

The Effect of Physical Work Environment, Work Discipline, and Work Experience on Employee Satisfaction at PT Valdo Sumber Daya Mandiri Palembang

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ABSTRACT

This study aims to analyze the influence of physical work environment, work discipline, and work experience on employee job satisfaction at PT Valdo Sumber Daya Mandiri. The background of this research stems from employee complaints regarding inadequate physical work conditions, inconsistent enforcement of discipline, and generally low levels of work experience. This research uses a quantitative method with a descriptive and causal approach. The population consists of all 95 employees of PT Valdo Sumber Daya Mandiri, with a saturated sampling technique. Data was collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS version 26. The results show that partially, physical work environment, work discipline, and work experience have a positive and significant effect on job satisfaction. Simultaneously, the three variables also significantly affect job satisfaction. This study contributes to the development of human resource management practices, particularly in creating a comfortable work environment, fair disciplinary systems, and effective management of employee experience to enhance job satisfaction

Keywords: Physical Work Environment, Work Discipline, Work Experience, Job Satisfaction.



INTRODUCTION

Human Resource Management (HRM) plays a central role in the sustainability of an organization because employees are vital assets that determine the productivity and performance of a company. Mathis and Jackson (2020) state that HRM encompasses planning, recruitment, training, and creating a supportive work environment. One important indicator of successful HRM is job satisfaction, which reflects the level of comfort and acceptance employees feel toward their overall work. Robbins and Judge (2020) emphasize that job satisfaction not only affects individual motivation and performance but also impacts employee loyalty and retention in the long term.

In practice, employee job satisfaction is influenced by various factors, including the physical work environment, work discipline, and work experience. The physical work environment relates to the actual conditions at the workplace, such as lighting, layout, temperature, and cleanliness. Sedarmayanti (2018) notes that a comfortable work environment enhances psychological comfort, whereas poor conditions can trigger stress and fatigue. Studies by Nitisemito (2019) and Maulana (2022) show that the quality of the physical environment is positively related to employee productivity and job satisfaction. However, Lestari (2021) found that this factor is not always significant, as some employees prioritize compensation and career opportunities more.

Moreover, work discipline also plays an important role in shaping job satisfaction. Hasibuan (2020) explains that discipline is key to creating order and work effectiveness. Employees with high discipline tend to be more responsible and consistent in their work. Research by Yuliana (2020) and Rahayu and Nugroho (2022) supports this view, showing that the fair implementation of discipline increases employees' sense of security and trust. However, Hidayat (2022) found that discipline more strongly affects productivity than job satisfaction, leading to differences in research findings.

Another influential factor is work experience. According to Handayani (2021), longer work experience enhances employees' adaptability and self-confidence, thereby contributing to job satisfaction. This finding is reinforced by Ardiansyah and Dewi (2023), who state that experienced employees are better able to manage pressure and demonstrate high loyalty. However, Saputra (2023) found that excessively long work experience may cause boredom, which can potentially reduce job satisfaction.

The phenomenon occurring at PT Valdo Sumber Daya Mandiri Palembang shows that many employees still face issues in these three aspects. Regarding the physical work environment, complaints include inadequate facilities such as dim lighting, poor ventilation, and non-ergonomic workspace layout. In terms of work discipline, violations such as tardiness and non-compliance with procedures occur, while the application of sanctions is considered inconsistent, causing a sense of unfairness. Regarding work

experience, many employees are newly recruited with limited experience, requiring more intensive supervision. These three issues clearly lower employee motivation and job satisfaction, which, if left unaddressed, can impact overall performance and workforce retention in the company.

The differences in previous research findings and the existing phenomenon indicate a research gap that needs further investigation. In the context of outsourcing companies, this dynamic becomes even more complex. Outsourced employees generally do not have a clear career path, have low attachment to the company, and receive different work facilities compared to permanent employees (Law No. 13 of 2003; Government Regulation No. 35 of 2021). As an outsourcing service provider, PT Valdo Sumber Daya Mandiri Palembang faces challenges related to a suboptimal physical work environment, inconsistent work discipline, and varying work experience among employees. These conditions affect employee job satisfaction levels, which ultimately influence overall company performance.

Based on this description, this study aims to analyze the effect of the physical work environment, work discipline, and work experience on employee satisfaction at PT Valdo Sumber Daya Mandiri Palembang. This research is expected to provide theoretical contributions to the enrichment of HRM studies as well as practical contributions for the company in formulating policies to sustainably enhance employee satisfaction and performance.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a positive emotional state that arises from an employee's evaluation of their job. Robbins and Judge (2019) state that job satisfaction occurs when there is alignment between employees' expectations and the reality they experience at the workplace. Luthans (2021) adds that job satisfaction is closely related to motivation, loyalty, and productivity. Factors influencing job satisfaction include the work environment, salary, social relationships, career opportunities, and work experience (Afandi, 2021).

Physical Work Environment

The physical work environment refers to the actual conditions at the workplace, including lighting, layout, temperature, cleanliness, ventilation, and work equipment. According to Sedarmayanti (2018), a comfortable work environment can enhance concentration, reduce stress, and promote employee productivity. Studies by Azhari and Lestari (2020) and Maulana (2022) demonstrate that the physical work environment has a positive effect on job satisfaction. However, Lestari (2021) found different results, where compensation was more dominant than physical conditions.

Work Discipline

Work discipline is the attitude of employees in adhering to applicable rules, procedures, and work ethics. Hasibuan (2020) emphasizes that discipline is key to organizational success in creating order and work effectiveness. Research by Wulandari and Sari (2021) as well as Rahayu and Nugroho (2022) shows that discipline significantly affects job satisfaction because disciplined behavior fosters an orderly and professional work climate. However, Hidayat (2022) states that discipline has a greater impact on productivity than on satisfaction, resulting in differences in research findings.

Work Experience

Work experience is the accumulation of skills, knowledge, and understanding acquired by an individual through involvement in specific job tasks. Simamora (2016) identifies work experience as an indicator of competence in completing tasks. Handayani (2021) found that the longer the work tenure, the higher the employee's job satisfaction due to better adaptation. Ardiansyah and Dewi (2023) also show that experience strengthens employee loyalty. However, Saputra (2023) indicates that excessively long work experience may lead to boredom and decrease job satisfaction.

Hypothesis

Based on the theoretical review and findings from previous studies, the research hypotheses are formulated as follows:

The Effect of Physical Work Environment on Job Satisfaction

A good physical work environment supports employee comfort, reduces stress, and enhances job satisfaction (Sedarmayanti, 2018; Maulana, 2022). Therefore, the hypothesis is formulated as:

H₁: The physical work environment has a positive and significant effect on employee job satisfaction.

The Effect of Work Discipline on Job Satisfaction

Discipline that is enforced fairly creates a sense of security and trust among employees, thereby increasing job satisfaction (Hasibuan, 2020; Rahayu & Nugroho, 2022). Hence, the hypothesis is proposed as:

H₂: Work discipline has a positive and significant effect on employee job satisfaction.

The Effect of Work Experience on Job Satisfaction

Employees with longer work experience tend to have better skills and adaptability, which enhances job satisfaction (Handayani, 2021; Ardiansyah & Dewi, 2023). Based on this, the hypothesis is formulated as:

H₃: Work experience has a positive and significant effect on employee job satisfaction.

The Effect of Physical Work Environment, Work Discipline, and Work Experience on Job Satisfaction

These three factors simultaneously shape employees' perceptions of their work. Research by Rahmawati and Setiawan (2024) demonstrates that the combination of physical work environment, discipline, and experience has a significant effect on job satisfaction. Therefore, the simultaneous hypothesis is formulated as:

H₄: Physical work environment, work discipline, and work experience simultaneously have a positive and significant effect on employee job satisfaction.

RESEARCH METHODS

Research Design

This study employs a quantitative approach with a causal research design, aimed at examining the effect of the physical work environment, work discipline, and work experience on employee satisfaction at PT Valdo Sumber Daya Mandiri Palembang. The causal design allows the study to determine both the magnitude and significance of the influence of independent variables on the dependent variable.

Research Limits

The scope of this research is limited to analyzing the impact of three independent variables—physical work environment, work discipline, and work experience on the dependent variable, which is employee job satisfaction. The study is confined to employees of PT Valdo Sumber Daya Mandiri Palembang and does not cover other companies or industries.

Variable Identification

Physical Work Environment (X₁) – The condition of the workplace, including lighting, layout, temperature, cleanliness, ventilation, and work equipment, that affects employee comfort and productivity. Measured using 5-point Likert scale.

Work Discipline (X₂) – Employees' adherence to rules, procedures, and work ethics, influencing order and effectiveness at work. Measured using 5-point Likert scale.

Work Experience (X₃) – Accumulation of skills, knowledge, and competencies gained through previous job involvement that affects performance and adaptability. Measured using 5-point Likert scale.

Employee Job Satisfaction (Y) – Positive emotional state from evaluating one's job, reflecting comfort, motivation, and overall fulfillment. Measured using 5-point Likert scale.

Participants and Setting

The population of this study consists of all employees of PT Valdo Sumber Daya Mandiri Palembang, totaling 95 individuals. A saturated sampling technique is used, meaning all employees are included as respondents. The research is conducted at the company's office in Palembang.

Measurement

Data Collection

Primary data are obtained directly from respondents through questionnaires, while additional data are collected through documentation and observation. The combination of these methods ensures comprehensive and accurate measurement of variables

Data Analysis

Data analysis is performed using SPSS version 26. The analysis includes descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. The regression analysis is used to test partial effects (t-test), simultaneous effects (F-test), and the coefficient of determination (R^2) to determine the proportion of variance in employee satisfaction explained by the independent variables. This method provides an empirical and precise picture of the factors affecting employee job satisfaction.

RESULTS

Partial Test (t-test)

The partial test (t-test) is conducted to examine the effect of each independent variable on the dependent variable individually.

Table 1. Partial Test Results (t-test)

Model		Coefficients ^a				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	36.714	3.127		11.742	.000
	Physical Work Environment	.087	.071	.136	3.238	.019
	Work Discipline	.308	.138	.562	2.235	.028
	Work Experience	.202	.140	.371	2.447	.011

Source: Processed using SPSS v26 (2025)

Based on the partial test results, all three independent variables have a significant effect on Employee Job Satisfaction at PT Valdo Sumber Daya Mandiri Palembang. Physical Work Environment has a t-value of $3.238 > t\text{-table } 1.986$ with a significance of 0.019, indicating that a better physical work environment increases employee satisfaction. Work Discipline has a t-value of $2.235 > t\text{-table } 1.986$ with a significance of 0.028, showing that higher discipline also enhances job satisfaction. Work Experience has a t-value of $2.447 > t\text{-table } 1.986$ with a significance of 0.011, meaning that greater experience leads to higher employee satisfaction. Thus, all three variables contribute positively to employee satisfaction individually.

Simultaneous Test (F-test)

The simultaneous test (F-test) is used to examine the combined effect of all independent variables on the dependent variable in the regression model.

Table 2. Simultaneous Test Results (F-test)

ANOVA ^a					
	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.950	3	14.317	7.516
	Residual	517.787	91	5.690	
	Total	560.737	94		

^aSource: Processed using SPSS v26 (2025)

Based on the F-test results, the calculated F-value is 7.516 with a significance of 0.033 ($p < 0.05$). This indicates that, together, Physical Work Environment, Work Discipline, and Work Experience significantly affect Employee Job Satisfaction. Therefore, the regression model is suitable for predicting the dependent variable.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine both the partial and simultaneous effects of several independent variables on the dependent variable. This method allows the researcher to measure the contribution of each independent variable as well as the overall relationship within a single regression model.

Table 3. Multiple Linear Regression Analysis

Model		Coefficients ^a			
		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	36.714	3.127		.000
	Physical Work Environment	.087	.071	.136	.019
	Work Discipline	.308	.138	.562	.028
	Work Experience	.202	.140	.371	.011

Source: Processed using SPSS v26 (2025)

Based on the multiple linear regression analysis, the regression equation is:

$$Y = 36.714 + 0.087X_1 + 0.308X_2 + 0.202X_3.$$

The constant of 36.714 indicates that if Physical Work Environment, Work Discipline, and Work Experience remain unchanged, Employee Job Satisfaction is 36.714. The regression coefficient for Physical Work Environment is 0.087 with significance $0.019 < 0.05$, indicating a positive and significant effect better physical work conditions increase employee satisfaction. The coefficient for Work Discipline is 0.308 with significance $0.028 < 0.05$, showing that increased discipline raises satisfaction. The coefficient for Work Experience is 0.202 with significance $0.011 < 0.05$, meaning that greater experience also increases satisfaction. Thus, all three independent variables jointly contribute positively to Employee Job Satisfaction.

Coefficient Test

The correlation coefficient (r) and coefficient of determination (R^2) tests are conducted to examine the strength and direction of the relationship between independent and dependent variables, as well as the proportion of variance in the dependent variable explained by the independent variables.

Table 4. Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477 ^a	.677	.546	2.38536

Source: Processed using SPSS v26 (2025)

The correlation coefficient (R) of 0.477 indicates a moderate positive relationship between the independent variables and the dependent variable. The coefficient of determination (R^2) of 0.677 shows that approximately 67.7% of the variation in Employee Job Satisfaction can be explained by Physical Work Environment, Work Discipline, and Work Experience, while the remaining 32.3% is influenced by other factors outside this research model. The Adjusted R^2 value of 0.546 indicates that after adjusting for the number of variables and sample size, the independent variables still explain about 54.6% of the variation in Employee Job Satisfaction.

CONCLUSION

This study concludes that the physical work environment, work discipline, and work experience have a positive and significant effect on employee job satisfaction at PT Valdo Sumber Daya Mandiri Palembang, both partially and simultaneously. This indicates that employee job satisfaction is influenced by a comfortable work environment, consistent discipline implementation, and adequate work experience.

SUGGESTION

Based on the findings of this study, it is recommended that PT Valdo Sumber Daya Mandiri Palembang improve workplace facilities to ensure a comfortable physical environment, enforce discipline fairly and consistently, and implement training and career development programs to enhance employees' work experience. Future research should consider additional variables such as compensation, organizational culture, and career opportunities, and expand the study to different industries to achieve more generalizable results.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Muhammad Indra contributed to the conception and design of the study, data collection, data analysis, interpretation of results, and manuscript writing. All authors have read and approved the final version of the manuscript.

DECLARATION OF COMPETING INTEREST

The authors declare that there are no competing interests that could have influenced the results or interpretation of this study.

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DATA AVAILABILITY

The datasets generated and analyzed during the current study are available from the corresponding author on reasonable request.

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ETHICAL APPROVAL

This study was conducted in accordance with ethical standards for research involving human participants. All participants were informed about the purpose of the study, assured of confidentiality, and provided their consent to participate voluntarily. The research protocol was reviewed and approved by the Institutional Review Board of Universitas Indo Global Mandiri.

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