

Discipline, Placement, Environment and Career Development on Job Satisfaction

Atik Silviati, Kartika Hendra TS, Istiatin

Master of Management Science Study Program, Postgraduate Program, Batik Islamic
University, Surakarta
atiksilviati0@gmail.com

ABSTRACT.

This study aims to analyze the influence of work discipline, job placement, work environment, and career development on the job satisfaction of employees at the Surakarta City Food and Agriculture Security Agency. This study uses a quantitative approach with a survey method. The population in this study were all ASN (State Civil Apparatus) employees at the Surakarta City Food and Agriculture Security Agency, with a total of 54 respondents determined using a total sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the help of the SPSS program. The results of the study indicate that partially work discipline, work environment, and career development have a positive and significant effect on employee job satisfaction. Meanwhile, job placement has a positive but insignificant effect on job satisfaction. Simultaneously, these four variables have a significant effect on the job satisfaction of employees at the Surakarta City Food and Agriculture Security Agency. Thus, improving work discipline, a conducive work environment, and well-planned career development can increase employee job satisfaction, although job placement has not had a significant effect.

Keywords: *work discipline, job placement, work environment, career development, job satisfaction*

INTRODUCTION

Humans can be considered the primary resource for organizing, analyzing, and controlling problems within a company. This requires companies to analyze how to utilize and optimize their performance, given that employees are a crucial asset for their success. However, companies often face obstacles in practice. In measuring the effectiveness of employee optimization, job satisfaction often emerges as a crucial variable to observe. In other words, the job satisfaction variable itself reflects employee performance through their enjoyment or displeasure with their work.(Yuliantini and Santoso, 2020).

Job satisfaction is important because it affects employee performance. Job satisfaction is an individual matter, as each employee has varying levels of satisfaction with their work. Institutions can measure employees' satisfaction with their organization, their work, their colleagues, or anything else that relates to and/or influences them.(Yumhi, 2021).

One of the keys to employee satisfaction is their job satisfaction. Employees who are satisfied with their jobs will exhibit positive attitudes and emotions, allowing them to function effectively. Furthermore, employee job satisfaction will positively

impact the quality of services the company will provide in the future, as it will improve employee attitudes, behavior, and skills.(Hutapea and Dewi, 2023).

Based on the results of previous research, it was revealed that the results of the research Yuliantini and Santoso (2020) Yumhi (2021), Hutapea and Dewi (2023), and Tegor et al. (2023) found that work discipline had a positive and significant effect on employee job satisfaction. However, this is not in line with research. Princess and Kustini (2021) stated that work discipline does not have a significant effect on employee job satisfaction and research Pebriana et al. (2024) which states that work discipline has a negative and insignificant effect on employee job satisfaction.

Every agency is required to be able to select competent employees to fill vacant positions so that the main duties and functions of the position can be carried out optimally as a form of achieving company performance. For this reason, workers must be obtained who have the abilities according to the position for which they will be responsible. In other words, candidates who are placed must have the competencies or skills according to what the company requires to be able to carry out work in a position effectively and efficiently.(Putra and Yulianthini, 2022).

Employee job placement is a follow-up to selection, where prospective employees who are accepted (pass the selection) are placed in positions/jobs that require them and simultaneously delegate authority to them. Therefore, it can be concluded that job placement is the final policy of a new employee selection process to fill positions needed by the company. Therefore, employee satisfaction in a company is created from job placement that matches each employee's skills and abilities. Job placement is one of the variables suspected of influencing employee job satisfaction (Rahayu and Sulaimiah, 2023) Arranging employees according to their abilities and expertise is one effort to realize bureaucratic reform. Placing employees in jobs that do not match their academic qualifications can impact their performance (Syaputra, et. al., 2022).

Research conducted by Putra and Yulianthini (2022) Rahayu and Sulaimiah (2023), Syaputra et al. (2022), and Suci et al. (2023) stated that job placement has a positive and significant effect on employee job satisfaction. However, this is not in line with research. Agnesta and Hasanah (2023) which states that job placement does not have a significant effect on employee job satisfaction.

The work environment includes all the work facilities and infrastructure around employees who are carrying out work which can affect the implementation of the work and can influence them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment.(Winata, et.al., 2022) The work environment in an organization has an important influence on the smooth running of production with an appropriate environment, so that it can satisfy employees in carrying out activities, but it can also influence the improvement of employee performance and job satisfaction.(Saputra, 2021)

The physical work environment, which surrounds the workplace, can influence employees both directly and indirectly. Meanwhile, the non-physical work

environment relates to work relationships, including relationships with superiors, fellow coworkers, and subordinates. Every employee expects a friendly, pleasant, and supportive work environment at all times. Employees expect a work environment with complete and efficient equipment and infrastructure. A good physical and non-physical work environment can instill a sense of pride and security and create harmonious relationships that meet employee needs. Fulfilling these employee needs can lead to employee job satisfaction.(Pramudya and Rochdianingrum, 2024).

According to researchPramudya and Rochdianingrum (2024),Winata, et. al. (2022), as well asBasalamah and As'ad (2021)stated that the work environment has a positive and significant influence on employee job satisfaction. However, the results of this study are not in line with researchPrasetya et al. (2023)stated that the work environment has a positive but not significant influence on employee job satisfaction.

Career development is essential for effective and efficient human resource management. From the moment an employee enters a company, they should be able to plan their career path within the company. The company's role is simply to facilitate and provide information on how an employee can achieve their career goals, such as determining specific requirements for certain positions. The career development available to an individual can influence their perceived level of job satisfaction. People who have opportunities to grow and develop themselves in their work will be more motivated and satisfied, thereby improving their performance and results. Conversely, people who lack opportunities for development in their work will be less motivated and less satisfied with their work, resulting in less than optimal performance and results. Therefore, companies need to provide fair and equitable career development opportunities for all employees to improve employee job satisfaction.(Rulianti and Nurpribadi, 2023).

To improve job satisfaction, a company's career development program can impact the quality of its employees' human resources and improve employee job satisfaction. Career development activities are expected to create a balance between employee needs and company capabilities, and motivate employees to achieve their desired career plans, which in turn can impact their contributions to the company.(Susilo and Wulansari, 2023). There is a lack of a career development management system, such as a lack of information, planning, and career development received from management based on performance results. If career development is good, such as considering work performance, providing exposure from superiors, and providing opportunities for growth, job satisfaction will increase.(Nurvitasari, et. al., 2022).

StudyNurvitasari, et. al., (2022),Rulianti and Nurpribadi (2023)shows that career development has a positive and significant effect on employee job satisfaction in line with research results.Susilo and Wulansari (2023),Denovpriani and Wadud (2024)and researchWulan et al. (2024)also proves that career development has a positive and significant effect on employee job satisfaction. However, this is not in line with the results of other research.Saefullah (2021)which states that career development does not affect employee job satisfaction.

The Food Security and Agriculture Service of Surakarta City has the main task of organizing government affairs in the fields of Food, Agriculture, Maritime Affairs and Fisheries. Based on Law Number 23 of 2014 concerning Regional Government, the authority of agricultural affairs related to the duties and functions of the Food Security and Agriculture Service, in government affairs in the field of food security, affairs in the field of agriculture and fisheries and affairs in the field of veterinary affairs. The vision and mission of the Food Security and Agriculture Service in accordance with the vision and mission of the development of Surakarta City in 2021-2026 is to realize Surakarta as a modern, resilient, agile, creative and prosperous Cultural City by strengthening adaptive and sustainable economic growth. To realize this, it requires competent, skilled and capable employees in their fields and a high level of performance who have a forward-looking vision for regional progress, so that employees must be truly satisfied with their performance, as well as their organization. The Food Security and Agriculture Service of Surakarta City is located at Jl. Yap Jwan Bing No. 26 Jebres Surakarta which has 3 fields and 2 UPT, these fields are the Food Security Field, the Agriculture and Fisheries Field, the Veterinary Field and has 2 UPTDs, namely the UPTD for Various Agricultural Enterprises and the UPTD for Slaughterhouses and Animal Health Centers.

In June, August, and December 2024, the administration and general affairs of the Food Security and Agriculture Service recorded the highest percentage of late employees at 33%, while the highest rate of unexcused employee absences was in November 2025 at 9% and employees who were absent during working hours at 26%. The average percentage of late employees during the period January - December 2024 was 37% while unexcused absences were 2% and absenteeism during working hours was 5%. Based on the table data, there is data on employee lateness that exceeds the average employee absence. This can be a benchmark between work discipline and job satisfaction. As stated by Hasibuan (2019:202) there is no absolute benchmark for satisfaction levels because each individual employee has a different standard of satisfaction. Job satisfaction indicators are only measured by discipline, work morale, and low turnover, so relatively employee job satisfaction is good. (Pramudya & Rochdianingrum, 2024:74)

Human resources are a key factor in the success of government administration and public services. In the context of public sector organizations such as the Surakarta City Department of Food Security and Agriculture, employees are not only required to carry out administrative duties but also play a strategic role in ensuring food security, increasing agricultural productivity, and providing excellent service to the public. Therefore, efforts to improve employee job satisfaction are a key priority for government organizational management.

Job satisfaction is a pleasant or unpleasant emotional state experienced by employees regarding their work (Robbins & Judge, 2024:80). Satisfied employees tend to have high work morale, are loyal to the organization, and are able to make maximum contributions to achieving organizational goals. Conversely, job

dissatisfaction can result in increased absenteeism, decreased motivation, and a reduced quality of public services.

Several factors influence employee job satisfaction levels, including work discipline, job placement, work environment, and career development. Good work discipline encourages employees to work according to established rules, responsibilities, and work hours. Job placement that aligns with competencies and educational backgrounds also impacts employee comfort and performance. Furthermore, a conducive work environment, both physically and socially, creates a positive work atmosphere. Meanwhile, opportunities for career development are a crucial driver for employees to improve their skills and work performance.

Field observations indicate that in recent years, employee job satisfaction levels at the Surakarta City Food Security and Agriculture Agency have varied. Initial observations and interviews with several employees revealed complaints related to job placements that are not aligned with their areas of expertise, limited career development opportunities, and a work environment that does not fully support productivity. Furthermore, differences in discipline levels between departments persist, which can impact the overall work climate. These factors could indicate that these factors have the potential to influence employee job satisfaction at the agency.

Based on this description, it is important to conduct research that analyzes the extent to which work discipline, job placement, work environment, and career development influence employee job satisfaction at the Surakarta City Food Security and Agriculture Service. The results of this study are expected to provide input for management in formulating more effective human resource management policies to continuously improve employee satisfaction and performance.

The various results of previous research on the relationship between discipline, placement, work environment and career development variables with job satisfaction, this research will re-examine their influence on employee job satisfaction conducted at the Food Security and Agriculture Service of Surakarta City.

RESEARCH METHODS

This study uses a quantitative approach. The author chose to use a quantitative descriptive method to determine the magnitude of the influence and significance between the variables of discipline, placement, environment and career development on employee job satisfaction. This research was conducted at the Office of the Department of Food Security and Agriculture, Jl. Yap Tjwan Bing No. 26, Jagalan Village, Jebres District, Surakarta 57124. In conducting this research, the time required was 4 months, from May to August 2025, starting from observation to the preparation of data results and research conclusions.

This study used 54 ASN employees, as permanent employees at the Surakarta City Food Security and Agriculture Service. The sampling technique used in this study was the census method. The census method, or total sampling, is a sampling technique in which all members of the population are sampled (Sugiyono, 2022:134). The independent variables consisted of integrity, competence, and work experience, while

the dependent variable was employee productivity. The collected data was processed using multiple linear regression analysis.

RESULTS AND DISCUSSION

Table 3. Multiple Linear Regression Results

| Variables | Regression coefficient | t statistics | Sig. t |
|-------------------------|------------------------|--------------|--------|
| Constant | -4,794 | | |
| Discipline (X1) | 0.423 | 3,348 | 0.002 |
| Placement (X2) | 0.248 | 1,528 | 0.133 |
| Environment (X3) | 0.321 | 2,264 | 0.028 |
| Career Development (X4) | 0.418 | 3,104 | 0.003 |
| R square | 0.478 | | |
| F statistic | 13,553 | | |
| Sig. F | 0,000 | | |

Source: Processed primary data, 2024

Based on calculations using the SPSS 26 for Windows program, the results for the values a, b1, b2, b3 and b4 are as follows.

$$Y = -4.794 + 0.423X1 + 0.248X2 + 0.321X3 + 0.418X4$$

From this equation it can be explained that:

- 1) Constant (a) = -4.794

The constant value (intercept) = -4.794, if all independent variables are zero, then the employee job satisfaction value is estimated to be 4.794 units. This means that if all independent variables (discipline, placement, work environment, and career development) are zero, then job satisfaction is predicted to be -4.794. Statistically, this indicates that without these factors, job satisfaction is very low. However, because job satisfaction is conceptually impossible to have a negative value, this value is not interpreted. Conceptually, job satisfaction cannot have a negative value, so this value is not interpreted literally, but rather as a sign that without the contribution of the main factors studied, the level of job satisfaction is at a very low condition literally, but only as part of the mathematical model.

- 2) Work Discipline Coefficient (β_1) = 0.423

This means that every one-unit increase in the discipline variable will increase the employee job satisfaction value by 0.423 units, assuming other variables remain constant. The t-value = 0.3348, Sig. = 0.002 (<0.05) means significant. This indicates that discipline has a positive and significant effect on job satisfaction. Statistically, a significance below 0.05 indicates that the influence of the discipline variable on job satisfaction actually occurs and is not caused by mere coincidence. The higher the level of employee discipline, the higher the level of job satisfaction felt by the employee. This means that the higher the level of discipline an employee possesses, the higher their job satisfaction tends to be.

Discipline reflects adherence to regulations and individual responsibility in completing tasks, which ultimately creates an orderly and comfortable work environment, thus increasing job satisfaction.

3) Job Placement Coefficient (β_2) = 0.248

This means that if the X2 variable increases by one unit, it will increase Y by 0.248, assuming other variables remain constant. This indicates that in terms of direction, it has a weak positive effect. An increase in the quality of employee placement tends to be followed by an increase in job satisfaction. The t value = 0.1528, Sig. = 0.133 (> 0.05) means it is not significant. This indicates that placement does not have a significant effect on job satisfaction. This means that variations in placement do not have a significant impact on employee satisfaction. The placement variable has not provided a convincing contribution to changes in the level of employee job satisfaction. This means that improving job placement quality does not necessarily contribute significantly to increased job satisfaction in the context of this study. It is possible that the organization's job placement system is already considered sufficiently stable, or that employees are more influenced by other, more powerful factors, such as career development or the work environment.

4) Work Environment Coefficient (β_3) = 0.321

This means the positive influence is quite strong. A strong positive relationship between a good work environment and job satisfaction increases by 0.321 units. The t-value = 2.264, Sig. = 0.028 (<0.05) is significant. This indicates that the work environment has a significant and positive influence on job satisfaction. A comfortable and conducive work environment is very important for employees. The better the work environment conditions perceived by employees, the higher their level of job satisfaction. A supportive work environment—both physical (comfortable workspace, lighting, security) and non-physical (relationships between coworkers, communication, work culture)—plays an important role in creating a pleasant work atmosphere and increasing employee satisfaction.

5) The Career Development Coefficient (β_4) = 0.418 indicates a positive and fairly strong influence. The t-value = 3.104, Sig. = 0.003 (<0.05) indicates a highly significant correlation. This indicates that career development has a highly significant influence on job satisfaction and significantly increases job satisfaction. Employees feel satisfied when they see career opportunities in the workplace and a clear direction for career development. Opportunities to grow within the organization, receive training, and have a clear career path encourage employees to feel valued and have a good future at work, which ultimately increases their satisfaction.

6) Comparative analysis based on the Beta (β) value of the Standardized Coefficients (Beta) value shows that discipline (β = 0.423) has the greatest relative influence on job satisfaction. Followed by career development (β = 0.418), work environment (β = 0.321). Placement (β = 0.248) has the smallest and insignificant influence.

Overall, the results of this analysis indicate that the variables that significantly influence employee job satisfaction are discipline (a fairly strong positive effect), career development (a fairly strong positive effect), and the environment (a fairly strong positive effect). While the variable that does not significantly influence employee job satisfaction is placement (a weak positive effect). Therefore, organizations should focus on improving discipline, career development, and the work environment to increase employee job satisfaction. However, placement is not a top priority because it does not show a significant effect.

Model Accuracy Test

F test

The results of the model feasibility test obtained $F_{count} > F_{table}$ of $13.553 > 2.561$ with a significance level of 0.000 meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. It can be concluded that discipline, placement, work environment and career development have a simultaneous effect on job satisfaction of employees of the Food Security and Agriculture Service of Surakarta City and meet the feasibility test of the model. Thus, the hypothesis is accepted.

Coefficient of Determination Test (R^2)

Based on the results of the coefficient of determination (R^2) test presented in Table 3, a correlation coefficient (R) value of 0.725 was obtained. This value indicates that there is a strong relationship between the variables of work discipline, job placement, work environment, and career development on job satisfaction of employees of the Surakarta City Food Security and Agriculture Service. Furthermore, the coefficient of determination (R Square) value of 0.525 indicates that 52.5% of the variation that occurs in the job satisfaction variable can be explained by the variables of work discipline, job placement, work environment, and career development. Meanwhile, the remaining 47.5% is explained by other factors outside the research model that were not examined.

Hypothesis Test (t-Test)

Based on the results of the t-test in the table above, it can be explained in the following form:

- a) The influence of discipline on employee job satisfaction
The discipline variable has a calculated t value $> t_{table}$ ($3.348 > 2.009$) and a significance of $0.002 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a significant influence of discipline on job satisfaction of employees of the Food Security and Agriculture Service of Surakarta City.
- b) The influence of work placement on employee job satisfaction
The job placement variable has a calculated t value $< t_{table}$ ($1.528 < 2.009$) and a significance of $0.133 > 0.05$, so H_0 is accepted and H_a is rejected. It can be

concluded that job placement does not have a significant effect on job satisfaction of employees of the Food Security and Agriculture Service of Surakarta City.

c) The influence of the work environment on employee job satisfaction

The work environment variable has a calculated t value $>$ t table ($2.264 > 2.009$) and a significance of $0.028 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a significant influence of the work environment on the job satisfaction of employees of the Food Security and Agriculture Service of Surakarta City.

d) The influence of career development on employee job satisfaction

The career development variable has a calculated t value $>$ t table ($3.104 > 2.009$) and a significance of $0.003 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a significant influence of career development on job satisfaction of employees of the Food Security and Agriculture Service of Surakarta City.

Discussion of Results

From the results of the research that has been carried out, a discussion will be provided to explain the findings obtained by the researcher, where after analyzing the research data, a discussion will be presented which can be described as follows:

1. Analysis of the Effect of Work Discipline on Employee Job Satisfaction

Based on the analysis results presented in Table 4.13, the hypothesis test shows that work discipline has a positive and significant effect on job satisfaction of employees at the Surakarta City Food Security and Agriculture Service. This finding indicates that high discipline reflects employee commitment to assigned rules and responsibilities. Disciplined employees tend to have good self-control, manage their time effectively, and demonstrate consistent performance. This positively influences job satisfaction.

This finding aligns with Hasibuan's (2020:202) opinion, which states that a high level of discipline reflects good job satisfaction. Good work discipline indicates that employees are aware of their adherence to regulations and responsibilities towards their work, which ultimately creates comfort and a sense of belonging to the organization. Furthermore, Luthans (2016:142) emphasizes that job satisfaction is influenced by the work itself, where discipline, as an aspect of individual responsibility, is an important indicator in shaping positive perceptions of work. Theoretically, this aligns with the Goal-Setting Theory proposed by Robbins and Judge (2024:249), which states that clear, consistent, and challenging goals will increase motivation and generate job satisfaction. Discipline helps create order and clarity in task execution, which then contributes to goal achievement and job satisfaction.

So it can be said that this research is in line with Hasibuan (2020:202), Luthans (2016:142) and Goal-Setting Theory according to Robbins and Judge (2024:249). In addition, it is in line with research Yuliantini and Santoso (2020), Yumhi (2021), Hutapea and Dewi (2023) and Tegor et al. (2023) shows

that work discipline has an effect on job satisfaction.

2. Analysis of the Effect of Placement on Employee Job Satisfaction

Based on the analysis results presented in Table 4.13, the hypothesis test indicates that placement has a positive, but weak, and insignificant effect on employee job satisfaction. This finding suggests that although most employees may feel they have been placed according to their education and expertise, these factors are not strong enough to increase overall job satisfaction. This is because job satisfaction is influenced by many other factors, such as the work environment, reward system, relationships with superiors, career development opportunities, leadership style, and compensation. Furthermore, job placements at the Surakarta City Food Security and Agriculture Agency are not fully aligned with each employee's competency and expertise. Employees placed in positions that do not align with their educational background or career interests tend to be less motivated and dissatisfied with their work. Therefore, the agency needs to evaluate its placement system to better align with employee abilities and potential.

Need Fulfillment Theory (Mangkunegara, 2020:120) states that job satisfaction depends on the extent to which employee needs are met. If job placement does not fully meet employee expectations or actual needs (e.g., interests, competencies, and career aspirations), its impact on satisfaction will be limited. Furthermore, Value-Percept Theory (Robbins and Judge, 2024:101) states that job satisfaction depends on the match between expected values and actual conditions. If employees do not consider placement a crucial aspect or if the organization has not optimally implemented a competency-based placement system, its impact on satisfaction will be low. This finding is also supported by Hasibuan's (2020:223) statement that each individual's job satisfaction standards are different, so placement aspects are not necessarily a dominant factor for all employees.

So it can be said that this research is in line with the Need Fulfillment Theory (Mangkunegara, 2020:120), the Value-Percept Theory (Robbins and Judge, 2024:101) and the statement of Hasibuan (2020:223) as well as research by Agnesta and Hasanah (2023) which shows that placement has a positive but not significant effect on job satisfaction.

3. Analysis of the Influence of Work Environment on Job Satisfaction

Based on the analysis results presented in Table 4.13, the hypothesis test indicates that the work environment has a positive and significant effect on job satisfaction. A comfortable, safe, and supportive work environment, both physically and socially, can create a conducive psychological environment for employees. These findings indicate that a comfortable work environment, harmonious relationships between employees, and adequate work facilities support smooth task execution and foster a sense of job satisfaction. This means that the better the work environment, both physically and non-physically, the greater employee job satisfaction will be. This finding aligns with Sedarmayanti's

(201:25) opinion, which states that a conducive work environment can increase employee morale and job satisfaction.

According to Robbins and Judge (2024:120), the Affective Events Theory (AET) states that emotional experiences in the workplace (such as comfort, safety, and social relationships) influence attitudes and levels of job satisfaction. Furthermore, according to Luthans (2016:143), good working conditions will support employee task performance and create a pleasant work atmosphere, thereby strengthening emotional attachment and loyalty to the organization.

Furthermore, a positive work environment can also strengthen the influence of other factors such as work motivation, discipline, and organizational commitment on job satisfaction. For example, employees who feel comfortable in the workplace are more likely to demonstrate high levels of discipline and are more motivated to contribute optimally to achieving organizational goals. Therefore, it can be concluded that a positive perception of the work environment not only supports employee job satisfaction but also indirectly impacts overall organizational performance and productivity.

This research aligns with Sedarmayanti (2017:25), Robbins and Judge (2024:120)'s Affective Events Theory (AET), and Luthans (2016:244). Furthermore, it aligns with research conducted by Pramudya and Rochdianingrum (2024), Saputra (2021), Winata et al. (2022), and Basalamah and As'ad (2021), which shows that the work environment can influence job satisfaction. A conducive work environment provides a sense of security and enables employees to perform optimally.

4. Analysis of the Influence of Career Development on Job Satisfaction

Based on the analysis results presented in Table 4.13, the hypothesis test shows that career development has a positive and significant effect on job satisfaction of employees at the Surakarta City Food Security and Agriculture Service. This proves that when an organization provides opportunities for growth and development, employees will feel valued, nurtured, and have a clear future. The existence of career development opportunities, such as training, job promotions, and opportunities to improve competencies, makes employees feel valued and motivated to perform better. Employees who see clear career opportunities will be satisfied with their jobs.

Herzberg's Two-Factor Theory states that motivational factors such as development opportunities, achievement, and recognition are the primary sources of job satisfaction. In this context, career development is one of the motivational aspects that encourages active employee engagement. According to Luthans (2016:143), promotion or career development provides satisfaction because it increases self-confidence, prestige, and appreciation for individual contributions. Development opportunities also fulfill the need for competence and self-actualization as explained in Self-Determination Theory (SDT) by Robbins and Judge (2024:243). Effective career development can fulfill three basic needs in Self-Determination theory: Autonomy (the opportunity to choose

and manage a career path), Competence (training, coaching, and skill development), and Relatedness (social interaction in organizational coaching and support). Therefore, career development can increase intrinsic motivation, which in turn has a positive impact on employee job satisfaction (Robbins and Judge 2024:243-244).

The results of this study are in line with Herzberg's Two Factor Theory, Self-Determination Theory (SDT), Job Characteristics Model (JCM) according to Robbins and Judge (2024:271-272) and according to Luthans (2016:143) as well as research by Nurvitasari, et. al. (2022), Rulianti and Nurpribadi (2023), Susilo and Wulansari (2023), Denovpriani and Wadud (2024), Wulan et al. (2024) which shows that career development influences job satisfaction, if employees are placed in positions that match their interests and abilities then job satisfaction will increase.

Theoretically, the results of this study support various job satisfaction theories stating that discipline, work environment, and career development are important variables in shaping employee job satisfaction. This also confirms that job satisfaction is not only the result of fulfilling personal needs, but also from supporting environmental and organizational factors. Practically, organizations such as the Surakarta City Food Security and Agriculture Service can improve employee job satisfaction by consistently and fairly enforcing work discipline, providing a comfortable and socially supportive work environment, developing transparent and sustainable career development programs, implementing competency-based job placements and employee interests to be more optimal, although currently the influence is still weak.

Based on the results and data analysis obtained, it can be concluded that employee job satisfaction at the Surakarta City Food Security and Agriculture Service is significantly influenced by work discipline, work environment, and career development. Meanwhile, placement variables did not show a significant influence, although the direction of the influence remained positive.

CONCLUSION AND SUGGESTIONS

Based on the results of research and discussion regarding the influence of work discipline, placement, work environment, and career development on employee job satisfaction at the Surakarta City Food Security and Agriculture Agency, the following conclusions can be drawn: Work discipline has a positive and significant effect on job satisfaction. Discipline reflects compliance with rules and responsibility in carrying out tasks. Disciplined employees tend to feel more satisfied because they work in a system that is orderly, fair, and conducive to achieving optimal performance. Placement has a positive but insignificant effect on job satisfaction. Although placement that matches abilities and expertise is expected to increase job satisfaction, in the context of this agency, placement factors have not had a strong enough impact on employee satisfaction levels. This is likely due to the less than optimal competency-based placement system. The work environment has a positive and significant effect

on job satisfaction. A comfortable, safe work environment supported by harmonious working relationships between employees and superiors has been shown to increase employee satisfaction, emotional attachment, and loyalty to the organization. Career development has a positive and significant effect on job satisfaction. Employees who see opportunities for growth within the organization, whether through training, promotions, or competency enhancement, will feel more valued and have a clear future. This is a source of motivation and job satisfaction. Overall, it can be concluded that work discipline, work environment, and career development are dominant factors in shaping employee job satisfaction, while job placement still requires further attention to make a significant contribution.

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