an employee's attitude towards their job and can be obtained from the results of an evaluation of working conditions. This evaluation can

[22] Yap & Pujiarti (2022)

[23] Virgyani et al. (2023)

[24] Rismayadi (2022)

[25] Susbiyantoro Susbiyantoro and others, 'Effect of Work Discipline on Employee Performance with Employee Job Satisfaction As A Mediation Variable', *Daengku: Journal of Humanities and Social Sciences Innovation*, 2.6 (2022), pp. 805–15, doi:10.35877/454ri.daengku1298.

[26] Esti Dwi Winanti and others, 'The Effect of Work Motivation, Work Discipline and Job Satisfaction on Employee Performance', *Innovation Research Journal*, 4.1 (2023), p. 25, doi:10.30587/innovation.v4i1.5602.

[27] Solikhah (2023)

[28] Safitri et al. (2023)

[29] Junaedi & Digdowiseiso (2023)

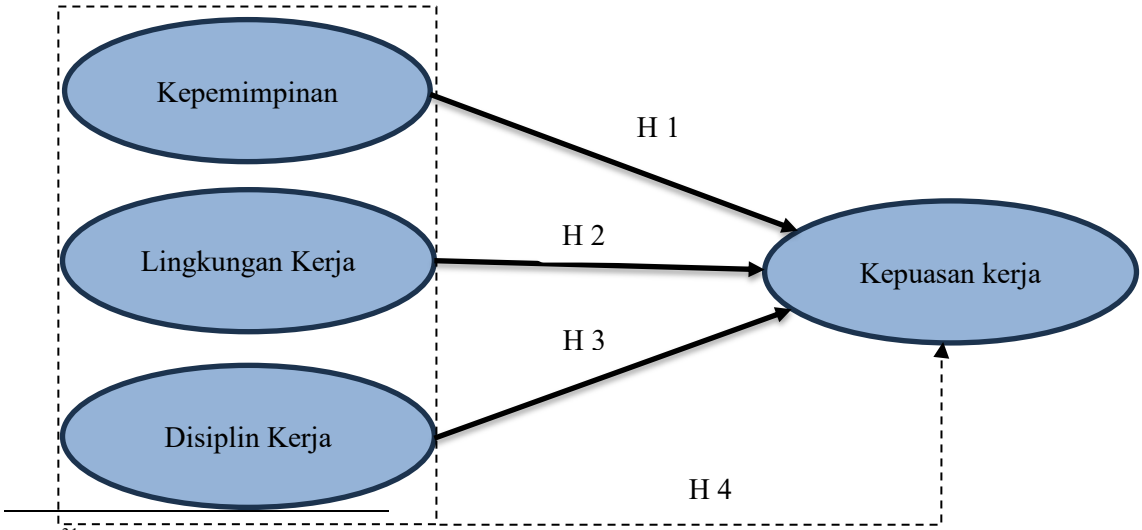
[30] Susbiyantoro and others, 'Effect of Work Discipline on Employee Performance with Employee Job Satisfaction As A Mediation Variable'.

be carried out on certain aspects of the job and is a form of evaluation of the achievement of important values in the position [31]. Job satisfaction is a person's feeling of satisfaction or dissatisfaction with the conditions of the work environment, relationships with coworkers, and the individual's perception of their work situation. This perception can significantly affect feelings, both positively and negatively, depending on the views of each employee [32].

In leading an organization, a leader can create employee satisfaction with his/her leadership. Therefore, the choice of leadership style that a leader can apply to his/her subordinates will have an impact on employee satisfaction [33]. The work environment can include space, physical layout, noise, equipment, social materials, and coworkers, all of which have an important role and impact on work quality, thus creating job satisfaction [34]. Good discipline can reflect a person's great responsibility for the tasks given. That way, it can encourage work enthusiasm and also achieve employee and agency goals. Improving and maintaining good work discipline is difficult because of the many factors that influence it [35]. With this statement, the following hypothesis can be concluded:

H4: Leadership, work environment and work discipline simultaneously have a positive effect on job satisfaction.

Based on the results of the literature review and studies of various previous studies, as well as the development of the formulated hypotheses, the following research framework is presented:



[31] Gabriel Indripriarko and M. Havidz Aima, 'Effect of Work Environment and Compensation on Employee Performance with Job Satisfaction as a Mediation Variable', *Journal Research of Social Science, Economics, and Management*, 2.2 (2022), pp. 150–62, doi:10.59141/jrssem.v2i02.249.

[32] Joko Bagio Santoso and Yusuf Sidik, 'Effect of Career Development, Work Discipline and Work Environment to Job Satisfaction', 132.AICMaR 2019 (2020), pp. 97–100, doi:10.2991/aebmr.k.200331.022.

[33] Irwan Pancasila, Siswoyo Haryono, and Beni Agus Sulistyo, 'Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia', *Journal of Asian Finance, Economics and Business*, 7.6 (2020), pp. 387–97, doi:10.13106/jafeb.2020.vol7.no6.387.

[34] Rismayadi, 'The Influence of Work Environment, Transformational Leadership and Organizational Culture on Job Satisfaction and Implications for Employee Performance'.

[35] Junaedi and Digdowiseiso, 'The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region'.

Figure 1. Framework of Thought

RESEARCH METHODS

This study uses a quantitative method based on questionnaire data from the population of employees of the main office at the Yogyakarta Special Region Environmental and Forestry Office. The population of the DIY Environmental and Forestry Office is 80 employees. The data used in this study comes from the answers to the questionnaires that have been given to respondents or employees of the Yogyakarta Special Region Environmental and Forestry Office. In data collection, researchers used a Likert scale with a score of 1-5 to facilitate data collection or processing. In this study, 77 respondents answered the questionnaires completely and were worthy of analysis. In this study, data analysis was carried out using IBM SPSS Statistics version 25. The characteristics of respondents in this study were analyzed based on gender, age, last education, and length of service.

RESULT AND DISCUSSION

Validity and Reliability Test Results

Table 1. Results of the validity and reliability test of leadership

rain	-count	-table	nformation	ronbach Alpha	nformation
1.1	.819	.2242	alid		
1.2	.820	.2242	alid		
1.3	.619	.2242	alid		
1.4	.879	.2242	alid		
1.5	.881	.2242	alid		
1.6	.913	.2242	alid		
1.7	.876	.2242	alid	,958	eliable
1.8	.874	.2242	alid		
1.9	.836	.2242	alid		
1.10	.794	.2242	alid		
1.11	.798	.2242	alid		
1.12	.806	.2242	alid		

Source: primary data processed, 2025

Table 2. Results of the validity and reliability test of work environment

rain	-count	-table	nformation	ronbach Alpha	nformation
2.1	.682	.2242	alid		
2.2	.664	.2242	alid		
2.3	.581	.2242	alid		
2.4	.596	.2242	alid		
2.5	.634	.2242	alid		
2.6	.516	.2242	alid		
2.7	.748	.2242	alid		
2.8	.679	.2242	alid	,906	eliable
2.9	.678	.2242	alid		
2.10	.790	.2242	alid		
2.11	.671	.2242	alid		
2.12	.740	.2242	alid		
2.13	.684	.2242	alid		
2.14	.698	.2242	alid		

Source: primary data processed, 2025

Table 3. Results of the validity and reliability test of work discipline

rain	-count	-table	nformation	ronbach Alpha	nformation
3.1	.677	.2242	alid		
3.2	.683	.2242	alid		
3.3	.669	.2242	alid	,652	eliable
3.4	.522	.2242	alid		
3.5	.405	.2242	alid		

3.6	.510	.2242	alid		
3.7	.448	.2242	alid		
3.8	.396	.2242	alid		

Source: primary data processed, 2025

Table 4. Results of the validity and reliability test of job satisfaction

rain	-count	-table	nformation	ronbach Alpha	nformation
1.1	.723	.2242	alid		
1.2	.754	.2242	alid		
1.3	.766	.2242	alid		
1.4	.724	.2242	alid		
1.5	.867	.2242	alid		
1.6	.865	.2242	alid	,918	eliable
1.7	.835	.2242	alid		
1.8	.815	.2242	alid		
1.9	.653	.2242	alid		
1.10	.575	.2242	alid		

Source: primary data processed, 2025

The validity test of all statement items in the variables Leadership (X1), Work Environment (X2), Work Discipline (X3), and Job Satisfaction (Y) has a calculated r value greater than r table = 0.2242, so it is declared valid. In the reliability test with a Cronbach Alpha value greater than 0.60, it is declared reliable.

Classical Assumption Test

Normality Test

Table 5. Normality test results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Rasidual
N		77
Normal Parameters[a,b]	Mean	.0000000
	Std.Deviation	3.20045575

Most Extreme Differences	Absolute	.088
	Positive	.088
	Negative	-.077
Test statistic		.088
Asymp. Sig. (2-tailed)		.200[c.d]

Source: primary data processed, 2025

Based on table 5 above, it can be concluded that the data is normally distributed because the Asymp. Sig. (2-tailed) value is 0.200, which means that the data has met the normality test criteria because the value is greater than 0.05.

Multicoloniality Test

Table 6. Multicoloniality Test

Dependent Variable	Independent variable	*Tolerance*	VIF
Job Satisfaction	Leadership	0.664	1.507
	Work Environment	0.567	1.764
	Work Discipline	0.627	1.594

Source: primary data processed, 2025

Based on the table above, the multicollinearity test shows the tolerance value of the leadership variable 0.664> 0.1 and the VIF value 1.507 <10, the work environment variable tolerance 0.567> 0.1 and the VIF value 1.764 <10, the work discipline variable tolerance 0.627> 0.1 and the VIF value 1.594 <10. So from the results of the multicollinearity test above, it can be concluded that each independent variable does not experience multicollinearity.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test

Dependent Variable	Independent variable	Koef. Regresi Standardized	t	Sig.
Job Satisfaction	Leadership	-.101	-.722	.472
	Work Environment	-.123	-.183	.419
	Work Discipline	.281	1.950	.055

Source: primary data processed, 2025

Based on table 7 above, it can be seen that the heteroscedasticity test has a significance value of the independent variables of leadership, work environment and work discipline having a significance value above 0.05. It can be concluded that all variables do not experience heteroscedasticity problems.

Hypothesis Testing

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Analysis

Coefficients[a]				
Type	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std.Error	Beta		
1	(Constant)	2.390	5.025		.476	.636
	Leadership	.468	.058	.615	8.009	.000
	Work Environment	.336	.074	.378	4.550	.000
	Work Discipline	-.146	.184	-.063	-.794	.430

Dependent Variable job Satisfaction

Source: primary data processed, 2025

Based on Table 9, the is as follows:equation for multiple linear regression:

Y = 2.390 + 0.468 X1 + 0.336 X2- 0.146 X3 + e

Based on the equation above, it can be concluded that the constant value from the table above shows that a positive value of 2.390 means that job satisfaction shows a positive influence. The regression coefficient of X1 is 0.468, meaning that every one-unit increase in X1 (Leadership) will increase Y (Job Satisfaction) by 0.468. The regression coefficient of X2 is 0.336, meaning that every one-unit increase in X2 (Work Environment) will increase Y (Job Satisfaction) by 0.336. The regression coefficient of X3 is -0.146, meaning that every one-unit increase in X3 (Leadership) will decrease Y (Job Satisfaction) by 0.146. Conversely, every one-unit increase in Leadership will decrease job satisfaction by 0.146, assuming that X3 remains constant.

Partial Test (T-Test)

Table 9. Partial Test (T-Test)

Coefficients[a]

Type		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std.Error			
1	(Constant)	2.390	5.025		.476	.636
	Leadership	.468	.058	.615	8.009	.000
	Work Environment	.336	.074	.378	4.550	.000
	Work Discipline	-.146	.184	-.063	-.794	.430

Dependent Variable job Satisfaction

Source: primary data processed, 2025

Based on table 9 above, it can be concluded that leadership has a significant positive effect on job satisfaction. The test results show that the sig. value for the effect of X1 on Y is 0.000 <0.05 and the t-count value is 8.009> t-table 1.993. The work environment has a positive and significant effect on job satisfaction. The test results show that the sig. value for the effect of X2 on Y is 0.000 <0.05 and the t-count value is 4.550> t-table 1.993. So it can be concluded that H0 is rejected and H1 and H2 are accepted, which means that there is a significant influence of leadership (X1) and work environment (X2) on job satisfaction (Y). However, work discipline has a negative effect and does not have a significant effect on job satisfaction. The test results show that the sig. value for the effect of X3 on Y is 0.430> 0.05 and the t-count value is -0.794 <t-table 1.993. So it can be concluded that H0 is accepted and

H3 is rejected, which means that there is no significant influence of work discipline (X3) on job satisfaction (Y).

Simultaneous Test (F-Test)

Table 10. Simultaneous Test (F-Test)

Anova[a]

Type		Sum of Squares	df	Mean Square	f	Sig.
	Regression	1949.616	3	649.872	60.942	.000[b]
	Residual	778.462	73	10.664		
	Total	2728.078	76			

Dependent Variable: Job Satisfaction

Predictors: (Constant), Work Discipline, Leadership, Work Environment

Source: primary data processed, 2025

In table 10, it is known that the significant value for the influence of X1, X2 and X3 simultaneously on Y is 0.000 <0.05 and the calculated F value is 60.942> F table 2.73, so it can be concluded that there is a simultaneous influence of X1, X2 and X3 on Y. Based on the level of significance, it can be concluded that the variables consisting of leadership, work environment, work discipline are able or worthy of explaining and significantly affecting job satisfaction, so that the proposed research model is appropriate.

Coefficient of Determination (R2)

Table 10. Coefficient of Determination (R2)

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845[a]	.715	.703	3.266

Prediction: (Constant), Work Discipline, Leadership, Work Environment
Dependent Variable Job Satisfaction

Source: primary data processed, 2025

Based on table 10, it can be concluded that the calculation result of the r square value is 0.715 or means that 71.5% of the job satisfaction variable is influenced by work discipline, leadership, work environment, while 28.5% is influenced by other variables that have not been studied or not used in this study.

Discussion

Testing the Influence of the Leadership on Job Satisfaction

Based on the results of the hypothesis test, it shows that the leadership variable (X1) has a positive and significant effect on the job satisfaction variable. This is evidenced by the sig. value for the effect of X1 on Y is 0.000 < 0.05 and the t-count value is 8.009 > t table 1.992. So it can be concluded that H0 is rejected and H1 is accepted, which means that there is a significant influence of leadership (X1) on job satisfaction (Y).

Leadership at the parent agency of the Environmental and Forestry Service of the Special Region of Yogyakarta shows that "Leaders who always encourage employees to achieve higher work targets" received the highest rating with an average value of 4.01. This

shows that encouragement from leaders in the workplace is highly prioritized, so that employees will feel good leadership in carrying out their duties.

The results of this study are in line with previous research conducted by [36] which stated that leadership has a positive and significant effect on job satisfaction.

Testing the Influence of the Work Environment on Job Satisfaction

Based on the results of the hypothesis test, it shows that the work environment variable (X2) has a positive and significant effect on the job satisfaction variable. This is evidenced by the sig. value for the effect of X2 on Y is 0.000 <0.05 and the calculated t value is 4.550> t table 1.992. So it can be concluded that H0 is rejected and H2 is accepted, which means that there is a significant effect of the work environment (X2) on job satisfaction (Y).

The work environment at the main office of the Environmental and Forestry Service of the Special Region of Yogyakarta shows that "it is more comfortable to work when the air temperature in the room is well maintained" received the highest rating with an average value of 4.32. This shows that the air temperature in the workplace is highly prioritized, so that employees will feel comfortable in carrying out their work.

The results of this study are in line with previous research conducted by [37] which stated that the work environment has a positive and significant effect on job satisfaction.

Testing the Influence of the Work Discipline on Job Satisfaction

Based on the results of the hypothesis test, it shows that the work discipline variable (X3) has no effect on the job satisfaction variable. This is evidenced by the sig. value for the effect of X3 on Y is 0.430 <0.05 and the calculated t value is -0.794 <t table 1.992. So it can be concluded that H0 is accepted and H3 is rejected, which means that there is no significant effect of work discipline (X3) on job satisfaction (Y).

Work discipline at the parent agency of the Yogyakarta Special Region Environmental and Forestry Service shows that "compliance with additional regulations makes you more disciplined." received the highest rating with an average value of 4.43. This shows that additional regulations in the workplace are needed, so that employees will be more disciplined in their work.

Work discipline is an employee's effort to carry out their work activities seriously and with full responsibility [38]. The higher the level of discipline, the higher the influence on job satisfaction [39]. The research results are in line with previous research conducted by [40]stating that work discipline has no effect on job satisfaction. Based on this description, the work discipline variable on job satisfaction is declared negative or has no influence.

[36] Archia & Rozak, (2022)

[37] Muaroma & Indriati, (2022)

[38] Junaedi and Digdowiseiso, 'The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region'.

[39] Ingsih, Yanuardan, and Suhana, 'The Role of Work Discipline, Work Motivation, and Organizational Commitment Through Job Satisfaction on Nursing Performance in Indonesia'.

[40] Hizam et al., (2022)

CONCLUSION

Based on the results of the research that has been conducted with the title of the influence of leadership, work environment and work discipline on job satisfaction at the Environmental and Forestry Service of the Special Region of Yogyakarta, the following conclusions based on the test results, it was obtained that the leadership variable had a positive and significant effect on job satisfaction at the Environmental and Forestry Service of the Special Region of Yogyakarta. Based on the test results, it was obtained that the work environment variable had a positive and significant effect on job satisfaction at the Environmental and Forestry Service of the Special Region of Yogyakarta. Based on the test results, it was obtained that the work discipline variable had a negative and insignificant effect on job satisfaction at the Environmental and Forestry Service of the Special Region of Yogyakarta. Based on the test results, it was obtained that the leadership, work environment and work discipline variables simultaneously had an effect on job satisfaction at the Environmental and Forestry Service of the Special Region of Yogyakarta.

REFERENCE

Aisyaturrido, Aisyaturrido, Imam Wibowo, and Nuridin. SE. MM, 'The Effect of Leadership and Work Environment on Job Satisfaction Through Motivation as a Mediation Variables in PT. Trinitan Plastic Industries', *International Journal of Business and Social Science Research*, 2021, pp. 7–15, doi:10.47742/ijbssr.v2n2p2

Ali Iqbal, Muhammad, Ahmad Badawi Saluy, and Asep Yusuf Hamdani, 'The Effect of Work Motivation and Work Environment on Employee Performance Mediated By Job Satisfaction (At Pt Ici Paints Indonesia)', *Dinasti International Journal of Education Management And Social Science*, 2.5 (2021), pp. 842–71, doi:10.31933/dijemss.v2i5.942

Archia, Kirana Gita, and Hasan Abdul Rozak, 'Pengaruh Kepemimpinan, Pelatihan Dan Pemberdayaan Terhadap Kepuasan Kerja', *Jurnal Bisnis Dan Ekonomi*, 29.1 (2022), pp. 30–42, doi:10.35315/jbe.v29i1.9007

Asiani, Yasinta, and Setyo Riyanto, 'The Effect of Job Satisfaction and Work Stress on Turnover', 2.2 (2023), pp. 1–15

Badawi Saluy, Ahmad, and Susilo Raharjo, 'Effect of Leadership, Work Motivation, and Compensation for Job Satisfaction at Work (Case Study at PT. Agung Solusi Trans)', *Saudi Journal of Business and Management Studies*, 6.8 (2021), pp. 317–26, doi:10.36348/sjbms.2021.v06i08.005

Hizam, Nurul, and others, 'Effect of Work Environment, Work Motivation and Work Discipline on Employee Performance With Job Satisfaction As Intervening Variable At Pt. Nusa Mighty Great Karimun Regency', *International Journal of Social Science, Educational, Economics, Agriculture Research and Technology (IJSET)*, 1.12 (2022), pp. 679–90, doi:10.54443/ijset.v1i12.73

Indripriarko, Gabriel, and M. Havidz Aima, 'Effect of Work Environment and Compensation on Employee Performance with Job Satisfaction as a Mediation Variable', *Journal Research of Social Science, Economics, and Management*, 2.2 (2022), pp. 150–62, doi:10.59141/jrssem.v2i02.249

Ingsih, Kusni, Rini Laksmi Yanuardan, and Suhana Suhana, 'The Role of Work Discipline, Work Motivation, and Organizational Commitment Through Job Satisfaction on Nursing Performance in Indonesia', *Jurnal Aplikasi Manajemen*, 19.4 (2021), pp. 838–48, doi:10.21776/ub.jam.2021.019.04.12

Junaedi, Muhammad Azis, and Kumba Digdowiseiso, 'The Influence of Work Motivation,

Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region', *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8.2 (2023), pp. 496–515, doi:10.31851/jmksp.v8i2.11233

Masrayhani, Rindi Andika, and Cahyo Pramono, 'An Effect of Leadership and Work Motivation Employee Job Satisfaction at the Regional Tax and Level Management Agency North Medan', *Konfrontasi: Jurnal Kultural, Ekonomi Dan Perubahan Sosial*, 9.3 (2022), pp. 472–82, doi:10.33258/konfrontasi2.v9i3.242

Muaroma, Gita, and Inayat Hanum Indriati, 'Pengaruh Kepemimpinan, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja', *UPY Business and Management Journal (UMBJ)*, 1.1 (2022), pp. 1–6, doi:10.31316/ubmj.v1i1.2242

Mutholib, 'The Influence of Work Environment and Communication on Job Satisfaction', *International Journal Reglement & Society (IJRS*, 2.1 (2021), pp. 60–66, doi:10.55357/ijrs.v2i1.93

Pahlawi, Lukman Ahmad Imron, and Siti Fatonah, 'The Role of Leadership in Improving Performance Through Organization Commitment, Motivation and Job Satisfaction of Village Employees', *Jurnal Manajemen Bisnis*, 11.1 (2020), doi:10.18196/mb.11191

Pancasila, Irwan, Siswoyo Haryono, and Beni Agus Sulistyo, 'Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia', *Journal of Asian Finance, Economics and Business*, 7.6 (2020), pp. 387–97, doi:10.13106/jafeb.2020.vol7.no6.387

Rismayadi, Budi, 'The Influence of Work Environment, Transformational Leadership and Organizational Culture on Job Satisfaction and Implications for Employee Performance', *Sosiohumaniora*, 24.2 (2022), p. 168, doi:10.24198/sosiohumaniora.v24i2.36248

Rosul, Aulia Safaat, Nazaruddin Malik, and Sandra Irawati, 'The Effect of Work Environment and Work Motivation on Employee Job Satisfaction at Perumda Air Minum Tugu Tirta Malang', *Jamanika (Jurnal Manajemen Bisnis Dan Kewirausahaan)*, 3.01 (2023), pp. 80–88, doi:10.22219/jamanika.v3i01.25447

Safitri, Herma, and others, 'Effect of Leadership Style, Work Discipline, and Competency on Job Satisfaction and Performance of Dapodik Operator Employees in Bengkalis District', *Business Management and Accounting (ICOBIMA)*, 1.2 (2023), pp. 385–400 <https://doi.org/10.35145/icobima.v1i2.3059>

Santoso, Joko Bagio, and Yusuf Sidik, 'Effect of Career Development, Work Discipline and Work Environment to Job Satisfaction', 132.AICMaR 2019 (2020), pp. 97–100, doi:10.2991/aebmr.k.200331.022

Solikhah, Mar'atus, 'Analysis Of The Influence Of Work Stress On Employee Performance With Job Satisfaction As An Intervening Variable', *Journal Research of Social Science, Economics, and Management*, 3.02 (2023), pp. 403–13, doi:10.59141/jrssem.v3i02.550

Susbiyantoro, Susbiyantoro, and others, 'Effect of Work Discipline on Employee Performance with Employee Job Satisfaction As A Mediation Variable', *Daengku: Journal of Humanities and Social Sciences Innovation*, 2.6 (2022), pp. 805–15, doi:10.35877/454ri.daengku1298

Tamaina, Golda Permatasari, 'The Effect of Motivation and Leadership on Employee Performance through Job Satisfaction at The Directorate General of Rural Area Development Indonesia', *Journal of Economics, Finance And Management Studies*, 04.07 (2021), pp. 954–64, doi:10.47191/jefms/v4-i7-09

Virgyani, Ayunda Krisna, I Ketut R Sudiarditha, and Siti Nurjanah, 'The Influence of Work Environment and Job Promotion on Job Satisfaction with Career Development as an

Intervening Variable among Employees of PT Binayasa Karya Pratama in the DKI Jakarta Area Branch', *International Journal of Science and Management Studies (IJSMS)*, no. August (2023), pp. 143–54, doi:10.51386/25815946/ijsms-v6i4p117

Winanti, Esti Dwi, and others, 'The Effect of Work Motivation, Work Discipline and Job Satisfaction on Employee Performance', *Innovation Research Journal*, 4.1 (2023), p. 25, doi:10.30587/innovation.v4i1.5602

Yap, Stevanny, and Pujiarti Pujiarti, 'Effect of Work Environment, Communication, and Organizational Culture on Job Satisfaction in PT. Sukses Maju Seketika', *ECo-Buss*, 5.2 (2022), pp. 455–68, doi:10.32877/eb.v5i2.376