



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 4 No. 4 (2025) pp: 5886-5895

P-ISSN: 2963-9298, e-ISSN: 2963-914X

The Effect Of Human Relations, Work Discipline, And Motivation On Employee Job Satisfaction

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Abstract

This study examines the effects of motivation, work discipline, and interpersonal relationships on employee job satisfaction at PT Enggang Angkasa Sarana, a Bali-based company that provides aircraft maintenance and operating support. Enhancing job happiness is essential for raising employee commitment, performance, and organizational stability. To improve comprehension, the study combined qualitative data with a quantitative methodology. Since a saturation sample technique was used, all 95 permanent employees were included in the population and could participate as respondents. SPSS was used for data analysis after structured questionnaires were used to collect the data. All variables were shown to be valid and reliable by instrument testing. Traditional assumption tests were used in multiple linear regression analysis to confirm that the data met the requirements for linearity, multicollinearity, heteroscedasticity, and normality. The results show that motivation, work discipline, and human interactions all significantly and favorably affect employee job satisfaction, both separately and collectively. Motivation was found to have the strongest influence, followed by work discipline and human relations. These findings suggest that improving interpersonal relationships, enforcing consistent discipline, and strengthening motivation through recognition and development opportunities are essential strategies for enhancing job satisfaction and supporting optimal employee performance at PT Enggang Angkasa Sarana.

Keywords: Human Relations, Work Discipline, Motivation, Job Satisfaction

1. Introduction

Human resources are a vital determinant of corporate success. Employees that are physically and psychologically fit, possess sufficient abilities, and align with organizational requirements are significant assets that facilitate the attainment of company objectives [1]. Human resource management includes policies and practices for recruiting, training, compensation, and employee performance assessment. A strategic method for attaining organizational objectives is to cultivate elevated job satisfaction, which is crucial for sustaining personnel productivity, dedication, and operational stability. Employee job satisfaction is affected by multiple elements, such as interpersonal relations, work ethic, and motivation. Effective human relations refer to positive interpersonal communication within the workplace that promotes cooperation, mutual respect, and work enthusiasm [3]. Harmonious relationships between supervisors and subordinates contribute to a conducive work environment, strengthen trust, and enhance employee loyalty. Conversely, poor workplace relationships may lead to conflict, reduced morale, and lower job satisfaction. In addition to human relations, work discipline significantly affects job satisfaction. Discipline reflects employees' responsibility and awareness in complying with organizational rules and procedures [4]. Employees with high work discipline tend to perform tasks in an orderly, timely, and procedural manner, which enhances productivity. Consistent enforcement of discipline also promotes fairness and trust within the organization, thereby contributing positively to employee job satisfaction.

Motivation is another critical factor that drives employees to perform optimally. Yusuf and Prasetyo define motivation as a condition that stimulates, directs, and sustains work-related behavior. Highly motivated employees demonstrate stronger dedication and accountability, whereas low motivation can result in decreased productivity, loyalty, and work performance [5]. These issues are evident at PT Enggang Angkasa Sarana, a company engaged in aviation services and operational support located at Jalan Dewi Sri No. 9X, Legian, Kuta, Badung, Bali. Preliminary observations and interviews with management and employees indicate challenges related to job satisfaction, including less harmonious working relationships, insufficient work discipline, and low work motivation. Additional concerns involve dissatisfaction with the compensation system, limited promotion opportunities, and increasing employee absenteeism.

Table 1. Employee Attendance Record in 2024

No	Month	Number of Employees	Number of Working Days	Total Expected Working Days	Lost Working Days	Actual Working Days	Absenteeism Percentage
(1)	(2)	(3)	(4)	(5)=(3)x(4)	(6)	(7)=(5)-(6)	(8)=(6):(5)x100%
1	January	95	26	2,470	21	2,449	0.85
2	February	95	23	2,185	20	2,165	0.92
3	March	95	26	2,470	23	2,447	0.93
4	April	95	25	2,375	26	2,349	1.09
5	May	95	26	2,470	24	2,446	0.97
6	June	95	25	1,000	26	974	2.60
7	July	95	26	2,470	22	2,448	0.89
8	August	95	26	2,470	24	2,446	0.97
9	September	95	25	1,000	25	2,350	1.05
10	October	95	26	2,470	28	2,442	1.13
11	November	95	25	1,000	29	2,346	1.22
12	December	95	26	2,470	25	2,445	1.01
Total				305	27,600		293
Average				25.42	2,300		24.42

Absenteeism data for 2024 reveal an average absenteeism rate of 1.14%, which remains within a generally acceptable threshold. However, noticeable increases occurred in several months, particularly June, October, and November, suggesting a potentially concerning trend if left unaddressed. Rising absenteeism often reflects deeper organizational issues such as low job satisfaction, inadequate working conditions, or lack of motivation, all of which may adversely affect productivity and service quality. Further observations show that communication between employees and supervisors remains limited, managerial support is perceived as insufficient, and recognition for employee achievements is minimal. Some employees feel undervalued due to limited career development opportunities and inadequate rewards relative to their workload. Additionally, weak supervision and inconsistent enforcement of rules contribute to disciplinary issues, including tardiness and procedural violations.

These conditions suggest that human relations, work discipline, and motivation play a significant role in shaping employee job satisfaction at PT Enggang Angkasa Sarana. Therefore, it is essential for the company to manage these factors effectively through open communication, fair discipline enforcement, and balanced motivation and reward systems. Improving employee job satisfaction is expected to create a positive work environment, enhance loyalty, reduce absenteeism, and encourage employees to contribute optimally toward achieving organizational goals.

2. Research Methods

2.1 Research Location

This study was carried out at PT Enggang Angkasa Sarana, an aviation service and operational support company located at Jalan Dewi Sri No. 9X, Legian, Kuta, Badung, Bali. The research site was deliberately selected using a purposive approach, as the company reflects conditions that are closely aligned with the objectives of this study and is able to provide reliable and relevant data. The decision to conduct the research at PT Enggang Angkasa Sarana was based on several observed workplace issues. In particular, problems related to work discipline were identified, including instances of employee tardiness and non-compliance with established working hours. In addition, employees reported strained relationships with supervisors and colleagues, which often creates pressure when completing tasks within strict deadlines. These conditions highlight challenges related to human relations, discipline, and motivation, making the company an appropriate and meaningful context for this research.

2.2 Population and Sample

Population

The study population comprises all persons who fulfill particular criteria pertinent to the research aims and who act as the primary source of information. Population consists of objects or subjects that possess particular characteristics determined by the researcher for further analysis and conclusion [6]. In this study, the population comprises all permanent employees of PT Enggang Angkasa Sarana who were actively employed during the research period. These employees are considered capable of providing informed assessments of workplace relationships, work discipline, motivation, and overall job satisfaction. Based on company records, the total population involved in this research is 95 permanent employees.

Sample

A sample is a group of people that is chosen to represent the complete population. A sample is a smaller group taken from a larger group and used to make generalizations about the overall group. This study utilized a saturation sampling approach (total sampling) because of the relatively small and accessible labor population. This indicates that every member of the population participated as respondents, facilitating a more thorough and precise portrayal. Thus, the sample size for this study comprises 95 employees.

Table 2. Employee Distribution by Division

No.	Division	Number of Employees
1	Administration and Finance	10
2	Airport Operations	40
3	Engineering and Maintenance	20
4	Security and Safety	15
5	General Affairs and Human Resources	10
Total		95

2.3 Types of Data

This study employed two data kinds to support the research objectives: quantitative and qualitative [6]. Quantitative data comprises numerical information that can be measured and statistically analyzed, derived from employees' responses to structured questionnaires aimed at capturing perceptions of human relations, work discipline, motivation, and job satisfaction, thus offering measurable insights into employees' experiences in the workplace. Meanwhile, qualitative data comprise descriptive information that helps explain the context behind the numerical findings and were used to complement the quantitative results by deepening the understanding of organizational conditions, including descriptions of organizational structure, job roles, workplace culture, and insights gained from informal interviews with management and employees.

2.4 Data Sources

This study utilized both primary and secondary data to guarantee thorough and dependable results[6]. Primary data were acquired directly from principal sources through field activities, specifically by administering structured questionnaires and conducting interviews with people from PT Enggang Angkasa Sarana. This data offers direct insights into employees' experiences and perspectives on interpersonal relations, work discipline, motivation, and job satisfaction. Secondary data were acquired from several supporting sources, including corporate documents, internal reports, employee records, pertinent literature, academic journals, and prior studies associated with the research variables. Data collection was conducted via various methods, including direct observation and surveys. Observation entailed meticulously scrutinizing employee activities and interactions inside the workplace to attain a more comprehensive grasp of daily work conduct, interpersonal dynamics, and the implementation of discipline in a natural environment. Furthermore, questionnaires were developed as organized, closed-ended tools grounded in proven indicators for each variable and assessed using a five-point Likert scale. The questionnaires were disseminated to all participants, and the gathered data were later processed and analyzed statistically [6].

2.5 Data Analysis Technique

This study involved testing the research instrument for validity and reliability. To make sure that each question on the questionnaire really measured what it was supposed to, the validity test was done. If the significance value was less than 0.05, the item was judged legitimate. This signified that the question adequately represented the research variable. Cronbach's Alpha was used to determine how reliable the instrument was. When the alpha score was higher than 0.60, it suggested that the items were very consistent with each other, and the questionnaire was said to be dependable. We utilized SPSS (Statistical Package for the Social Sciences) to look at the data. A lot of people use this tool for quantitative research since it is accurate and easy to grasp [7]. We used descriptive statistics to summarize the characteristics of the respondents and their answers by looking at the mean, standard deviation, minimum and maximum scores, and response distributions. Before performing multiple linear regression analysis, classical assumption tests were carried out, including normality testing to assess whether residuals followed a normal distribution, multicollinearity testing to verify that independent variables were not excessively correlated, heteroscedasticity testing to examine the stability of residual variance, and linearity testing to establish a linear relationship between independent and dependent variables. Subsequently, multiple linear regression analysis was utilized to investigate the impact of human relations, work discipline, and motivation on job satisfaction, employing the model:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e.....(1)$$

Hypothesis testing employed the coefficient of determination (R^2 and Adjusted R^2) to assess the explanatory power of the independent variables, the t-test to evaluate the individual impact of each independent variable at a significance level below 0.05, and the F-test to investigate the cumulative effect of all independent variables, with the model deemed valid if the F-statistic surpassed the critical value and the significance level remained below 0.05 [7].

3. Results and Discussions

3.1 Results

The data in Tables 4.1 to 4.5 reveal that the majority of respondents at PT. Enggang Angkasa Sarana are aged 25–34 years, comprising 40 individuals (42.11%). This is followed by the 35–45 years age group, which includes 25 respondents (26.32%). Employees under 25 years and over 45 years each represent 15 respondents (15.79%), indicating a workforce predominantly composed of individuals in their productive and professionally mature years. The majority of respondents are male, including 68 employees (71.58%), while female employees total 27 (28.42%). This distribution reflects the operational characteristics of airport service operations, which often necessitate a greater number of male workers for technical and field-related jobs. Most of the employees have a senior high school (SMA) education, with 38 respondents (40.00%). The next largest group is those with a bachelor's degree (S1), with 28 respondents (29.47%). There are also 22 respondents (23.16%) with a diploma (D3), 6 respondents (6.32%) with a master's degree (S2), and one respondent (1.05%) with other education. There are no respondents with a doctoral degree, which shows that the education level is fairly diverse but still meets the needs of the job. Moreover, in terms of tenure, the majority of employees have served for 5–10 years, accounting for 39 respondents (41.05%), while those with less than 5 years and more than 10 years of service each represent 28 respondents (29.47%), indicating a well-balanced workforce comprising both seasoned and newer employees. Finally, in terms of marital status, the majority of respondents are married, amounting to 63 employees (66.32%), whereas 32 employees (33.68%) are unmarried, which implies that most employees are at a mature and socially stable stage of life that is expected to positively influence their discipline, responsibility, and consistency in performing their work.

Validity Test and Interpretation

The validity assessment was performed by comparing the score of each indicator with the overall score of its corresponding variable. A higher validity coefficient indicates that the instrument is more accurate in representing the measured variable, meaning that the research data are more trustworthy and relevant for further analysis.

Table 3. Validity Test Results

No	Variable	Indicator	r-value	Remark
1	Human Relation (X1)	Communication	0.741	Valid
		Directing	0.621	Valid
		Openness	0.812	Valid
		Mutual Respect	0.789	Valid
		Loyalty	0.706	Valid
2	Work Discipline (X2)	Attendance	0.915	Valid
		Compliance with Regulations	0.799	Valid
		High Alertness	0.901	Valid
		Job Responsibility	0.839	Valid
		Consistency in Task Execution	0.577	Valid
3	Motivation (X3)	Achievement	0.809	Valid
		Recognition	0.568	Valid
		Responsibility	0.670	Valid
		Work Itself	0.683	Valid
		Advancement Opportunity	0.668	Valid
4	Job Satisfaction (Y)	Supervision	0.891	Valid
		Opportunity for Advancement	0.551	Valid
		Salary or Incentives	0.937	Valid
		Co-workers	0.611	Valid
		Working Conditions	0.597	Valid

Referring to Table 3, the results of the validity test indicate that all measurement indicators for the variables of human relation (X1), work discipline (X2), motivation (X3), and Job Satisfaction (Y) meet the validity criteria, as evidenced by r-values above the required threshold. This finding demonstrates that each item effectively reflects the construct being measured and that the research instrument is valid and feasible for subsequent analysis.

Reliability Test

Reliability testing is carried out to ensure that the research instruments used are trustworthy and consistently evaluate the variables being studied. This study evaluates instrument reliability by Cronbach's Alpha coefficient.

Table 4. Reliability Test Results

No.	Variable	Cronbach's Alpha	Remark
1	Job Satisfaction (Y)	0.756	Reliable
2	Human Relation (X1)	0.782	Reliable
3	Work Discipline (X2)	0.871	Reliable
4	Motivation (X3)	0.705	Reliable

The results of the reliability test indicate that all research variables job satisfaction (Y), human relations (X1), work discipline (X2), and motivation (X3) exceed the minimum acceptable Cronbach's alpha level of 0.70. This finding verifies the precision of all instruments employed for measurement in this study. The statement items within each variable demonstrate a significant level of internal consistency and can be considered dependable for evaluating the investigated constructs..

Description of Respondent's Perceptions

The analysis of respondents' answers relies on the percentage distribution and mean scores of the variables: interpersonal relations, work discipline, motivation, and job satisfaction. A five-point Likert scale from 1 to 5 was used to collect these from 95 people. We figured out the class interval and then made assessment categories to see how the respondents felt. To find the range, we took the highest score (5) and the lowest score (1) and subtracted them. This resulted in a value of 4, which was then divided into five groups, each with a width of 0.80. There were five groups for the average scores of the people who answered: very poor (1.00–1.80), poor (1.81–2.60), fair (2.61–3.40), good (3.41–4.20), and very good (4.21–5.00). This categorization provides a clear framework for interpreting the average responses of respondents and describing their overall perceptions of the studied variables.

Table 5. Description of Respondent's Perceptions on Research Variables

Variable	Indicator	Mean Score	Category
Job Satisfaction (Y)	Supervision	3.82	Good
	Opportunity for Advancement	3.74	Good
	Salary or Incentives	3.69	Good
	Co-workers	3.29	Fair
	Working Conditions	3.47	Good
	Overall Mean Score	3.60	Good
Human Relation (X1)	Communication	3.88	Good
	Directing	3.92	Good
	Openness	3.86	Good
	Mutual Respect	3.61	Good
	Loyalty	3.43	Good
	Overall Mean Score	3.74	Good
Work Discipline (X2)	Attendance	3.92	Good
	Compliance with Regulations	3.97	Good
	High Alertness	3.92	Good
	Job Responsibility	3.77	Good
	Consistency in Task Execution	4.24	Good
	Overall Mean Score	3.96	Good
Motivation (X3)	Achievement	3.86	Good
	Recognition	3.96	Good
	Responsibility	3.87	Good
	Work Itself	3.83	Good
	Opportunity for Advancement	3.69	Good
	Overall Mean Score	3.84	Good

Based on Table 5, the descriptive analysis shows that respondents generally have positive perceptions of all research variables, as indicated by overall mean scores that fall within the "good" category. Job satisfaction (Y) records an overall mean score of 3.60, with supervision receiving the highest evaluation, while co-workers obtain the lowest score and are categorized as fair, suggesting the need for improvement in interpersonal collaboration. Human relation (X1) achieves an overall mean score of 3.74, with directing rated highest, indicating that guidance

from supervisors is perceived as effective, whereas loyalty receives the lowest score, though still within the good category. Work discipline (X2) shows the highest overall mean score of 3.96, reflecting strong employee discipline, particularly in consistency in task execution, which attains the highest indicator score. Meanwhile, motivation (X3) records an overall mean score of 3.84, with recognition emerging as the most influential factor, while opportunity for advancement receives the lowest score, indicating that career development opportunities could be further enhanced. Overall, these findings suggest that employees perceive their work environment, discipline, motivation, and job satisfaction positively, although certain aspects still offer room for improvement.

Classical Assumption Tests

Table 6. Kolmogorov-Smirnov Result

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		95
Normal Parameters ^{a,b}	Mean	0,000000
	Std. Deviation	2,14370631
Most Extreme Differences	Absolute	0,056
	Positive	0,054
	Negative	-0,056
Test Statistic		0,056
Asymp. Sig. (2-tailed) ^c		0,200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Table 6 shows the results of the One-Sample Kolmogorov–Smirnov test on the unstandardized residuals. The analysis, based on a sample size of 95, yielded a Kolmogorov–Smirnov statistic of 0.056 and an Asymptotic Significance (2-tailed) value of 0.200, surpassing the significance criterion of 0.05. The results show that the residuals follow a normal distribution, which means that the normality assumption needed for further statistical analysis is met.

Table 7. Collinearity Statistic

Model	Coefficients ^a	
	Tolerance	VIF
1 (Constant)		
Human Relation (X1)	0,843	1,187
Work Discipline (X2)	0,869	1,151
Motivation (X3)	0,838	1,193

a. Dependent Variable: Job Satisfaction

Using tolerance and Variance Inflation Factor (VIF) values, Table 7 displays the results of the multicollinearity test. Even if the VIF values are less than 10, the tolerance thresholds for motivation (0.838), job discipline (0.869), and personal relationships (0.843) are all higher than 0.10. These findings indicate the absence of multicollinearity among the independent variables, hence confirming that the regression model is free from multicollinearity issues.

Table 8. Glesjer Test Result

Model	Coefficients ^a				
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	4,096	1,061		3,859	0,000
Human Relation (X1)	-0,005	0,043	-0,014	-0,125	0,901
Work Discipline (X2)	-0,081	0,043	-0,203	-1,873	0,064
Motivation (X3)	-0,041	0,045	-0,102	-0,919	0,361

a. Dependent Variable: absres

Table 8 shows the results of the Glejser test for finding heteroscedasticity. The important values for Human Relation (0.901), Work Discipline (0.064), and Motivation (0.361) are all greater than 0.05. This means that the independent variables don't have a big effect on the absolute residuals. Therefore, it can be asserted that the regression model exhibits no heteroscedasticity and fulfills the assumption of homoscedasticity.

Table 9. Linearity Test

		ANOVA Table					
		Sum of Squares	df	Mean Square	F	Sig.	
Between Groups	(Combined)	419,924	14	29,995	3,278	0,000	
	Linearity	277,435	1	277,435	30,319	0,000	
	Deviation from Linearity	142,489	13	10,961	1,198	0,296	
Within Groups		732,034	80	9,150			
Total		1151,958	94				

The results of the linearity test between the independent factors and the dependent variable are shown in Table 4. The linearity significance value is 0.000, which is less than 0.05, which suggests that there is a strong linear relationship. The Deviation from Linearity is significant at 0.296, which is higher than 0.05. This signifies that the trend is not significantly different from a straight line. It can be assumed that the relationship between the variables is linear and meets the linearity criterion.

The outcomes of the classical assumption tests, encompassing normality, multicollinearity, heteroscedasticity, and linearity assessments, demonstrate that all classical assumptions are satisfied. Thus, the regression model is appropriate and functional for subsequent hypothesis testing and analysis.

Table 10. Results Of The Multiple Linear Regression Analysis

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.	
1 (Constant)	-1,622	1,664		-9,75	0,332	
Human Relation (X1)	0,216	0,067	0,226	3,237	0,002	
Work Discipline (X2)	0,257	0,068	0,261	3,784	0,000	
Motivation (X3)	0,547	0,070	0,548	7,816	0,000	

a. Dependent Variable: Job Satisfaction

The regression equation is derived from the findings of the multiple linear regression analysis presented in Table 10:

$$Y = -1.622 + 0.216X_1 + 0.257X_2 + 0.547X_3 \dots \dots \dots (2)$$

The constant value of -1.622 means that, as long as human interactions, work discipline, and motivation stay the same, employee job satisfaction would be -1.622. The regression coefficient for human relations (0.216) shows that, when all other factors are the same, an improvement in human connections will raise employee job satisfaction by 0.216 points. The work discipline coefficient of 0.257 means that if work discipline improves, job satisfaction will go up by 0.257 points, assuming that all other parameters stay the same. The motivation coefficient (0.547) indicates that motivation has the biggest beneficial effect. This means that if motivation goes up, employee job satisfaction will go up by 0.547 points, all other things being equal.

Hypothesis Testing

Table 11. Adjusted R Square on Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,791 ^a	0,625	0,613	2,17876

There is a strong link between the independent factors and the dependent variable, as shown by the Model Summary's R value of 0.791. An R Square score of 0.625 suggests that 62.5% of the variances in how pleased employees are with their jobs are because of how they interact with each other, how well they follow the rules, and how motivated they are. The other 37.5% are due to things outside of the model. The Adjusted R Square of 0.613 further demonstrates that the model fits well after taking into account the number of independent variables. The standard error of the estimate, which is 2.17876, also shows that the forecast accuracy is good.

Table 12. t Test Result

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.	

1 (Constant)	-1,622	1,664	-,975	0,332
Human Relation (X1)	0,216	0,067	0,226	3,237 0,002
Work Discipline (X2)	0,257	0,068	0,261	3,784 0,000
Motivation (X3)	0,547	0,070	0,548	7,816 0,000

a. Dependent Variable: Job Satisfaction

The Effect of Human Relation on Employee Job Satisfaction

The t-test findings show that the Human Relation variable has a t-value of 3.237 and a significance level of 0.002, which is less than 0.05. This suggests that Human Relations have a huge and good impact on how pleased workers are with their jobs. Employees are happier when their peers get along better at work.

The Effect of Work Discipline on Employee Job Satisfaction

The Work Discipline variable has a t-value of 3.784 with a significance level of 0.000, which is less than 0.05. This finding reveals that Work Discipline has a big and favorable effect on how pleased employees are with their jobs. When workers follow the rules, complete their jobs, and meet performance criteria, they are happier with their jobs.

The Effect of Motivation on Employee Job Satisfaction

The Motivation variable has a t-value of 7.816 and a significance level of 0.000, which is lower than 0.05. These results suggest that motivation has a substantial, good effect on how pleased workers are with their occupations. This means that while employees are more motivated, they are also happier at work.

Tabel 13. F Test Result

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	719,983	3	239,994	50,557	0,000 ^b
	Residual	431,975	91	4,747		
	Total	1151,958	94			

Table 13 shows the results of the F-test for the regression model. The research finds that the F-value is 50.557 and the significance level is 0.000, which is lower than 0.05. This suggests that Human Relations, Work Discipline, and Motivation all have a major and beneficial effect on how pleased workers are with their jobs. The regression model is statistically significant and helpful for understanding why some employees are happier at work than others.

3.2 Discussions

Effect of Human Relations on Employee Job Satisfaction

The t-test results suggest that Human Relations have a strong and positive effect on employee job satisfaction at PT. Enggang Angkasa Sarana, with a t-value of 3.237 and a significant level of 0.002 (< 0.05). This finding suggests that strong interpersonal relationships within the organization have a substantial impact on employees' emotional responses to their work. Theoretically, social interaction, reciprocal respect, and effective communication are critical indicators of employee satisfaction and performance [8]. Employees that have open communication, clear direction, trust, and supportive leadership generally feel valued and psychologically safe, hence enhancing their job happiness. The descriptive analysis confirms this finding, producing an overall mean score of 3.74, which is considered good. The *Directing* indication had the highest mean score (3.92), which means that supervisors' guiding, feedback, and attention are very important for making employees feel comfortable and clear about what they need to do. Conversely, the *Loyalty* indicator recorded the lowest mean score (3.43), suggesting that although interpersonal relations are generally positive, long-term emotional attachment and commitment to the organization still need to be strengthened. Overall, strong human relations foster a harmonious work environment that reduces conflict, enhances cooperation, and ultimately increases employee job satisfaction [9].

Effect of Work Discipline on Employee Job Satisfaction

The t-test results show that Work Discipline has a positive and substantial effect on employee job satisfaction, with a t-value of 3.784 and a significance level of 0.000 (< 0.05). This research indicates that individuals exhibiting elevated levels of discipline, including timeliness, adherence to regulations, and consistency in task performance,

are likely to attain greater job satisfaction [10]. Discipline reflects self-control and professionalism, which help employees perform their duties effectively and avoid role ambiguity or work-related stress. Descriptively, Work Discipline obtained an overall mean score of 3.96 (good category), indicating that discipline is well implemented within the organization. The highest score was recorded in the *Consistency in Task Execution* indicator (4.24), showing that employees are capable of carrying out their responsibilities in accordance with established procedures. Meanwhile, *Job Responsibility* received the lowest mean score (3.77), suggesting that while responsibility is generally good, further reinforcement is still necessary. These results indicate that disciplined behavior creates an orderly and predictable work environment, which allows employees to work more comfortably and confidently, thereby increasing job satisfaction [11].

Effect of Motivation on Employee Job Satisfaction

The statistical study shows that Motivation has the biggest impact on how happy employees are with their jobs. This is shown by a t-value of 7.816 and a significance level of 0.000 (< 0.05). This research substantiates that motivation is a crucial psychological determinant affecting job satisfaction. Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs suggest that motivated employees are more likely to attain fulfillment when their intrinsic and extrinsic needs, including recognition, success, and personal development, are satisfied [12]. The descriptive data back up this conclusion, with an overall mean score of 3.84 (good category). The Recognition indicator had the highest mean score (3.96), which shows that employees are much more enthusiastic and happy when they feel appreciated and recognized by the company. *Opportunity for Advancement*, on the other side, had the lowest mean score (3.69), which means that people think that career growth opportunities are not as good. This suggests that while employees feel motivated through recognition, improving promotion paths and training opportunities could further strengthen job satisfaction. Overall, motivated employees tend to show higher engagement, positive attitudes, and satisfaction toward their jobs [13].

Effect of Human Relations, Work Discipline, and Motivation on Employee Job Satisfaction

The results of the F-test demonstrate that Human Relations, Work Discipline, and Motivation all have a big and positive effect on how happy employees are with their jobs. The F-value is 50.557, and the threshold of significance is 0.000 (< 0.05). This research suggests that job satisfaction is a multifaceted concept shaped by social, behavioral, and psychological elements, rather than being a solitary phenomenon. A nice work atmosphere, strict rules, and high motivation all work together to make employees happier overall [14]. The Adjusted R Square value of 0.613 means that these three variables account for 61.3% of the difference in how satisfied employees are with their jobs. The other 38.7% is caused by additional factors that haven't been studied yet, such pay, leadership style, work-life balance, or company culture. The findings affirm that interpersonal relationships, work discipline, and motivation are fundamental components in influencing employee job satisfaction at PT. Enggang Angkasa Sarana. Employees that engage in positive interpersonal connections, adhere to clear and disciplined work procedures, and possess high motivation are more inclined to experience satisfaction, commitment, and a willingness to maximally contribute to organizational objectives [15]. staff work satisfaction is a vital element in the hospitality sector, particularly at PT. Enggang Angkasa Sarana, as the industry is predominantly service-oriented and directly reliant on staff performance to ensure service quality. Satisfied employees tend to demonstrate positive attitudes, emotional stability, and a strong sense of responsibility, which are essential when interacting with guests, colleagues, and supervisors. In hospitality settings, where employees often face high workloads, time pressure, and direct customer contact, job satisfaction helps reduce work stress and prevents service failures that may negatively affect customer experiences [16].

4. Conclusion

The research findings indicate that human interactions, work discipline, and motivation significantly and positively influence employee job satisfaction at PT Enggang Angkasa Sarana. Human connections substantially impact job satisfaction, suggesting that good communication, clear guidance from supervisors, transparency, mutual respect, and amicable relationships foster a more conducive and helpful work environment. Work discipline positively and significantly influences job happiness, indicating that employees who adhere to regulations, maintain attendance, and fulfill their responsibilities typically report greater job satisfaction. Motivation exerts the most significant impact among the three variables, underscoring that recognition, responsibility, meaningful work, and developmental possibilities are essential for augmenting employees' sense of fulfillment and contentment. Human interactions, work discipline, and motivation account for 61.3% of the variance in job satisfaction, signifying that these elements are crucial predictors of employee contentment, whilst the remaining variance is attributable to external factors not examined in this study. Overall, the findings suggest that improving interpersonal relationships, enforcing fair and consistent discipline, and strengthening employee

motivation are essential strategies for increasing job satisfaction, reducing absenteeism, and supporting optimal employee performance at PT Enggang Angkasa Sarana.

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