

HOW ROLE DOES ORGANIZATIONAL COMMITMENT PLAY IN MEDIATING THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND DISCIPLINE WITH JOB SATISFACTION

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Abstract: Employees in an organization play a role as the main driver for the smooth running of the organization's activities. Optimal employee management needs to be done in order to create good employee performance. The purpose of this study is to see how work discipline, work environment, and organizational commitment affect job satisfaction. This research is a study that uses descriptive quantitative methods. The novelty of this research is carried out in the context (Developing leadership capacity helps organizations achieve their success and strategic goals through work discipline and work environment and the role of organizational commitment in upholding their work). The population in this study with 121 lecturers. The research sample used purposive sampling with a total of 75 lecturers. Data collection using interviews and questionnaires and data analysis using validity, reliability, classical assumptions, and path analysis. The results showed that work discipline had a positive effect on organizational commitment, work environment had a positive effect on work commitment, work environment had a positive effect on job satisfaction, work environment had a positive effect on job satisfaction, organizational commitment had a positive effect on job satisfaction, and work environment had a positive effect on job satisfaction through organizational commitment. Conclusion: Any leadership paradigm can be used by leaders, but they should focus on interpersonal behavior and tasks. many limitations in this study, other leadership models can be applied in other contexts by future researchers.

Keywords: Work Discipline, Work Environment, Organizational Commitment, Job Satisfaction

1. Introduction

To support success, universities need to have high-quality instructors who are loyal and dedicated to their work and find job satisfaction (Santosa, 2014). Job satisfaction is a positive attitude of the workforce that includes feelings and behaviors towards work through appreciation of work as respect in realizing one of the important values in the workplace (Afandi, 2018). According to Dadang (2013), job satisfaction is an emotional state of comfort or displeasure with one's job, and job satisfaction reflects an individual's feelings toward his or her job. Another opinion by Badeni (2017) is that employee job satisfaction is a person's attitude towards their job, which can be either positive or negative, satisfied or dissatisfied. Job satisfaction is an emotional response to a work situation that is either invisible or can only be inferred. In other words, employee satisfaction with their job is a very important factor because the level of satisfaction they receive will affect their positive attitude toward work.

Satisfaction levels vary depending on the values that apply to each person. The more aspects of a job that match an individual's aspirations, the higher the satisfaction the individual will feel (Nurhayati and Jannah, 2016). Job satisfaction reflects how much a person enjoys their

job, and if a person feels satisfied with their work, it will also influence their performance. Therefore, in order to achieve high job satisfaction, the leaders of an organization must strive to provide the various aspects necessary for the job to be performed successfully. The indicators of instructor job satisfaction in this study are based on the theory of Afandi (2018), namely (1) job satisfaction, (2) salary satisfaction, (3) career progress satisfaction, and (4) It refers to management satisfaction and (5) co-worker satisfaction.

The University of Muhammadiyah Lamongan (UMLA) is one of the private universities in Indonesia. UMLA has a history as a College of Health Sciences (STIKes) which now has university status. STIKes Muhammadiyah Lamongan was founded in 2005, then in 2018 it became Muhammadiyah Lamongan University. In this transition from STIKes to the university, there was a need for many faculty who used to be dominant in the health department, and when it became a university, it had many additional departments, such as the economics and business department, and the department of science, technology and education. The greater the challenges, the more UMLA continues to increase its human resources to support the achievements UMLA desires. One of them is satisfaction with the teacher's work. This is clear from the fact that the average number of teacher satisfaction is 62.5%, to achieve 100% teacher satisfaction is still less than 37.5%. In addition, the highest level of satisfaction was achieved with the transparency of education with a result of 63.9%. The lowest job satisfaction was 20.4%, which is the suitability of the Internet connection, 23.1%, which is other support services (sports, music).

As explained in a study by Lie and Siagian (2018), job satisfaction has a positive and significant impact on employee performance. This means that the higher the level of employee satisfaction, the better the results. Job satisfaction can have a positive effect on behavior, such as discipline and morale, which usually increases (Pallawagau, 2020). Discipline is also important in companies or institutions, because work discipline is related to every business or daily activity, work discipline is very necessary so that employees can follow the rules set by the organization or company. According to Maryadi (2012), with attention to how strategic the teachers' position is, teachers need a commendable attitude including work discipline. Labor discipline is essential for every employee, because discipline can shape a person's personal character to work systematically and follow the rules. Syamsuddinor (2014), states that human resources are one of the main capital in an organization which can provide an invaluable contribution to the strategy of achieving organizational goals. The success of an organization is certainly supported by the existence of adequate human resources. The quality of human resources is closely related to employee performance results. Problems in every organization are always related to human resource problems. The problem is how to create quality human resources, in this case the organization needs to manage its human resources as well as possible, because the key to success in achieving organizational goals lies not only in the quality of its services but also in the quality of its employees. Organizations must have employees who have good performance, are responsible and disciplined at work. UMLA in improving employee performance, needs to pay attention to work discipline, work environment and organizational commitment.

Research by Hasyim, et al (2022), work discipline has a positive and significant effect on the job satisfaction variable. This means that the better the employee's discipline, the higher the employee's job satisfaction. On the other hand, according to research by Alam and Wanialisa (2021), work discipline does not have a partial or significant effect on employee job satisfaction. In this case, all employees apply discipline well, the high and low levels of job satisfaction are not due to work discipline factors.

Factors other than work discipline related to job satisfaction, the work environment plays an important role in creating and increasing employee job satisfaction (Irma and Yusuf, 2020). The work environment is a place where employees carry out activities. According to Farida and Hartono (2016), the work environment is a situation where a good workplace includes physical and non-physical elements that can make someone feel comfortable, safe, serene, feel at home or at home, and so on. The work environment is the social, psychological, and physical life in the agency that affects employees in carrying out their duties (Achmad, 2018). In addition, organizational commitment which is related to a person's attitude to stick to his job. The results of research by Karmila and Kadarusman (2020); Dwiyanti and Bagia (2020) found that employee job satisfaction is positively and significantly influenced by organizational commitment, meaning that organizational commitment plays a role in shaping job satisfaction. Based on the results of Bakara's research (2021), affective commitment has a significant and positive influence on job satisfaction of organic circle employees. This means that the higher the level of affective commitment of employees, the greater the satisfaction of employees in the organic circle with their work.

According to the research study, which draws on the theories already in existence, employees should perform exceptionally well if they possess strong control and work with discipline. Additionally, an empirical investigation of how they interpret the promises made thus far and how they carry out the rules established by the institution is required.

2. Literature Review

Work Discipline

Work discipline is the responsibility assigned by an office or agency to ensure that employees retain their work habits, which will improve their output and prevent them from idly engaging in unnecessary things during working hours. Discipline, in the words of Hasibuan (2019), is the awareness and willingness to abide by all corporate policies and relevant social norms. In the meantime, Sutrisno (2019) defines "discipline as a force that develops within the employee's body that develops within the employee's body and causes employees to be able to voluntarily adjust to decisions, regulations, and high values of work and behavior".

Environment of Work

Achmad (2018) states that the social, psychological, and physical aspects of an organization's existence impact how well individuals perform their jobs. One more viewpoint from Farida (2016) The physical and non-physical aspects of the work environment are in good shape, creating a welcoming, secure, and tranquil atmosphere that can evoke feelings of comfort and homeiness. As stated by Jufrizen and Sitorus (2020), "The work environment is all tools and materials that come into contact, the environment around where someone works, work methods and work arrangements both individually and in groups".

Organizational Commitment

When an employee is committed to an organization, they support its objectives and want to stay a member of it. This is known as organizational commitment. Organizational commitment, according to Robbins and Judge (2016), is the extent to which a worker identifies with the organization, its objectives, and the requirements to stay a member. Priansa (2018) defines organizational commitment as a worker's agreement-based identification with the goal or assignment of an organizational unit. However, organizational commitment gauges a worker's propensity to stick with the company in the long run,

according to Kaswan (2017). An employee's commitment to the company is often a reflection of their conviction in its vision and goals, their willingness to put in effort at work, and their intention to stay on staff. Commitment typically indicates an employee's alignment with the organization's mission and objectives, readiness to engage in their role, and intention to maintain employment within the organization. Organizational commitment is an important work attitude, because people who are committed are expected to be willing to work harder to achieve organizational goals and have a greater desire to continue working at the company (Kreitner and Kinicki, 2014).

Job satisfaction

Job satisfaction is a positive attitude of the workforce, including feelings and behaviors towards work, assessing their work as a reward for achieving one of the important values of work (Afandi, 2018). According to Nuraini (2013), job satisfaction is job satisfaction with work that provides praise, efficiency, placement, maintenance, equipment and a good work environment. Employees who want to enjoy job satisfaction prefer to work without paying, even though salary is important. Another opinion according to Dadang (2013) job satisfaction is a pleasant or unpleasant emotional state towards work, job satisfaction reflects a person's feelings towards their work, while according to Badeni (2017), job satisfaction is a person's attitude towards their work which can be a positive or negative attitude, satisfied or dissatisfied.

Evaluation of numerous work characteristics can some of the time be done through work fulfillment. The subject of representative work fulfillment is one that must be examined by organizational arranging. The relationship between representative execution and work bliss is exceptionally solid. In other words, employees' discernments of the critical esteem produced by their work decide their level of work fulfillment. Inside and outside components are two primary categories where factors that can influence worker work fulfillment can be generally isolated, agreeing to Rivai (2011). Since people begin working there, inside components come from inside. In the interim, outside components comprise of components that come from the worker's position, work environment conditions, connections with colleagues, and more factors. Based on inquire about by Bagis, et al. (2019); Hakim, et al. (2021); Afifah (2021); Tatar (2020); Rabiulkhri, et al. (2019); Jahid and Adnyana (2021); Mantiri, et al. (2020); Gayatri (2021) concluded that there's a positive relationship between organizational commitment and worker teach, with the presumption that the higher the organizational commitment, the higher the teach. Moreover, the lower the organizational commitment, the lower the employee's work teach.

H1: Work Discipline has a positive impact on organizational commitment

Work environment ought to be considered by organizations since they may impact representatives in their choices to stop or continue working for the organization. In other words, when representatives get a comfortable work environment and total offices, it can increase organizational commitment to the worker. Based on investigation by Wahyudi, et al. (2021); Suifan (2019); Tarigan, et al. (2020); Apriliana, et al. (2021); Daslim, et al. (2023); Hardianto (2022) concludes that the work environment contains a critical positive impact on organizational commitment, this outlines that a work environment that progressively underpins workers in terms of work will make organizational commitment more grounded. Moreover, backed by past inquiries about by Kusuma and Kustini (2021); Surito, et al. (2019)

clarified that work environment factors have a positive and critical impact on organizational commitment. Be that as it may, in Rumoning's investigation (2018) concluded that the work environment encompasses a positive but not critical impact on organizational commitment.

H2: Work environment has a positive impact on organizational committee

Concurring to Hasibuan (2019), teach is the mindfulness and readiness to take after all pertinent company rules and social standards. Work teach can be measured in four measurements, specifically: (1) compliance with work time rules, (2) compliance with company rules, (3) compliance with work rules, and (4) compliance with other rules (Sutrisno, 2019). When an representative applies work teach to his work, the work he produces will run well so that workers will feel work fulfillment. comparative in inquire about conducted by Azhar, et al. (2020); Saputra (2021); Andronikus, et al. (2020); Putri and Kustini (2021); Muaroma and Indriati (2022); Ingsih, et al. (2021); Deomedes and Adam (2021); Hadian (2019); Surito, et al. (2019) concluded that work teach encompasses a positive and critical impact on work fulfillment, the higher the work teach given, the higher a person's work fulfillment.

H3: Work discipline has a positive effect on job satisfaction

Research from Taheri (2020); Suifan (2019); Jessica, and Daud (2022); Hasan (2021); Fatmasari and Badaruddin (2022); and Monde, et al. (2022), explains that work facilities have a positive and significant effect on job satisfaction between work facilities and job satisfaction. It can be interpreted that work facilities greatly influence employee job satisfaction. This is in contrast to research by Pareraway, et al. (2018) which explains that if the work environment experiences improvements or increases in quality, the changing conditions will not affect the level of employee job satisfaction, and vice versa if the quality of the work environment decreases in quality, this also does not affect employee job satisfaction. In line with previous research by Hartono (2021); Supriadi, et al. (2022); Andriany (2019); Vohra, et al. (2022); Haq, et al. (2021); Alam and Wanialisa (2021); Hasyim, et al (2019) stated that work environment variables have a positive and significant effect on job satisfaction variables.

H4: Work environment has a positive effect on job satisfaction

The significance of tall organizational commitment among workers in arrange to succeed in cultivating work fulfillment in representatives. Usually upheld by investigate by Erna, et al. (2021); Tatar (2020); Kristian, and Ferijani (2020); Candelario, et al. (2020); Supriadi, et al. (2022); Sutedi, et al. (2021) There's a positive and critical impact of organizational commitment on work fulfillment, where the higher the organizational commitment, the higher the work fulfillment. In line with past investigate by Alam and Wanialisa (2021); Kusuma and Kustini (2021); Hasyim, et al. (2022) concluded that the more representatives are committed to the company, the more prominent the fulfillment of representatives. In any case, within the investigate of Lukman and Muhammadin (2022) it is clarified that organizational commitment contains a positive but immaterial impact on work fulfillment. In this way the theory taken:

H5: Organizational commitment encompasses a positive impact on work fulfillment

Organizational commitment includes a worldwide scope, not as it were the see of the organization, but moreover the characteristics of the representatives themselves and sees that

don't come from inside the organization. Commitment isn't close to enrollment, since commitment includes the individual's demeanor towards accomplishing organizational objectives successfully and effectively. An representative can make a normality that makes a difference the organization in accomplishing organizational objectives so that when the worker has work teach, the commitment to the organization in a roundabout way influences work fulfillment. Based on investigate conducted by Hadian (2019); Hasyim, et al. (2022); Ingsih, et al. (2020); Jahid and Adnyana, (2021); Winarsih, and Fariz (2021); Rabiulkhri, et al. (2019); and Afifah, (2021) clarify that representative work fulfillment can improve the quality of work on organizational commitment and worker teach. So, the theory taken:

H6: Work discipline has a positive impact on work satisfaction through organizational commitment

According to Zhang e et al., (2019) said that the concept of work environment is associated with a certain organizational climate in which employees are carried out. An environment that meets employee needs has an indirect effect on high organizational commitment and thus affects employee job satisfaction. This is supported by research by Hasyim, et al. (2022); Tatar, (2020); Irawan and Le (2021); Hardianto (2022); Hartono (2021) explains that job satisfaction is an emotional feeling of employees about likes and dislikes in doing work if employees feel satisfied with what they do then employees will work more optimally, to improve the need for an optimal work environment and giving awards to employees. Recruitment that will make employees committed to the organization. Thus, the hypothesis taken:

H7: Work environment has a positive effect on job satisfaction through organizational commitment

A theoretical research model was developed through a literature review, incorporating work discipline, work environment, and organizational commitment as intervening variables to assess job satisfaction. Sugiyono (2018) defines a conceptual study as a conceptual model that shows how theory relates to various aspects that are considered significant. As a result, a conceptual study is a collection of information that supports basic understanding and serves as a foundation for further investigation and thinking. The conceptual architecture of the research model is depicted in the following figure:

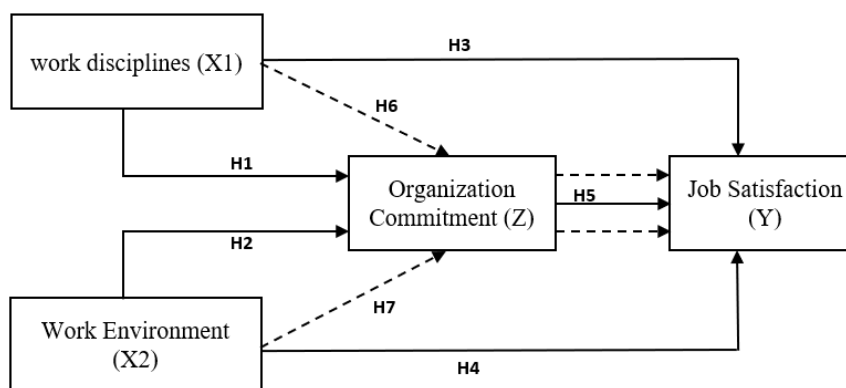


Figure 1: Research conceptual model

3. Method

This type of research is descriptive quantitative, which is a procedure in which experts administer a questionnaire. Observers record the sample to characterize the attitudes, beliefs, actions, and traits of the respondents (Ferdinand, 2014). Questionnaires were used to collect data for this study, which falls into the quantitative research category. This study took 3 variables, namely, the independent variables of work discipline (X1) and work environment (X2), the intervening variable is organizational commitment (Z), and the dependent variable is job satisfaction (Y). The population in the study amounted to 121 lecturers, with a total research sample of 75 samples, this was done to estimate the failure of the study. Sampling uses purposive sampling where not all populations are sampled (Sugiyono, 2018). Based on the identified research locations, the sample of this study included 37 lecturers.

Analytical techniques used in data analysis to characterize work discipline, work environment, organizational commitment and job satisfaction gradation responses (Ghozali, 2016, p. 19). Before proceeding to the main analysis, after fulfilling the validation, reliability and assumption tests. Path regression analysis is used to analyze the data after it is carried out because it only uses intervening variables (Sugiyono, 2020). In this case, the independent variables are work discipline and work environment, while organizational commitment is the intervening variable.

4. Result and Discussion

The validity test was used to measure the validity of the questionnaire in this study. The validity test is carried out by correlating the question item score with the total score of the construct or variable; then compared with the number 0.6. In most references, factor weights of 0.50 or more are considered to have strong enough validation to explain latent constructs (Hair et al, 2010; Ghozali, 2008). The data in this study are normally distributed, which illustrates that the significant value of the Kolmogorov-Smirnov normality test technique is 0.200 or more than 0.050.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.52005458
Most Extreme Differences	Absolute	.082
	Positive	.077
	Negative	-.082
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

Figure 2. Normality test

The tolerance value for each independent variable is greater than 0.10, in accordance with the findings of the multicollinearity test. Apart from that, the VIF value of each independent

variable is less than 10. All variables can be used because they do not show any symptoms of multi correlation in the variables used in this study.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.969	1.886		1.044	.300		
	Disiplin Kerja (X1)	.229	.061	.248	3.737	.000	.329	3.039
	Lingkungan Kerja (X2)	.523	.134	.352	3.895	.000	.177	5.646
	Komitmen Organisasi (Z)	.729	.171	.401	4.255	.000	.163	6.134

a. Dependent Variable: Kepuasan Kerja (Y)

Figure 3. Multicollinearity Test Results

According to the table above, all independent variables have tolerance values > 0.10. In addition, the VIF values of all independent variables are also <10, which means that the variables used in this study do not show any symptoms of multicollinearity, which means that all variables can be used.

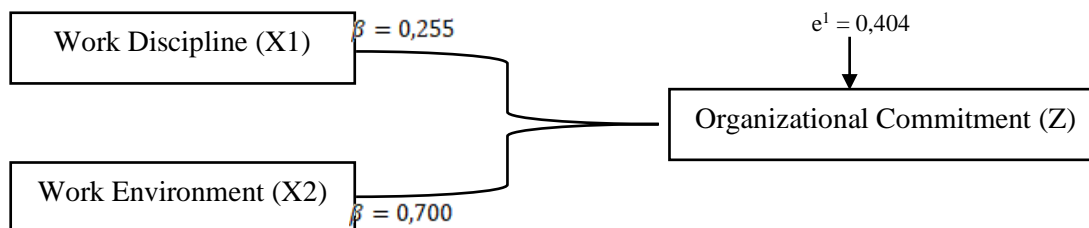


Figure 4. Regression model 1

Find the value of e_1 based on the specified R square value: Value $=\sqrt{1 - R^2} = 0.404\sqrt{1 - 0.837}$ listed below are the structural equations.: $Z = a + bx_1 + bx_2 + e$ $Z = 6.897 + 0.255X_1 + 0.700X_2 + 0.404e$

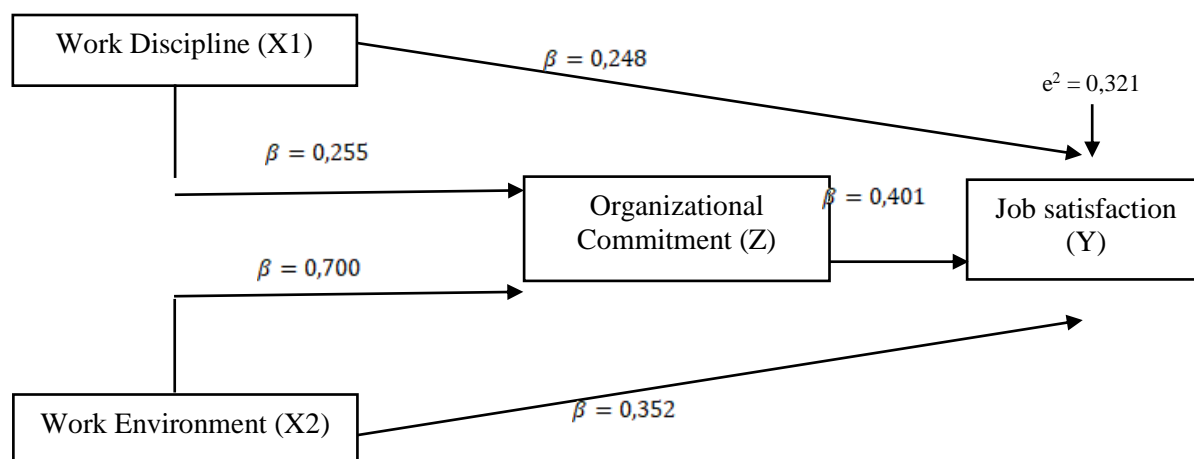


Figure 5. Regression model 1

Nilai $e = \sqrt{1 - R^2} = 0.103 \sqrt{1 - 0.897}$ The following is the structural equation:

$$Y = a + bx_1 + bx_2 + bZ_1 + e$$

$$Y = 1.969 + 0.248x_1 + 0.352x_2 + 0.401Z_1 + 0.321$$

Work Discipline with Organizational Commitment

This study is in line with previous research conducted by Surito, et al. (2019), namely that work discipline has a significant effect on the organizational commitment of Malikussaleh University employees. As research by Waljiyanti, et al. (2023) concluded that there is a positive relationship between work discipline and organizational commitment in employees, with the existence of a culture of discipline possessed by PT DM Baru Retailindo employees, meaning that they can work well and always try to comply with all the rules that have been agreed upon. In line with previous research by Bagis, et al. (2019); Afifah (2021); Tatar (2020); Rabiulkhri, et al. (2019); Jahid and Adnyana (2021); Mantiri, et al. (2020); Gayatri (2021); Hakim, et al. (2021) explained that work discipline has a significant positive effect on organizational commitment.

Work environment with organizational commitment

The work environment has a positive effect on organizational commitment, which means that the work environment variable partially has a significant positive effect on organizational commitment. Work environment is a state in which a good workplace includes both physical and non-physical elements that can make one feel comfortable, safe, peaceful, at home or at home, etc. (Farida and Hartono, 2016). Referring to Hardianto's (2022) research, he concluded that the work environment has a significant positive impact on organizational commitment. This shows that a work environment that increasingly supports employees at work strengthens organizational commitment. As studies by Wahyudi et al. (2021) show; Suifan (2019); Tarigan et al. (2020); Apriliana et al. (2021); Daslim et al. (2023); Surito et al. (2019) concluded that work environment variables have a positive and significant influence on organizational commitment.

Work discipline with job satisfaction

Work discipline has a positive effect on job satisfaction, which means that the variable work discipline has a significant impact on job satisfaction to some extent. Discipline is a person's awareness and willingness to comply with all applicable corporate regulations and social norms (Hasibuan, 2019). According to Sutrisno (2019), work discipline can be measured by four dimensions, namely: (1) compliance with time regulations, (2) compliance with company rules, (3) compliance with workplace conduct rules, and (4) compliance with other regulations. The results of testing this hypothesis are consistent with previous research by Surito (2019); Hasyim et al. (2022); Haq et al. (2021) explain that work discipline has a significantly positive effect on job satisfaction. This means that the higher the employee's discipline, the greater his or her job satisfaction.

Working environment with job satisfaction

The work environment has a positive effect on job satisfaction, which means that work environment variables sometimes have a significant positive influence on job satisfaction. The work environment is the social, psychological and physical life in an agency that influences employees in the performance of their tasks (Achmad, 2018). This is consistent with the research findings of Hasyim et al. (2019) found that work environment variables have a positive and significant influence on employees' job satisfaction variables. This research also supports research by Supriadi et al. (2021), who conclude that the better the work environment, the higher a person's job satisfaction. In line with previous research by Hartono (2021); Andriany (2019); Vohra et al. (2022); Haq et al. (2021); Alam and Wanialisa (2021); that work environment variables have a positive and significant influence on employees' job satisfaction variables.

Organizational Commitment with Job Satisfaction

Organizational commitment has a positive effect on job satisfaction received, which means that partially the organizational commitment variable significantly affects job satisfaction. According to Kreitner and Kinicki (2014), organizational commitment is the willingness to work harder to achieve organizational goals and have a greater desire to work in a company. One of the factors that employees can have organizational commitment is affective commitment which is related to a person's attitude to continue pursuing their work. The results of research conducted by Karmila and Kadarusman (2020); Dwiyaniti and Bagia (2020) stated that employee job satisfaction is positively and significantly influenced by organizational commitment; it can be interpreted that organizational commitment plays a role in forming good employee job satisfaction. Affective commitment has a significant and positive effect on job satisfaction, meaning that the higher the level of employee affective commitment, the higher the satisfaction of organic circle employees in working (Bakara, 2021). In line with research by Erna, et al. (2021); Tatar (2020); Kristian, and Ferijani (2020); Candelario, et al. (2020); Supriadi, et al (2022); Sutedi, et al (2021) There is a positive and significant influence of organizational commitment on job satisfaction, where the higher the organizational commitment, the higher the job satisfaction.

Work Discipline with Job Satisfaction through Organizational Commitment

Work discipline has a positive effect on job satisfaction through organizational commitment, meaning that there is a positive influence of work discipline on job satisfaction through organizational commitment. This proves that organizational commitment can be a mediating variable between work discipline and job satisfaction of UMLA lecturers, meaning that the work discipline possessed by lecturers is obtained through their commitment to the organization so that they get job satisfaction such as by implementing discipline, they are indirectly committed to the organization so that when the lecturer has work discipline or by obeying the regulations at the university, they are indirectly committed to the university, this commitment makes lecturers feel satisfied because of their work. Based on research conducted by Hadian (2019); Hasyim, et al (2022); Ingsih, et al (2020); Jahid and Adnyana, (2021); Winarsih, and Fariz (2021); Rabiukhri, et al. (2019); and Afifah, (2021) explained that employee job satisfaction can improve work quality on organizational commitment and employee work discipline attitudes.

Work Environment with Job Satisfaction Through Organizational Commitment

The work environment has a positive effect on job satisfaction through organizational commitment, meaning that there is a positive influence of the Work Environment on Job Satisfaction through Organizational Commitment. This proves that organizational commitment can be a mediating variable between the work environment and job satisfaction of UMLA lecturers. This is supported by research by Hasyim, et al. (2022); Tatar, (2020); Irawan and Le (2021); Hardianto (2022); Hartono (2021) explained that job satisfaction is an emotional feeling from employees about likes and dislikes in doing work if employees feel satisfied with what they do, employees will work more optimally, to improve it, an optimal work environment is needed and giving awards to outstanding employees who will make employees committed to the organization.

5. Conclusions

This research aims to find out the effect of work discipline and work environment on job satisfaction with organizational commitment as an intervening variable. Based on the results of the analysis that has been carried out, the following conclusions are drawn: Work discipline and work environment partially have a positive and significant effect on organizational commitment at Muhammadiyah Lamongan University. 2) Work discipline and work environment simultaneously have a positive and significant effect on job satisfaction at Universitas Muhammadiyah Lamongan. Organizational commitment has a positive and significant effect on job satisfaction at Muhammadiyah Lamongan University and work discipline and work environment have a positive and significant effect on job satisfaction through organizational commitment as an intervening variable at Muhammadiyah Lamongan University. The object of this research is not only the job satisfaction of paralegals at Muhammadiyah Lamongan University, but also other institutions. The factors that influence job satisfaction in this research include work discipline, organizational culture, job satisfaction and organizational commitment, while there are still other factors that can influence job satisfaction. Respondents of this research totaled 75 lecturers. Future research can add more respondents to make this research more accurate and expand the research object.

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