

## ABSTRACT

*This study aims to analyze the impact of Job Rotation Programs and Work Discipline on Job Satisfaction at PT Pelabuhan Indonesia (Persero) Regional 3 Surabaya. In this dynamic business era, the roles of job rotation and work discipline have become increasingly crucial in enhancing employee performance and satisfaction. This research investigates the correlation between job rotation programs, the level of work discipline, and employee job satisfaction.*

*The research methodology employs a quantitative approach with a descriptive causal research design. The nonprobability sampling technique is utilized with a saturated sample of 106 employees from PT Pelabuhan Indonesia (Persero) Regional 3 Surabaya. Data is collected through questionnaires measuring employees' perceptions of job rotation programs, work discipline, and job satisfaction. Data analysis involves a descriptive approach and multiple linear regression analysis.*

*The results of the research demonstrate that both the Job Rotation Program and Work Discipline have a positive and significant impact on employee Job Satisfaction at PT Pelabuhan Indonesia (Persero) Regional 3 Surabaya, both individually and collectively. The implications of these findings emphasize the necessity of efficient job rotation management and the enhancement of work discipline to elevate employee satisfaction. This study provides valuable insights for management in devising human resource development strategies focused on these aspects, aiming to achieve higher productivity and better work outcomes in a dynamic business environment.*

**Keywords:** *Job Transfers, Work Discipline, Job Satisfaction*