

# The Role of Work Discipline and Work Environment on Police Job Satisfaction at the East Java Regional Police

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## Abstract

Job satisfaction is an important factor in improving the performance and professionalism of law enforcement officials. In the context of the Indonesian National Police, work discipline and the work environment are considered key determinants that influence personnel job satisfaction. However, empirical evidence examining the relationship between these variables at the regional police level remains limited. This study aims to analyse the effect of work discipline and work environment on the job satisfaction of Indonesian National Police personnel in the East Java Regional Police. This research employs a quantitative approach using multiple linear regression analysis. The sample consisted of 267 personnel selected through random sampling. Data were collected using a structured questionnaire based on a five-point Likert scale. The analysis included validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), t-tests to examine partial effects, F-tests to assess simultaneous effects, and the coefficient of determination to measure the contribution of the independent variables to the dependent variable. The findings indicate that work discipline has a positive and significant effect on job satisfaction. The work environment also demonstrates a positive and significant influence on job satisfaction. Simultaneously, both variables significantly contribute to enhancing personnel job satisfaction. These results suggest that work discipline and the work environment represent strategic factors in improving the job satisfaction of police personnel, and strengthening these aspects can support the achievement of more effective and optimal organisational performance.

**Keywords:** East Java Regional Police, Job Satisfaction, Polri, Work Discipline, Work Environment.

## 1. Introduction

The phenomenon of Polri performance shows two sides: one side shows an increase in public trust and satisfaction through surveys, especially in public services such as SKCK (Police Certificates of Good Conduct), drug handling, and food security. The other side highlights a decline in performance and trusts due to negative cases involving certain members, challenges in law enforcement, and criticism of operational effectiveness in several areas. Surveys show that the majority of the public is satisfied with Polri's performance, supported by positive public expectations and support. According to Widiawati et al. (2025), there is an increase in satisfaction with services, such as SKCK issuance, which is influenced by the digitalization of services. The handling of cases such as drugs, thuggery, and online gambling is considered quite successful by some people, although further monitoring is still needed. According to Vanesa et al. (2019), cooperation between Polri with various elements of society and other institutions is considered to increase public trust and responsiveness. Cases involving members of the Indonesian National Police, such as murder and unprofessional actions, have significantly reduced public trust. Several assessments indicate substandard



performance, especially at the police chief level, with the cause being linked to personnel composition. Issues such as alleged wrongful arrests, inconsistencies in eradicating online gambling, and cases of "police shooting police" have eroded public trust in law enforcement institutions. There are still complaints about slow responses to public complaints, despite ongoing digitalization of services.

The phenomenon of Polri job satisfaction is complex, with internal results showing varying results, such as satisfaction being influenced by compensation, work environment, and workload. Externally, the level of public satisfaction with Polri performance shows a positive trend based on various surveys. According to Winarsih and Fariz (2021), this phenomenon creates an interesting situation where public satisfaction with Polri services can be higher, but the job satisfaction of members themselves can vary depending on specific factors in their work environment. Polri member job satisfaction is influenced by various factors, including compensation, job placement according to expertise, workload, work environment, and leadership style. The level of job satisfaction of Polri members can vary, with some studies even showing low levels of satisfaction in certain units. High job satisfaction is important for achieving personal goals and the goals of the institution itself. Job dissatisfaction can negatively impact the institution and the members themselves. The complex workload in service professions such as Polri can trigger work stress, which negatively affects job satisfaction.

According to Widiawati et al. (2025), a number of survey findings indicate a consistently high and increasing level of public satisfaction with the performance of the Indonesian National Police. This upward trajectory in public approval is attributable to multiple determinants, including direct interactions with police personnel, media exposure, the digitalization of public services (such as the issuance of SKCK), enhanced institutional transparency, and strengthened collaboration between the Indonesian National Police and various segments of society. The public perceives that police performance in the domains of law enforcement, cybersecurity, and transparency has been conducted effectively. Nevertheless, notwithstanding this favorable trend, more comprehensive and systematic investigations remain necessary to continuously identify public needs, preferences, and expectations in order to sustain and further enhance the performance of the Indonesian National Police in the long term.

As explained by Putra et al. (2025), the phenomenon of Polri work discipline includes violations such as indiscipline in carrying out duties, negligence, and violations of speech and actions, which can harm the institution and society. This phenomenon also includes efforts to enforce discipline which include the application of strict sanctions, the role of leaders, training, and organizational support to improve member performance. Violations such as indiscipline in carrying out duties, negligence, and violations in the form of speech, writing, and actions are still common. These disciplinary violations can harm the Polri institution and society. Firm and effective law enforcement is needed through the application of firm and severe sanctions to create a deterrent effect. Polri leaders have an important role in implementing discipline, not only demanding it from members. According to Purwanto et al. (2021), high work discipline is positively correlated with increased performance of Polri members. According to Saharso and Fadilah (2024), several influencing factors include: Work discipline is measured through indicators such as adherence to roll calls, procedures, use of uniforms, and obedience to leaders. Overall, the phenomenon of Polri work discipline is a complex issue where disciplinary violations continue to occur, but are also balanced by enforcement and improvement efforts through sanctions, leadership, training, and organizational support to encourage better performance.

According to Setianingrum et al. (2023), the phenomenon of the Polri work environment is related to its influence on member performance, which includes physical factors such as facilities and cleanliness, as well as non-physical factors such as relationships between colleagues, organizational culture, and work motivation. A conducive work environment can improve performance and professionalism, while a less supportive environment can hinder, and individual characteristics also significantly affect performance. An adequate work environment improves performance because members can work comfortably and calmly. According to Setianingrum et al. (2023), good facilities and cleanliness contribute to a more optimal work atmosphere.

Constructive interpersonal relationships among members also contribute meaningfully to the enhancement of overall performance. Empirical evidence indicates that individual attributes, particularly competence and motivation, constitute the most dominant determinants of Polri performance. In this regard, Sunarto and Tanjung (2022) report that work discipline exerts a statistically significant influence on the performance of Polri personnel. Adequate motivation encourages police officers to work optimally, although sometimes there are issues such as a lack of interest from some personnel to improve performance due to low rewards.

According to Sunarto and Tanjung (2020), increasing the job satisfaction of members of the Indonesian National Police is a strategic factor because it directly affects professional performance, work ethic, and the quality of public services. Members with high job satisfaction tend to be more motivated, disciplined, and committed to carrying out the main duties of the Indonesian National Police, namely maintaining public security and order, enforcing the law, and providing protection, guidance, and services to the community. Job satisfaction also correlates with professionalism in the performance of duties, which ultimately shapes the image of the institution and increases public trust. In addition, a positive work culture and adequate welfare, including salaries and allowances, are important determinants in encouraging work enthusiasm, adaptability to policy and technological changes, and responsiveness to the dynamics of community demands.

Alfan and Almigo (2024) emphasises that job satisfaction has a significant impact on organisational performance and commitment, but few have directly linked it to the legitimacy and public trust in law enforcement institutions. On the other hand, research on public trust in the police focuses more on aspects of procedural justice, transparency, and accountability without elaborating on internal determinants such as job satisfaction among officials (Aulia et al., 2025; Harismehendra & Lufpi, 2024). Meanwhile, research by Setiawati (2022) regarding the quality of public services in the security sector, the focus is on bureaucratic and governance reform, rather than on psychological factors and the welfare of members as the foundation of professionalism. Thus, this study offers a new conceptual contribution by linking the dimensions of internal human resource management with the construction of external legitimacy and the formation of public trust in an integrated analytical model, particularly in the context of the Indonesian National Police (Polri) institution.

Based on this urgency, this study aims to analyse the influence of job satisfaction on the professionalism and performance quality of Polri members, as well as to identify factors that contribute to increased job satisfaction in an institutional context. This study also seeks to examine the relationship between job satisfaction and increased public trust in the Polri institution. The significance of this study lies in its theoretical and practical contributions. Theoretically, this study enriches the study of human resource management in the public sector, particularly in law enforcement institutions. Practically, the results of this study are expected to form the basis for the formulation of strategic policies to improve the welfare,

motivation, and work culture of Polri members in order to strengthen institutional professionalism and improve the quality of public services in a sustainable manner.

## 2. Literature Review

### 2.1. Work Discipline

Work discipline is the attitude and behavior of obedience, compliance, and respect for company rules and regulations, both written and unwritten. Work discipline encompasses employees' voluntary awareness and willingness to fulfill their obligations, adhere to company values, and accept sanctions for violations. This is crucial for achieving company goals and increasing work effectiveness. According to Hariyasasti and Purwanto (2025), work discipline is conceptualized as an individual's conscious awareness and voluntary willingness to comply with all prevailing rules, norms, and standards within an organization. This construct extends beyond mere adherence to formal regulations to include conformity with unwritten conventions and a readiness to accept the consequences of noncompliance. Similarly, Jayanti et al. (2020) define work discipline as an individual's awareness and willingness to obey all applicable regulations and social norms, wherein awareness reflects a voluntary disposition to comply with rules and recognize duties and responsibilities, while willingness denotes the actual behavioral enactment of organizational regulations. In this context, work discipline represents a condition in which employees obey, respect, and adhere to mutually agreed organizational rules, functioning as a managerial mechanism to reinforce and sustain organizational order and conduct.

According to Nasir et al. (2020), work discipline is defined as an attitude of respect and a condition in which employees comply with company regulations and rules, and demonstrate an awareness of orderly and voluntary adherence to established work obligations and values. Emphasizing that work discipline has several components, such as attendance, adherence to work regulations, adherence to work standards, a high level of vigilance, and ethical work. According to Ong et al. (2021), in general, work discipline is an attitude and behavior that demonstrates compliance, obedience, and orderliness to company regulations, both written and unwritten. It is a combination of self-awareness, a sense of responsibility, and a willingness to work according to established standards to achieve organizational goals. Polri work discipline is the awareness and willingness of Polri members to comply with all applicable regulations and norms within the Polri environment, as stated in regulations, codes of ethics, and work procedures. This is manifested in compliance with legitimate orders, the execution of duties according to standards, and a readiness to accept the consequences for violations, all of which aim to improve organizational performance and service to the public. According to Ong et al. (2021), adherence to the rules, regulations, and norms applicable within the Indonesian National Police (Polri), including regulations regarding uniforms, work hours, and standard operating procedures (SOPs), arises from within members to always obey and comply, not just because of coercion. This includes an understanding of the organization's goals and a willingness to take appropriate action. According to Puryanti et al. (2023), members must be prepared to accept sanctions or disciplinary punishment if they violate established regulations. Work discipline is also a developmental effort. Disciplinary punishment is constructive, with the aim of directing members to return to the right track and increasing their awareness. The implementation of good work discipline significantly affects the performance of members in carrying out their duties, from service to handling disturbances to security and order.

## 2.2. Work Environment

According to Hariyasasti (2025), the work environment encompasses the totality of physical, social, and psychological conditions within the workplace that influence employees' performance and well-being. This environment comprises tangible aspects such as spatial layout, lighting, and cleanliness, as well as intangible dimensions including interpersonal relationships, organizational culture, and managerial style. A supportive and conducive work environment is capable of enhancing productivity, motivation, and job satisfaction, whereas an unfavorable environment may undermine performance and diminish employee effectiveness.

According to Junaedi and Digdowiseiso (2023), it includes physical aspects that can be felt and seen around the workplace, such as office layout, desks, chairs, temperature, lighting, and ventilation. It also includes non-physical aspects such as relationships with coworkers and superiors, company culture, work climate, and stress levels. The work environment comprises all conditions surrounding employees, physical, social, and psychological, that may influence their performance and productivity in carrying out assigned duties. It encompasses tangible elements such as workspace arrangement, tools, desks, chairs, and environmental factors including temperature, humidity, lighting, and noise levels, as well as intangible dimensions such as interpersonal relationships, organizational culture, and the overall work climate. It further includes interactions among coworkers, supervisors, and subordinates, along with prevailing work methods and norms. A positive and supportive work environment fosters motivation, a sense of security, and enhanced productivity, whereas an unfavorable environment may impair performance. An optimal work environment enables employees to feel comfortable, valued, and motivated to perform at their highest potential.

The work environment is the overall condition, both physical and non-physical (psychological and social), around workers that affects their performance and productivity. According to Jayanti et al. (2020), this includes work tools, work methods, work arrangements, and work atmosphere that supports or hinders employees in carrying out their duties. The work environment is all the tools, equipment, and materials encountered, the environment around the workplace, work methods, and work arrangements both individually and in groups. According to Nasir et al. (2020), the work environment encompasses all conditions surrounding employees that may influence the execution of their duties. It represents the atmosphere in which employees perform their daily activities and constitutes a critical aspect for managerial attention, as it directly affects employee performance. The work environment includes external factors, both physical and non-physical, that exist within an organization and shape the social, psychological, and physical experiences of workers.

Within the context of the Indonesian National Police (Polri), the work environment refers to the overall atmosphere, conditions, and institutional factors comprising the workplace setting, equipment, work methods, and organizational arrangements that affect the daily activities of police personnel. An optimal and supportive work environment is essential to facilitate the effective fulfillment of Polri's duties in maintaining security, enforcing the law, delivering public services, and providing protection to the community. According to Ong et al. (2021), factors included in the Polri work environment include physical aspects such as light, temperature, humidity, air circulation, noise, odor, color, decoration, and workplace security. Includes work atmosphere, organizational culture, policies, and the attitudes of individual members and superiors that create a positive or negative atmosphere. Structural factors in the organization such as the size of the institution, patrol concentration, span of control, civilization, and police presence in the community.

### 2.3. Job Satisfaction

According to Amri et al. (2021), job satisfaction is defined as a positive attitude or pleasurable emotional state experienced by employees toward their work, arising from their evaluation of their job and the surrounding work environment. It reflects the degree to which a job fulfills employees' needs and expectations and is influenced by various factors, including salary, promotional opportunities, working conditions, relationships with coworkers, and interactions with superiors. Job satisfaction also represents employees' feelings of pleasure or displeasure toward their jobs and constitutes an emotional response to different aspects of work, as noted by Febrian and Purnama (2022). This response emerges from a comparison between employees' expectations and the actual conditions they encounter in the workplace.

Furthermore, job satisfaction embodies a positive emotional attitude toward work that results from employees' assessments of multiple job dimensions, such as rewards, working conditions, interpersonal relationships, and opportunities for self-development. It reflects affective reactions that may influence behavioral outcomes, including absenteeism and productivity. In a similar vein, Erlangga et al. (2021) describe job satisfaction as a positive or negative emotional disposition toward work that arises from the evaluation of job experiences and encompasses feelings of pleasure or displeasure regarding wages, working conditions, relationships with colleagues and supervisors, and prospects for personal growth. Job satisfaction thus represents both a cognitive appraisal and an affective reaction generated through the evaluation of one's job and work experiences.

Job satisfaction is a favorable emotional state toward one's job that arises from an evaluation of its characteristics. Individuals who experience high levels of job satisfaction tend to hold positive feelings toward their work, whereas those with low job satisfaction are more likely to develop negative attitudes toward their jobs. The behavioral characteristics of satisfied workers are having high work motivation and enjoying doing their jobs, in contrast to less satisfied workers who tend to be lazy. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their jobs. According to Cahyono et al. (2020), Positive attitudes towards work and the work environment as a whole. Emotional reactions to aspects of the job such as wages, supervision, coworkers, and physical conditions. Evaluations made by employees of their job characteristics. Occurs when what employees receive from work matches or exceeds their expectations. Polri job satisfaction is a positive or negative emotional attitude of a Polri member towards his job, which arises from an assessment of various aspects of the job, such as the task itself, wages, coworkers, and supervision. This attitude reflects feelings of pleasure or displeasure in the job and is influenced by the fulfillment of personal needs, hopes, and ambitions while carrying out the task. According to Haholongan and Elviayuliana (2022), the emotional feelings of Polri members towards various aspects of their work, whether pleasant or unpleasant. Fulfillment of the needs, desires, hopes and personal ambitions of Polri members during work, both physically and psychologically. Job satisfaction of Polri members is influenced by factors such as fair remuneration, placement according to expertise, work environment, equipment, superior attitude and the nature of the work itself.

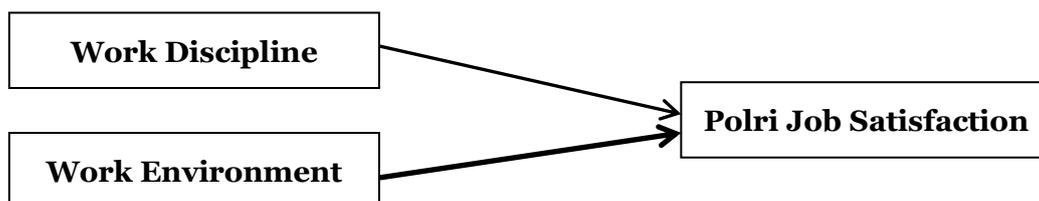


Figure 1. Research Model

As shown in Figure 1, the hypotheses of this research are as follows:

**H1:** Leadership has a positive and significant relationship with Job Satisfaction

**H2:** Work Environment has a positive and significant relationship with Job Satisfaction

### 3. Methods

To investigate the effect of discipline and the work environment on job satisfaction, this study employed multiple linear regression analysis using SPSS. The research procedures comprised data collection through structured questionnaires, followed by validity and reliability testing, classical assumption diagnostics (including multicollinearity, heteroscedasticity, and normality tests), multiple regression analysis to estimate partial effects (t-test) and simultaneous effects (F-test), and coefficient of determination (R-squared) analysis to assess the magnitude of the influence.

The analytical approach applied was Multiple Linear Regression Analysis, designed to examine the relationship between two independent variables—discipline and work environment, and a single dependent variable, namely job satisfaction. The respondents consisted of 267 police officers in East Java selected through random sampling techniques. The questionnaire was disseminated via social media, and responses were measured using a five-point Likert scale ranging from 1 to 5. The data testing stages included Validity and Reliability Tests to ensure that each questionnaire item measured the actual and consistent variable, and a t-test to verify the partial hypotheses.

### 4. Results and Discussion

#### 4.1. Research Results

##### 4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The goal is to objectively and systematically determine whether there is sufficient evidence to accept or reject the hypothesis. This procedure generally entails the formulation of research hypotheses, statistical analysis of the collected data, and inferential decision-making based on the comparison between the calculated test statistic and a critical value or the corresponding probability (p-value). The results of the hypothesis testing conducted in this study are presented in Table 1 below.

**Table 1. T-Test Results (Partial) Coefficients<sup>a</sup>**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.321	2.332		.170	.812
	Work Discipline (X1)	.308	.081	.348	4.016	.001
	Work Environment (X2)	.316	.109	.321	3.419	.002

a. Dependent Variable: Job Satisfaction (Y)

Based on Table 1, the t-test value (t-statistic) is greater than 1.96, thus concluding that the independent variables influence the dependent variable at the 5% significance level.

#### 4.1.2. Simultaneous Test

The simultaneous F-test conducted using SPSS is employed to examine whether all independent variables jointly exert a statistically significant effect on the dependent variable. This test also serves to assess the overall adequacy of the regression model and its suitability for prediction or forecasting purposes. The results of the hypothesis testing in this study are presented in Table 2 below.

**Table 2. Simultaneous Test Results ANOVA<sup>a</sup>**

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	336.014	3	112.132	42.654	.000 <sup>b</sup>
	Residual	251.124	96	2.678		
	Total	587.213	98			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant) : Work Discipline and Work Environment

Based on Table 2, the Sig. <0.05 value indicates that all independent variables collectively have a significant effect on the dependent variable.

## 4.2. Discussion

### 4.2.1. The Relationship Between Work Discipline and Job Satisfaction Among Indonesian National Police (Polri)

Work discipline has a positive and significant effect on job satisfaction among Polri members. Members who are disciplined, comply with regulations, and are responsible tend to have higher job satisfaction. Good work discipline can also increase productivity and morale, which indirectly contributes to job satisfaction. Work discipline, which includes compliance with regulations, punctuality, and responsibility, creates an orderly and predictable work environment. This allows members to focus on their tasks without hindrance, which in turn increases feelings of satisfaction and fulfillment of work values. According to Haholongan and Elviayuliana (2022), strong work discipline will foster greater passion and work enthusiasm. This not only improves the quality and quantity of work but also ensures tasks are completed on time, which is an indirect indicator of job satisfaction. Good discipline also impacts the performance of Polri members. Better performance resulting from discipline and high job satisfaction will ultimately increase a sense of pride and accomplishment, further strengthening job satisfaction.

According to Erlangga et al. (2021), work discipline plays a crucial role in improving Polri job satisfaction because it creates a sense of responsibility, professionalism, and an orderly work environment, which ultimately motivates members to perform better and feel more satisfied. The order created by discipline helps maintain morale and performance, which leads to a sense of pride and the achievement of organizational goals. According to Febrian and Purnama (2022), the role of work discipline in Polri job satisfaction: Discipline encourages members to be responsible for their duties, which can increase a sense of pride and satisfaction when they successfully complete the job. Compliance with work rules and procedures reflects professionalism, which is directly related to performance and job satisfaction. Members who feel professional tend to be more satisfied. According to Febrian et al. (2022), creating an orderly work environment: Discipline creates an orderly work environment, where everyone knows their duties and responsibilities. This orderly environment can reduce stress and uncertainty, thereby increasing job satisfaction.

Encourages morale and work ethic: Discipline can improve morale, motivation, and overall work ethic.

According to Febrian and Purnama (2022), high work morale is often correlated with better levels of satisfaction. Strong work discipline exerts a direct influence on the enhancement of performance and productivity. High performance fosters feelings of competence and appreciation among members, which in turn contributes to greater job satisfaction. Work discipline is positively and significantly associated with the job satisfaction of Polri personnel, as sound discipline strengthens a sense of responsibility, heightens work motivation, and elevates morale. However, several other studies show that this relationship is not always directly significant, depending on other factors such as leadership, motivation, and competence. According to Haholongan and Elviayuliana (2022), work discipline reflects a member's responsibility, which can increase a sense of pride and satisfaction with the work done. High discipline will encourage passion and work enthusiasm, which directly contribute to feelings of satisfaction with work. Discipline is often in line with work values such as compliance with regulations, which indirectly contributes to satisfaction because it supports the achievement of organizational goals.

According to Cahyono et al. (2020), work discipline does not necessarily exert a strong direct effect on job satisfaction, but may instead influence performance through intermediary variables such as leadership and work motivation. In certain contexts, other determinants including competence and work experience may play a more substantial role in shaping performance and, indirectly, job satisfaction than discipline itself. Empirical findings in this area remain inconsistent, with some studies reporting no significant effect of work discipline on satisfaction, while others identify a positive and meaningful relationship. This is likely influenced by different methodologies, sample populations, and organizational contexts. In general, work discipline is considered to contribute positively to job satisfaction for Polri members because it increases their sense of responsibility and morale. However, this relationship is complex and influenced by various other factors, so research results vary depending on the context.

#### **4.2.2. The Relationship Between Work Environment and Job Satisfaction Among Indonesian National Police (Polri)**

The association between the work environment and job satisfaction among Polri personnel arises from the positive and statistically significant influence of the work environment on their level of satisfaction. This indicates that a supportive and well-structured work environment is capable of enhancing the job satisfaction of Polri members. Factors such as physical comfort (lighting, temperature, ventilation), adequate infrastructure, and harmonious working relationships create a supportive work atmosphere that increases motivation and performance. According to Winarsih and Fariz (2021), a conducive work environment, including a comfortable workspace, adequate lighting, and good ventilation, provides physical and mental comfort for Polri members. A supportive work environment positively influences the motivation, discipline, and productivity of members in providing public services. A good work environment fosters harmonious working relationships with fellow Polri members, which contributes to overall job satisfaction. According to Vanesa et al. (2019), the availability of adequate facilities and infrastructure is crucial to supporting the performance of Polri members and directly influences their job satisfaction. Statistically, improvements in the work environment will correlate with increased job satisfaction among Polri members.

According to Widiawati et al. (2025), the work environment plays a pivotal role in shaping the job satisfaction of Indonesian National Police personnel, as a supportive and well-

managed environment fosters feelings of security and comfort, which in turn contribute to the optimization of performance, the enhancement of work motivation, and the reduction of operational errors. Conversely, a bad environment can reduce performance and job satisfaction. A conducive work environment enables members of the Indonesian National Police to perform optimally by providing a sense of security and comfort. When personnel feel attached to and satisfied with their work environment, their commitment to their duties increases. A supportive environment enhances productivity, whereas an unstable or disruptive environment heightens the likelihood of errors and undermines performance. Moreover, a positive work environment fosters favorable emotional states among Polri members, which in turn reinforces their overall performance. Conversely, an inadequate or less tranquil work setting may diminish effectiveness in carrying out duties and elevate error rates, ultimately exerting a detrimental impact on work outcomes.

According to Putra et al. (2025), the work environment has a strong relationship with job satisfaction among Polri members. A conducive environment (both physical and non-physical) can increase motivation, productivity, and a sense of security, while a poor environment can decrease performance and job satisfaction. Factors such as comfortable facilities, relationships with coworkers, and leadership support influence job satisfaction. A good work environment creates a sense of security and comfort, which directly increases job satisfaction and makes members feel at home on the job. An unconducive environment, for example, one that is quiet or inadequate, can lead to errors, decrease performance, and reduce job satisfaction. A conducive work environment will boost the motivation and productivity of Polri personnel in carrying out their duties, including providing excellent public services. According to Purwanto et al. (2021), a favorable work environment, encompassing factors such as adequate lighting, comfortable temperature, proper air circulation, and cleanliness, enables personnel to feel secure and perform their duties more optimally. In addition, non-physical elements, including recognition, organizational support, and harmonious relationships with coworkers, also play a substantial role in shaping employees' levels of job satisfaction.

## 5. Conclusion

The findings of this study indicate that work discipline and work environment have a positive and significant influence on the job satisfaction of Indonesian National Police personnel in the East Java Regional Police. Discipline, as reflected in compliance with regulations, punctuality, and responsibility, contributes to the creation of organisational order and consistency of behaviour in accordance with institutional standards, which ultimately increases a sense of security and job satisfaction. On the other hand, a conducive, supportive, and well-organised work environment encourages performance optimisation and minimises errors in task execution. Simultaneously, these two variables form a synergy that strengthens member job satisfaction, demonstrating that the quality of the organisational system and working conditions play a strategic role in building the psychological well-being and professionalism of police officers.

Implicitly, the results of this study emphasise the importance of strengthening human resource management policies that focus on consistent discipline and the creation of a professional, safe, and participatory work environment. Optimising the performance evaluation system, improving facilities and infrastructure, and developing a supportive organisational culture can be strategic steps to increase member job satisfaction. For further research, it is recommended to develop a model that includes other variables such as

leadership, organisational culture, or workload, as well as using a longitudinal approach to obtain a more comprehensive understanding and stronger generalisation of findings in the broader context of police institutions.

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