

The Effect of Coaching Discipline and Work Motivation on Employee Job Satisfaction at PT. XYZ

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Abstract

Human resources have an important role in determining the success of an organization, especially in companies engaged in technology and highly dependent on employee performance and commitment. In ensuring job satisfaction, factors that support it are needed, including coaching discipline and work motivation. Based on the results of initial observations at PT. XYZ, several problems related to employee job satisfaction were found, including high levels of delays, heavy workloads, suboptimal task distribution, and lack of appreciation from the company. These conditions indicate that fostering discipline and work motivation can affect the level of employee job satisfaction.

This study aims to analyze the influence of discipline and work motivation coaching on employee job satisfaction at PT. XYZ, both partially and simultaneously. This study uses a quantitative approach with descriptive and associative methods. Data collection was carried out through the distribution of questionnaires to employees of PT. XYZ. The data obtained were analyzed using multiple linear regression analysis and hypothesis testing with the help of SPSS software.

The results of the study show that discipline coaching has a positive and significant effect on employee job satisfaction. In addition, work motivation also has a positive and significant effect on employee job satisfaction. Simultaneously, coaching discipline and work motivation has been proven to have a positive and significant effect on employee job satisfaction.

The findings of this study indicate that companies need to strengthen the implementation of discipline coaching and increase employee motivation through appreciation, recognition of performance, and the provision of career development opportunities. These efforts are expected to be able to increase employee job satisfaction so that they can support the achievement of optimal organizational performance.

1. INTRODUCTION

The rapid development of information and communication technology has significantly changed the business environment and increased competition between industries. Technological advancements have become an important determinant of an organization's success because it allows companies to increase efficiency, productivity, and competitiveness. In the digital age, organizations are not only required to adopt technological innovations but also to manage their human resources effectively to achieve a sustainable competitive advantage.

Information technology developments in Indonesia continue to show positive growth. Data from the Central Statistics Agency shows that the Information and Communication Technology Development Index increased from 5.90 in 2023 to 6.02 in 2024. This increase shows that the use of technology in economic and organizational activities is increasingly important. Furthermore, Indonesia's information technology industry has experienced substantial growth,

especially in the field of information technology outsourcing services and cloud computing solutions, which continues to grow rapidly.

The rapid growth of the technology industry has increased the demand for highly competent and adaptive human resources. Companies operating in technology-based industries are highly dependent on the quality of their employees because organizational performance is directly influenced by employee knowledge, skills, and commitment. As a result, human resources have become one of the most important strategic assets that determine the success of an organization.

PT. XYZ is one of the companies operating in the information technology sector in Bandung Regency. The company provides a variety of information technology solutions, including hardware, network infrastructure, and computer services. As a technology-based company, PT. XYZ needs professional employees who can adapt to changes and contribute positively to organizational performance. Therefore, employee satisfaction is an important factor that needs to be continuously considered by management.

Job satisfaction is one of the most studied topics in human resource management because it influences employee attitudes and behaviors at work. Employees who are satisfied with their jobs tend to show higher motivation, stronger organizational commitment, and better performance. In contrast, dissatisfied employees are more likely to experience stress, absenteeism, low productivity, and an intention to quit their jobs.

According to human resource management theory, job satisfaction refers to an employee's emotional response to work experience and organizational conditions. Job satisfaction reflects the extent to which employees like or dislike various aspects of their job, including compensation, work environment, supervision, career opportunities, and relationships with colleagues.

Based on initial observations and interviews conducted at PT. XYZ, several issues related to employee job satisfaction have been identified. Employees report experiencing heavy workloads and improper distribution of tasks, which creates feelings of excessive pressure and reduces work effectiveness. In addition, compensation and benefits are considered not entirely proportional to the demands of the job, while support from superiors and co-workers is considered inadequate. These conditions have the potential to contribute to lower levels of employee satisfaction and organizational commitment.

Table 1. Employee Attendance Data at PT. XYZ for the 2024 Period

Yes	Moon	Attendance Data (People/Days)		
		Pain	Permission	Late
1	January	3	7	14
2	February	5	4	14
3	March	4	3	11
4	April	6	5	13
5	May	2	7	12
6	June	7	4	11
7	July	5	4	13
8	August	7	5	14
9	September	4	4	12
10	October	6	5	13
11	November	5	2	7
12	December	6	3	9
QUANTITY		60	53	143

Based on employee attendance data of PT. XYZ, it is known that the rate of employee absenteeism is still fluctuating. This condition indicates that the level of employee job satisfaction is not optimal. If this condition does not receive immediate attention, it has the potential to have a negative impact on the company, such as decreased work productivity, increased absenteeism, and high levels of absenteeism *Turnover* employees. Therefore, companies need to understand the factors that affect job satisfaction as well as implement the right strategies to increase employee job satisfaction.

One of the factors that can affect employee job satisfaction is discipline coaching. Discipline coaching refers to organizational efforts that aim to encourage employees to comply with organizational rules, standards, and procedures. Effective discipline coaching helps employees understand their responsibilities and promote professional behavior within the organization.

The importance of discipline coaching became evident at PT. XYZ, where some employees showed a low level of discipline. Interviews with the Human Resources Department revealed that some employees often arrived late, failed to comply with working hours regulations, and showed a lack of responsibility for organizational rules and procedures. This condition shows weaknesses in coaching practices and discipline supervision.

Effective discipline coaching creates an orderly and structured work environment that supports employee performance and satisfaction. Employees who consider organizational rules fair and consistently applied are more likely to develop a positive attitude toward their work and exhibit higher levels of job satisfaction.

Previous studies have reported inconsistent findings regarding the relationship between discipline coaching and job satisfaction. Research conducted by Zahra and Mulyana (2025) and Juningsih and Prabowo (2025) found that discipline coaching has a positive effect on employee job satisfaction. However, Putri and Kustini (2021) report that work discipline does not have a significant effect on employee satisfaction. These inconsistent findings indicate the need for further empirical investigation.

Another important factor that affects employee satisfaction is work motivation. Motivation refers to the internal and external forces that drive individuals to take certain actions to achieve organizational and personal goals. Highly motivated employees generally demonstrate enthusiasm, perseverance, and commitment to their job responsibilities.

Based on interviews conducted with employees of PT. XYZ, decreased motivation is associated with a lack of recognition and appreciation from the company. Employees feel that management gives limited appreciation for their contributions, resulting in decreased enthusiasm and reduced willingness to perform optimally. This condition can have a negative impact on employee satisfaction and organizational performance.

Motivation plays a crucial role in encouraging employees to achieve organizational goals. Employees who receive adequate recognition, awards, and career opportunities tend to experience higher job satisfaction and demonstrate a stronger commitment to organizational goals.

Several previous studies have shown that work motivation significantly affects employee satisfaction. Rulianti and Nurpribadi (2023) found that motivation has a positive effect on job satisfaction, while Gustami et al. (2024) also reported a significant relationship between work motivation and employee satisfaction. However, Adinata and Turangan (2023) found that motivation does not have a positive effect on job satisfaction. These inconsistent findings indicate a research gap that requires further investigation.

This study seeks to overcome these inconsistencies by simultaneously examining the influence of discipline and work motivation coaching on employee job satisfaction at PT. XYZ. Compared to the previous research, this study specifically focuses on technology-based companies operating in Indonesia's rapidly growing information technology sector.

The uniqueness of this research lies in the integration of the variables of discipline coaching and work motivation in explaining employee job satisfaction in the technology company environment. In addition, research that examines these variables in information technology companies is still relatively limited.

Based on the theoretical background, organizational phenomena, and empirical research gaps discussed above, this study aims to analyze the partial and simultaneous influence of discipline and work motivation coaching on employee job satisfaction at PT. XYZ. The results of the study are expected to contribute to the development of human resource management literature and provide practical recommendations to improve employee satisfaction and organizational performance. The identification of problems from this research is as follows:

1. How did the respondents respond to the implementation of employee discipline coaching at PT. XYZ.
2. How is the work motivation of employees at PT. XYZ.
3. How is employee job satisfaction at PT. XYZ.
4. How does the influence of discipline and work motivation coaching on employee job satisfaction at PT. XYZ both partially and simultaneously.

2. LITERATURE REVIEW

Human Resource Management

Human resources are the main factor that determines the success of a company in achieving its goals. According to Sutrisno (2019:7), HR as a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment with the intention of achieving the company's organizational goals in an integrated manner. Optimal human resource management will have a positive impact on the company's development.

Discipline Construction

Discipline coaching is a training process that aims to improve and shape the knowledge, attitudes, and behaviors of employees so that they are able to cooperate voluntarily with other colleagues and improve performance to achieve organizational goals (Misrofinah & Sugiarti, 2020). Employee discipline affects individual and organizational performance in achieving maximum results. Without good work discipline, organizational goals will be difficult to achieve optimally. Previous research has shown that partial discipline coaching has a positive effect on job satisfaction (Zahra & Mulyana, 2025; Juningsih & Prabowo, 2025), although there are differences in results in other studies (Putri & Kustini, 2021).

Work Motivation

According to (Safitri, 2021; Suwanto, 2020), work motivation is a set of forces or energy that comes from within or outside a person that encourages, directs, and maintains work behavior to take action optimally in achieving individual goals and organizational goals. According to Hasibuan (2020:158), intrinsic factors include achievement, recognition, work itself, responsibility, self-development, and opportunities to advance. Previous research has shown that work motivation has a positive and significant effect on employee job satisfaction (Rulianti &

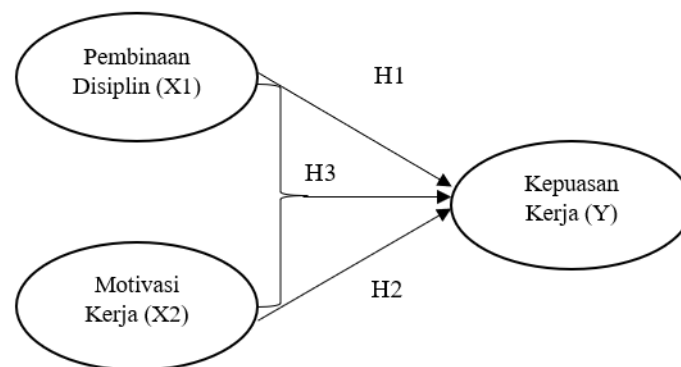
Nurpribadi, 2023; Gustami et al., 2024), although there are differences in results in other studies (Adinata & Turangan, 2023).

Job Satisfaction

Job satisfaction is an employee's feeling of whether or not they are happy about their job, and this feeling can be seen in employees' behavior towards work and the work environment (Handoko, 2020). *Turnover*, the rate of absenteeism, age, employment level, and the size of the company's organization are five indicators related to job satisfaction mentioned (Mangkunegara, 2017:117-119). Employees who have high job satisfaction can affect work morale, discipline, and overall performance in the organization.

To provide a clear understanding, it is presented:

Figure 1. Research Paradigm



Based on the above, the hypothesis is as follows:

- H1: Discipline development has a positive effect on employee job satisfaction at PT. XYZ.
- H2: Work motivation has a positive effect on employee job satisfaction at PT. XYZ.
- H3: Coaching discipline and work motivation affects employee job satisfaction at PT. XYZ.

3. METHODS

This study uses a quantitative approach with descriptive and associative research methods. The descriptive method is used to describe the conditions of coaching discipline, work motivation, and job satisfaction of employees at PT. XYZ. Meanwhile, the associative method is used to analyze the influence of discipline coaching and work motivation on employee job satisfaction. The data collection technique was carried out by means of interviews, questionnaires distributed to 35 employees, and internal company documentation, such as employee attendance and late data, organizational structure, and company profile. The respondents in this study were all employees at PT. XYZ. Variable measurement used a *Semantic differential* scale with a score range of 1 to 5, which was used to measure the attitude or characteristics possessed by a person. Before use, the research instrument was tested for validity and reliability using *Cronbach Alpha coefficient measurement* through the SPSS version 27 application. Before data analysis, the data that had been collected was processed through *editing, coding, tabulating, and verification*. Data processing was carried out through validity tests, reliability tests, descriptive statistical analysis, classical assumption tests, multiple linear regression analysis and hypothesis testing.

Table 2. Research Variables and Indicators

Yes	Variable	Indicator
1	Discipline	According to Nursanti (2017:9):

	Construction	1. Creating rules and regulations 2. Creating and sanctioning discipline violators
2	Work Motivation	According to Hasibuan (2020:158): 1. Achievement 2. Recognition 3. Work <i>it self</i> 4. Responsibility 5. Possibility <i>of growth</i> 6. Opportunities for Advancement
3	Job Satisfaction	According to Mangkunegara (2017:117-119) 1. <i>Turnover</i> 2. Absenteeism rate 3. Employment level 4. The size of the company's organization

4. RESULTS AND DISCUSSION

The Effect of Discipline and Work Motivation on Employee Job Satisfaction Partially or Simultaneously and Utilizing Quantitative Associatives Using Multiple Linear Analysis Tests and Determination Coefficients.

In order for the use of multiple linear regression tests to pass, the requirements to use classical assumption testing are as follows:

a. Classic Assumption Test

To test classical assumptions, there are normality tests, multicollinearity tests, and heteroscedasticity tests:

1. Normality Test

The normality test of the data showed a significant value of $0.200 > 0.05$ with the results of this significance which means that the data of this study was declared to be normally distributed.

2. Multicollinearity Test

The multicollinearity test showed a tolerance value of $0.880 > 0.10$ and a VIF value of $1.136 < 10.00$. It can be concluded that there are no symptoms of multicollinearity.

3. Heteroscedasticity Test

The heteroscedasticity test showed significant data of the X1 variable of $0.895 > 0.05$, the X2 variable of $0.773 > 0.05$. This means that there are no symptoms of heteroscedasticity.

b. Descriptive Analysis

1. Respondents' Perceptions of Discipline Development

Table 3. Average Score of Discipline Development Variables

SUB VARIABLE	AVERAGE TOTAL	CRITERIA
Creating rules and regulations	3,36	Quite Appropriate

Creating and sanctioning discipline violators	3,28	Quite Effective
Overall Average	3,32	Pretty Good

Source: SPSS Data Processing Results, Year 2026

As in table 3, the descriptive analysis shows that discipline coaching has a total average score of 3.32 which is quite good in the criteria. The sub-variable creates rules and regulations as the highest sub-variable which has an average total of 3.36 where the criteria are quite appropriate. Meanwhile, the sub-variable creates and sanctions for discipline violators becomes the lowest sub-variable which has a total average of 3.28 which means that it is quite effective in the criteria. These findings show that discipline coaching at PT. XYZ has been implemented quite well but based on interviews with HRD, there are still employees who do not comply with the rules and regulations that apply to PT. XYZ.

2. Respondents' Perceptions of Work Motivation

Table 4. Average Score of Work Motivation Variables

SUB VARIABLE	AVERAGE TOTAL	CRITERIA
Achievement	3,32	Enough
Recognition	3,31	Enough
Work <i>it Self</i>	3,32	Enough
Responsibility	3,60	Height
Possibility <i>of Growth</i>	3,54	Height
Opportunities for Advancement	3,35	Enough
Overall Average	3,40	Medium

Source: SPSS Data Processing Results, Year 2026

As in table 4, the results of the study show that work motivation has a total average score of 3.40 which is at the medium criteria. The Responsibility sub-variable is the highest sub-variable which has an average total of 3.60 which is at the high criteria. Meanwhile, the Recognition sub-variable is the lowest sub-variable which has a total average of 3.31 which means it is included in the sufficient criteria. These findings show that work motivation in several aspects related to appreciation and recognition still needs improvement because employees feel that support and appreciation from the organization have not fully met their expectations.

3. Respondents' Perceptions of Job Satisfaction

Table 5. Average Score of Job Satisfaction Variables

SUB VARIABLE	AVERAGE TOTAL	CRITERIA
<i>Turnover</i>	3,56	Low
Absenteeism rate	3,36	Medium
Employment level	3,42	Conform
The size of the company's organization	3,58	Height
Overall Average	3,48	Satisfied

Source: SPSS Data Processing Results, Year 2026

As in table 5, the results of the study show that job satisfaction has a total average score of 3.48 which is in the satisfaction criterion. The sub-variable of the size of the company's organization is the highest sub-variable which has a total average of 3.58 which is in the high criterion. Meanwhile, the sub-variable of the rate of absence (absence) of work is the lowest sub-variable which has a total average of 3.36 which means it is included in the medium criteria.

c. Associative Analysis

1. The Effect of Coaching Discipline and Work Motivation on Employee Job Satisfaction at PT. XYZ Partially

Table 6. Multiple Linear Regression Results

VARIABLE	Unstandardized Coefficients
	B
Constant	11,644
Discipline Construction	0,406
Work Motivation	0,286
Dependent Variables: Job Satisfaction	

Source: SPSS Data Processing Results, Reprocessed 2025.

The results of multiple linear regression analysis yield the following equation:

$$Y = 11.644 + 0.406X_1 + 0.286X_2$$

- The constant value of 11.644 shows that if the variables of coaching discipline and work motivation are 0, then the variable of job satisfaction has a value of 11.644.
- The regression coefficient for the discipline coaching variable has a positive value of 0.406, meaning that if there is an increase in one unit of discipline coaching, job satisfaction will increase by 0.406 units.
- The regression coefficient for the work motivation variable has a positive value of 0.286, meaning that if there is an increase in one unit of work motivation, job satisfaction will increase by 0.286 units.

To do a partial test, it is necessary to know the df (*degree of freedom*) first in looking at the Ttab.

In this study, the df used is $35-2-1=32$, so the Ttable used is 1.694, so the calculation results can be seen in the following table:

Table 7. Partial Hypothesis Testing Results

Variable	Thitung	Ttable	Sig.	Remarks
Discipline Development (X ₁)	2,158	1.694	0,039	Significant
Work Motivation (X ₂)	2,690	1.694	0,011	Significant

Source: SPSS Data Processing Results, Year 2026

Based on the test results in table 7, that in the discipline development variable (X₁) the Ttable > Calculation value is $2.158 > 1.694$ with a significance value of $0.039 < 0.05$, the work motivation variable (X₂) of the Ttable > Calculation value is $2.690 > 1.694$ with a significance

value of $0.011 < 0.05$ illustrates that H_a is accepted and H_0 is rejected, which means that discipline coaching (X1) and work motivation (X2) have a positive effect on employee job satisfaction at PT. XYZ.

2. The Effect of Coaching Discipline and Work Motivation on Employee Job Satisfaction at PT. XYZ Simultaneously

Simultaneous tests (F Test) were used to find out whether there was an influence between the independent variable (X1) and the independent variable (X2) simultaneously having an effect on the dependent variable (Y). From the results of the simultaneous test using SPSS version 27, it was found that the Ftable value used was $f = (k; n-k-1) = 2; 35-2-1 = 32$, then the Ftable used was 3.29. The calculation results can be seen as follows:

Table 8. Simultaneous Test Results

Variable	Calculation	Ftable	Sig.	Prob	Remarks
Coaching Discipline and Work Motivation for Job Satisfaction	9,042	3,29	0,001	0,05	Significant

Source: SPSS Data Processing Results, Year 2026

Based on the test results in table 8, it can be seen that the Fcal value is 9.042 with a Ftable value of 3.29 so that the Fcal value $>$ Ftable ($9.042 > 3.29$), and the significance level of $0.001 < 0.05$, H_0 is rejected and H_a is accepted, meaning that the variables of discipline coaching (X1) and work motivation (X2) have a simultaneous effect on job satisfaction at PT. XYZ.

In measuring the extent of the model's ability to explain dependent variables. If the *value of R Square* is close to 0, then the weaker the independent variable in explaining the relationship of the dependent variable. However, if the *value of R Square* is close to 1, then the stronger the independent variable in explaining the dependent relationship is shown in the following table:

Table 9. Determination Coefficient Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.321	3.105
a. Predictors: (Constant), Work Motivation, Discipline Coaching				
b. Dependent Variable: Job Satisfaction				

Source: SPSS Data Processing Results, Year 2026

The results showed that the simultaneous development of discipline and work motivation explained 36.1% of the variation in employee job satisfaction, while the rest, which was 63.9%, was explained by other variables outside the research model. The explanatory data of the model was categorized as quite significant.

5. KNOT AND SARAN CONCLUSION

Based on the results of the study, several conclusions can be drawn.

1. The implementation of discipline coaching at PT. XYZ is categorized as quite good. The company has implemented a discipline coaching and supervision program that encourages employees to comply with organizational regulations and work standards.
2. The level of work motivation among employees is categorized as relatively good. However, some aspects related to appreciation and recognition still need improvement because employees feel that the support and rewards from the organization have not fully met their expectations
3. Employee job satisfaction levels are generally categorized as satisfied, although some employees still express concerns regarding workload distribution and organizational support
4. The findings show that discipline coaching has a positive and significant influence on employee job satisfaction. The results show that employees tend to experience higher levels of satisfaction when organizational rules are applied consistently and fairly.
5. The findings suggest that work motivation has a positive and significant influence on employee job satisfaction. The results suggest that motivation alone is not enough to explain employee satisfaction and that other organizational factors may play a more substantial role in shaping employees' attitudes towards their work.
6. Simultaneous analysis showed that the development of discipline and work motivation together had a positive and significant influence on employee job satisfaction. The determination coefficient showed that these variables explained 36.1% of the variation in employee job satisfaction, while the rest, which was 63.9%, was explained by other variables beyond the scope of this study.

Overall, these findings imply that employee satisfaction should be managed through an integrated human resource management strategy that emphasizes not only employee motivation but also fair and effective disciplinary practices.

ADVICE

For Companies:

Based on these findings, some suggestions for PT. XYZ:

1. The company must continue to strengthen its discipline coaching program through regular supervision and consistent application of organizational regulations.
2. Management must establish a fair and transparent system of discipline that encourages employee trust and organizational commitment.
3. Companies should improve their employee motivation programs by providing greater recognition, appreciation, and career development opportunities for employees.
4. Management should periodically evaluate employee satisfaction and identify organizational factors that may reduce employee well-being and productivity.
5. Companies must develop an integrated human resource management strategy that simultaneously addresses employee discipline, organizational support, and employee well-being.

For future researchers:

The results of this study can be used for comparison and reference for future researchers. However, this research still has limitations, namely, for future researchers, it is recommended to add theories and other experts as well as the latest theories. This can be useful to increase knowledge about discipline coaching, work motivation, and job satisfaction. Also, this study only focuses on the influence of discipline and work motivation coaching on employee job satisfaction. Therefore, it is necessary to add other variables as independent variables that can affect employee job satisfaction.

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