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The Influence of Work Environment, Leadership Style, and Compensation on Job Satisfaction: A Case Study at PR. Bahagia

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ABSTRACT

This study aims to examine the influence of work environment, leadership style, and compensation on employee job satisfaction at PR. Bahagia. The research method used is a quantitative approach with a survey method, utilizing primary sources as the data source. The data were analyzed using multiple linear regression analysis with the assistance of SPSS software. The results of the study indicate that the work environment, leadership style, and compensation simultaneously have a significant effect on employee job satisfaction at PR. Bahagia. These three variables work environment, leadership style, and compensation collectively have the potential to enhance employee job satisfaction at PR. Bahagia. The strength of their relationship with employee job satisfaction at PR. Bahagia is reflected in the coefficient of determination, which is 51.7%.

Keyword: Work Environment, Leadership Style, Compensation, Job Satisfaction, Quantitative Research

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Introduction

Indonesia's population reached 281.6038 million people in 2024, showing an annual increase compared to 275.7738 million in 2022 and 278.6962 million in 2023 (BPS, 2024). The continuous rise in population each year also impacts the development of human resource quality. According to the Institute for Management Development (IMD), Indonesia ranks ninth in Asia in terms of human resource development, behind countries such as Thailand, Japan, China, South Korea, and Malaysia, which holds the fourth position. Based on the 2023 Human Development Index report by Statistics Indonesia (BPS), Indonesia experienced a growth of only 0.48 percent. However, this slight increase did not significantly improve Indonesia's position in human resource development rankings within Asia.



Figure 1 Human Development Index 2020–2023

Source: Data from Statistics Indonesia (BPS)

When calculated based on the continuously increasing population density, the progress of the Human Development Index from 2020 to 2023 has not had a significant impact on the advancement of human resources in Indonesia. This is due to the scarcity of resources and the rising poverty rate, which in turn contributes to further poverty and decline (Handoyo, 2023). According to Deny Tri Kurniawan (2023), a key indicator of Indonesia's success in achieving faster economic growth is the optimization of the public welfare sector, particularly through maximizing access to employment opportunities (Deny Tri Kurniawan, 2023).

The work environment refers to the surroundings in which employees carry out their daily tasks. A conducive work environment can foster a sense of security and allow employees to work optimally (Kholilah et al., 2021). However, issues within the work environment in Indonesia remain a concern, as indicated by an International Labour Organization (ILO) survey reporting that 63% of Indonesian workers experience bullying, resulting in mental health issues and discomfort in the workplace (Maulidin, 2023).

Discomfort at work is also experienced when leadership style is poor. Leadership style refers to the authority of a leader to guide their team members in performing tasks to achieve set expectations (Tyaningsih & Nurachadijat, 2023). Leadership style is a crucial factor in determining the success or failure of an organization. The effectiveness

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of individuals in achieving collective goals is often influenced by a strong leader (Ellemers et al., 2004). Failure to implement an effective leadership style can have a significant impact on a company. This aligns with the concept that leadership style has a profound influence on productivity, employee satisfaction, and the achievement of common goals (Sri Wulan et al., 2023).

The roles of the work environment, leadership style, and compensation in employee job satisfaction require a more in-depth examination, particularly in Sumenep Regency. This perspective is based on the economic and employment growth in Sumenep Regency, East Java, which, according to BPS, increased by 5.35% from 2022 to 2023. This growth was driven by the expansion of business sectors in the region (BPS Sumenep, 2024).

One rapidly growing business is PR. Bahagia, a cigarette company located in Sumenep Regency, which employs over 60 workers. Its gradually expanding business lines have made PR. Bahagia increasingly prominent in the area. However, based on preliminary interviews conducted by the author with six employees of PR. Bahagia, it was found that issues related to job satisfaction remain unresolved. The company needs to implement improvements and reassessments to ensure optimal employee satisfaction, as this is critical to achieving organizational goals. The main contributing factors to dissatisfaction at PR. Bahagia include the work environment, leadership style, and compensation.

PR. Bahagia still faces various obstacles in employee harmonization, with around 42% of issues stemming from the owner's limited presence and engagement. The owner is frequently occupied with external matters, resulting in a lack of motivation and attention toward employees. Additionally, the employee recruitment process needs improvement to ensure that hires are based on merit rather than familial or personal connections. Salary-related issues also require attention, as employees often carry heavy workloads without any significant pay increases. Moreover, performance-based bonuses are minimal, despite the frequency of employee overtime.

Literature Review

Research conducted by Almeyda & Gulo found a significant influence of compensation and work environment variables on employee job satisfaction (Almeyda & Gulo, 2022). In addition, a study by Isnaini explains that leadership style has a partial effect on improving teacher performance (Isnaini et al., 2023). According to Rahmilah, her research shows that leadership style and compensation have a positive influence on employee job satisfaction (Rahmilah, 2023).

Research Methods

In conducting this research, the author used a quantitative research method. Quantitative research is an investigation into social issues based on testing a theory that consists of variables, measured with numbers, and analyzed using statistical procedures to determine whether the predictive generalization of the theory is accurate (Abdullah, 2022). The choice of quantitative research was made because the research conducted by the author is a comparative study that must be measured numerically

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and analyzed statistically to examine the effects of the work environment, leadership style, and compensation on employee job satisfaction in a case study at PR. Bahagia.

In this study, the data collected by the author is primary data. Primary data is first-hand information gathered directly from the subject of the research (Abdullah, 2022). Primary data was obtained through the distribution of questionnaires. The process of distributing the questionnaires was done by handing them directly to the employees of PR Bahagia. The data relates to the topics of work environment, leadership style, compensation, and employee job satisfaction.

Result and Discussion

1. Work Environment

Employees are a valuable asset to a company for its growth and advancement, and to protect this asset, empowerment is necessary by maintaining a positive work environment. The work environment refers to the social, psychological, and physical life within the company that influences employees in performing their tasks (Ahmad Sahru Romadhon, 2015). According to Sudarmayanti (2013), the work environment is a place that contains several groups and includes facilities that support achieving the company's goals in alignment with its vision and mission (Lestary & Chaniago, 2018).

The role of employee performance, which is maintained by conditioning the work environment, is a key factor that positively impacts employee motivation. Conversely, if the work environment is not well-maintained, it can lead to a decline in employee performance within the company (Damayanti, 2023). The work environment refers to both the physical and psychological conditions at the workplace where employees perform their duties. This environment includes factors such as workspace design, cleanliness, and social interactions between colleagues. A positive work environment can enhance productivity, motivation, and job satisfaction (Kholilah et al., 2021), while a negative environment can cause stress and reduce performance. Therefore, it is crucial for companies to create a working atmosphere that fosters collaboration, good communication, and employee well-being to effectively achieve organizational goals.

1.1 Work Environment Indicators

Memperhatikan lingkungan kerja dapat memberi manfaat besar kepada karyawan di suatu perusahaan (Sinambela & Lestari, 2021), dimana dalam memperhatikan lingkungan kerja terdapat beberapa faktor yang mempengaruhi lingkungan kerja itu sendiri, salah satunya adalah tata ruang, penerangan, warna, kelembaban udara, kebersihan dan kerapian ruang kerja serta musik atau tingkat kebisingan (Indriani et al., 2021).

a. Facilities

Facilities in the workplace are an important part of the work environment, where employees can carry out their tasks more easily when their workplace facilities are adequately provided. The role of work facilities is essential in job satisfaction, and companies need to implement them as effectively as possible.

b. Air Circulation

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Air circulation significantly impacts employee comfort and productivity in the workplace. Ideal circulation can help maintain respiratory health and reduce the risk of illness, while excessively high humidity can cause discomfort, increase fatigue, and decrease concentration. On the other hand, low humidity can lead to dry skin and respiratory irritation. Therefore, it is important for companies to monitor and regulate air circulation levels in the workplace to help employees work more comfortably and productively while minimizing potential health issues (Edar & Wahyuni, 2021).

c. Noise

Workplace noise can have negative effects on employee performance. Noise or music in the workplace can create a positive impression on employees while performing tasks. Work-related stress caused by noise can significantly affect job performance (Sumardiyono et al., 2019).

d. Work Relationships

Work relationships play a crucial role in job satisfaction, as they are part of the work environment that facilitates the smooth flow of work. To create a good work environment and foster job satisfaction, it is important to maintain and improve work relationships (Hakim et al., 2018).

2. Leadership Style

According to Efendi (2019), leadership style refers to the ability to make a constructive impact on others, or the ability to work together to achieve planned goals. Leadership, therefore, refers to efforts that influence employees by utilizing available resources effectively and efficiently in all management processes to achieve desired goals and produce quality work (Pranogyo & Hendro, 2023). A good leader is necessary for an organization to improve performance in line with established commitments and will also create organizational culture.

2.1 Leadership Style Indicators

The indicators of leadership style include the ability to make decisions, the ability to motivate (Tyaningsih & Nurachadijat, 2023), communication skills (Solihat, 2014), employee management skills (Mushaddiq Suaidy & Rony, 2023), and responsibility (Tyaningsih & Nurachadijat, 2023).

3. Compensation

Hasibuan explains that compensation includes all income in the form of money, direct goods, or indirect goods (Hasibuan, 2014). This means compensation can be divided into two types: direct compensation and indirect compensation. Direct compensation is the reward given directly to employees for their performance, while indirect compensation refers to all payments given indirectly to employees to continue working with the company (Fauziah et al., 2016).

3.1 Compensation Indicators**a. Fair Salary**

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A fair salary that aligns with industry standards can drive job satisfaction because employees feel valued and recognized for their contributions. When employees feel that the rewards they receive are proportional to their efforts, they are generally more motivated and committed to their work.

b. Appropriate Incentives

Appropriate incentives can drive job satisfaction by offering direct rewards for employees' achievements and contributions. When employees feel that incentives are fair and relevant, they are more motivated to meet the company's goals.

c. Adequate Benefits

Adequate benefits can improve job satisfaction because they help meet employees' needs and well-being beyond their base salary. When employees receive relevant benefits, such as health insurance or flexible work schedules, they feel more valued and supported by the company.

d. Adequate Facilities

Adequate facilities, such as comfortable workspaces and access to necessary technology, can enhance job satisfaction. When employees have a supportive environment and the resources needed, they can work more efficiently and feel more appreciated.

4.1 Job Satisfaction

Based on various views on job satisfaction, three factors can influence job satisfaction itself: psychological, physiological, and environmental factors. This perspective suggests that psychological factors of job satisfaction are influenced by the leadership style provided by the company, such as motivation, enthusiasm, guidance, and support from supervisors (Alvionita & Marhalinda, 2024). Meanwhile, physiological factors relate to the biological life system of the organism, where compensation is an important element in work physiology. Compensation functions as an incentive that motivates employees to increase productivity. By providing appropriate compensation, a company can create a healthier and more competitive work environment.

Bahagia Cigarette Company is a cigarette company located in Sumenep Regency, specifically in Ganding Village, Ganding District. The company has been operating since 2016. At the beginning of its establishment, PR. Bahagia had a small workspace and limited production. The cigarettes produced by PR. Bahagia are legal. Tamer was the first cigarette brand produced by PR. Bahagia with the hand-rolled kretek cigarette (SKT) license, and then PR. Bahagia expanded to include the machine-rolled kretek cigarette (SKM) license under the One Point brand.

The researcher categorized respondent characteristics based on gender, age, education level, and length of employment. A description of each respondent characteristic is provided in the table below.

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Table 1. Respondent's Gender

Jenis Kelamin	Jumlah Responden	Presentase
Perempuan	34	57%
Laki-Laki	26	43%
Jumlah	60	100%

*Source: Data processed (2024)***Table 2.** Identitas Responden

Usia	Jumlah Responden	Presentase
18-28 tahun	13	22%
29- 39 tahun	37	62%
40-50 tahun	10	16%
>50 tahun	0	0%
Jumlah	60	100%

*Source: Data processed (2024)***Table 3.** Length of Employment

Lama Bekerja	Jumlah Responden	Presentase
<1 tahun	5	8%
1-2 tahun	23	38%
> 3 tahun	32	54%
Jumlah	60	100%

Source: Data processed (2024)

Table 4. Pendidikan Terakhir

Pekerjaan	Jumlah Responden	Presentase
SD	5	8%
SMP	7	12%
SMA/SMK	43	72%
Diploma	3	5%
Strata 1	2	3%
Jumlah	60	100%

Source: Data diolah (2024)

The Influence of Leadership Style on Job Satisfaction at PR Bahagia

The leadership style variable has a significance value of 0.036. This value ($0.036 < 0.05$), meaning leadership style affects job satisfaction. The relationship direction between the two variables can be seen from the beta value of 0.114, indicating that leadership style has a positive relationship with job satisfaction. Therefore, it can be concluded that leadership style has a positive effect on job satisfaction. Improved leadership at PR Bahagia will lead to increased job satisfaction among employees. This study aligns with empirical research conducted by Waedoloh et al. (2022), which stated that leadership positively influences job satisfaction.

The leadership style carried out by the organizational structure management at PR Bahagia is one of the determining factors of employee satisfaction. A participative, communicative, supportive, empathetic leader who provides constructive feedback leads employees to feel satisfied with their work. PR Bahagia's management needs to instill a participative, communicative, supportive, empathetic leadership style and provide constructive feedback.

The Influence of Compensation on Job Satisfaction at PR Bahagia

The compensation style variable has a significance value of 0.001. This value ($0.001 < 0.05$), meaning compensation affects job satisfaction. The direction of the relationship between the two variables can be seen from the beta value of 0.225, indicating that compensation has a positive relationship with job satisfaction. Therefore, it can be concluded that compensation has a positive effect on job satisfaction. Better compensation at PR Bahagia will increase job satisfaction among employees. This research is consistent with the empirical studies of Waedoloh et al. (2022) and Isnaini

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et al. (2023), which indicate that leadership and compensation both positively influence job satisfaction.

Compensation received by employees can include salary, allowances, bonuses, and other incentives, including non-financial ones. Employees expect compensation that is at least proportional to their performance in the company. Compensation provided by PR Bahagia influences employee satisfaction. When compensation exceeds employees' expectations compared to their performance, it will increase job satisfaction at PR Bahagia. PR Bahagia should always pay attention to the compensation given to employees, such as providing fair and reasonable salaries, performance bonuses, career development programs, and appreciation for employees with good performance.

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The Influence of Work Environment, Leadership Style, and Compensation on Job Satisfaction at PR Bahagia

The simultaneous relationship between the work environment, leadership style, and compensation on job satisfaction at PR Bahagia can be seen from the significance F value. The significance F value is $0.000 < 0.05$. Therefore, it can be concluded that the work environment, leadership style, and compensation simultaneously influence employee job satisfaction at PR Bahagia. These findings are in line with research by Rahmilah (2023), which reveals that the work environment, leadership style, and compensation collectively affect employee job satisfaction.

All three variables—work environment, leadership style, and compensation—simultaneously have the strength to improve employee job satisfaction at PR Bahagia. The relationship strength between these three variables and job satisfaction at PR Bahagia can be seen from the coefficient of determination value of 51.7%. Therefore, the

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relationship between the three variables (work environment, leadership style, and compensation) with job satisfaction is moderate.

Conclusions and Practical Implication

Based on the results of the hypothesis testing conducted by the researcher, several conclusions can be drawn as follows:

1. Work Environment: The work environment positively affects employee job satisfaction at PR Bahagia. A good work environment will improve employee performance because employees feel satisfied with their work.
2. Leadership style positively affects employee job satisfaction at PR Bahagia. Improved leadership will enhance employee performance because employees feel satisfied with their work.
3. Compensation positively affects employee job satisfaction at PR Bahagia. An increase in compensation provided to employees will improve their performance because they feel satisfied with their work.
4. The work environment, leadership style, and compensation simultaneously affect employee job satisfaction at PR Bahagia.

Recommendations from the Researcher:

1. For Future Researchers: It is recommended to add other variables that might affect employee satisfaction at PR Bahagia, as the independent variables in this study only account for 51.7% of the effect on job satisfaction.
2. For Decision-Makers at PR Bahagia: It is important for decision-makers to consider factors such as the work environment, leadership style, and compensation in their operations. These factors significantly influence employee job satisfaction. Job satisfaction is closely related to employee productivity. When employees feel satisfied working at PR Bahagia, their productivity will improve.

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