

## Influence Work Environment, Compensation, Culture Work and Leadership Towards Employee Job Satisfaction



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**ABSTRACT:** This study aims to analyze the influence of the work environment, compensation, work culture, and leadership on employee job satisfaction at BigBox Tribe BSP, a division that focuses on the digital and technology business. This research uses quantitative methods, with questionnaires distributed to BSP BigBox Tribe employees as part of the sampling technique. The results show that the work environment, compensation, work culture, and leadership have a significant influence on employee job satisfaction. These findings contribute to the management of BSP BigBox Tribe by offering strategies to improve job satisfaction through better work environments, compensation systems, work culture, and leadership quality.

**KEYWORDS:** Work Environment, Compensation, Work Culture, Leadership, Job Satisfaction, BSP BigBox Tribe

### I. INTRODUCTION

According to Hadjar et al. (2022), employee job satisfaction is a crucial factor in organizational personnel management as it determines employee work enthusiasm. Satisfied employees are more enthusiastic about completing their tasks compared to those with lower levels of satisfaction. The job satisfaction framework includes opportunities for development, trust, wages, supervision, and job security (Hakim & Muhdi, 2019). Employee satisfaction can be influenced by many factors, including a comfortable work environment, adequate welfare, and effective leadership.

Compensation is another factor that impacts job satisfaction. Afif (2021) suggests that compensation is one of the factors that affect employee satisfaction. Organizations should strive to improve job satisfaction by offering competitive, appropriate, and fair compensation programs. Compensation encompasses all forms of payment given to employees for their work. Job satisfaction is closely tied to the completion and implementation of compensation packages. Hadjar et al. (2022) noted that organizational compensation significantly influences employee satisfaction, which in turn can motivate employees to perform better and reduce complacency.

Work culture in an organization consists of shared habits and fundamental principles. Organizational culture includes ideologies, philosophies, values, assumptions, beliefs, expectations, and behavioral patterns upheld by employees. If an organization maintains good habits, a positive work culture will emerge (Ningrum & Purnamasari, 2022). Values, norms, and behaviors that are accepted and practiced within an organization form its work culture. A strong work culture enhances job satisfaction by increasing employee understanding of their roles and how they contribute to achieving organizational goals.

Leaders play a key role in fostering good relationships among the employees they supervise, creating unity, trust, and mutual support. Strong leadership encourages subordinates to achieve their goals, while weak leadership can hinder operational activities. According to Bunawan & Turangan (2021), leadership positively affects employee satisfaction. Leaders who demonstrate effective leadership traits can significantly boost employee satisfaction levels.

The research aims to examine the collective effect of the work environment, compensation, work culture, and leadership on job satisfaction.

### II. LITERATURE REVIEW

#### A. Job Satisfaction

Job satisfaction refers to how employees feel about their work, work environment, and relationships with coworkers. It is crucial for employees to feel satisfied, as it allows them to interact positively with their work environment, leading to effective performance and the achievement of company goals. Spector (1997) explains that job satisfaction encompasses feelings about

## **Influence Work Environment, Compensation, Culture Work and Leadership Towards Employee Job Satisfaction**

different aspects of work. It is not just a simple like or dislike of the job but a reflection of deeper feelings toward work conditions and relationships. According to Hadjar et al. (2022), job satisfaction is a key factor in personnel management, influencing employee morale. Satisfied employees tend to be more enthusiastic about fulfilling their responsibilities than those with lower satisfaction levels.

### **B. Work Environment**

The work environment includes all aspects surrounding an employee that influence their ability to perform tasks, such as cleanliness, noise, and music (Nitisemito, 2019). It also includes tools, equipment, materials, and methods used at work, as well as work arrangements, either individually or in groups (Ritonga et al, 2023). A conducive work environment can positively impact employees' productivity, performance, and satisfaction.

### **C. Compensation**

According to Afif (2021), compensation is a return provided by companies to employees in exchange for their contributions of energy and thought toward achieving organizational goals. Similarly, Hasibuan (2017) describes compensation as all forms of income received by employees, whether in money, or goods, directly or indirectly, as a reward for their services to the company. Fair and competitive compensation is crucial to maintaining employee satisfaction.

### **D. Work Culture**

Work culture refers to the underlying assumptions, values, and norms shared by a group that influences how work is conducted (Ritonga et. al, 2023; Maria et al., 2023). It reflects the habitual patterns of behavior, attitudes, and philosophies that drive a group's work ethic and interactions (Aldri Frinaldi, 2018). According to Triguno (2018), work culture is essential for improving employee performance and productivity, which directly affects a company's success. A positive work culture promotes unity and shared goals, increasing employee motivation and job satisfaction.

### **E. Leadership**

Leadership is the art of influencing and directing others with commitment, trust, respect, and cooperation to achieve common goals. At the Aviation Company, for instance, employees reported issues with communication between superiors and subordinates, which led to misunderstandings and diminished job satisfaction (Rita & Setiawan, 2020). Effective leadership that fosters good communication, provides clear guidance, and involves employees in decision-making can significantly enhance job satisfaction (Astuti & Iv Rizkinawati, 2018).

## **III. RESEARCH HYPOTHESIS**

### **1. Work Environment on Job Satisfaction**

Research conducted by Hadjar et al. (2022) demonstrated a positive and significant relationship between the work environment and job satisfaction. If the work environment in the company improves, employee job satisfaction will also increase. Improved work environments enhance job satisfaction by providing both physical and non-physical comfort to employees. The non-physical environment can make employees feel comfortable And Betawi Work at the company. According to Raziq and Maula Bakhsh (2014), there is a relationship positive between work environment and job satisfaction. A good work environment will increase employee loyalty, employee commitment, employee effectiveness, and productivity which will reduce employee dissatisfaction with their work.

H1: Work environment influences job satisfaction

### **2. Compensation on Job Satisfaction**

Research by Paijan and Putri (2019) showed a positive and significant relationship between compensation and job satisfaction. When employees receive adequate and fair compensation, their satisfaction with their jobs increases. Conversely, insufficient compensation can lower employee satisfaction levels. This means that the higher the level of satisfaction received by employees the more influential to increase the level of job satisfaction (Study on BigBox Tribe BSP Employees) on the other hand.

H2: Compensation affects job satisfaction

### **3. Culture Work on Job Satisfaction**

Rizqina, Adam, and Chan (2017) define work culture as a set of shared assumptions, values, and norms that guide how employees interact and adapt to challenges within an organization. A positive work culture creates unity and enhances employee motivation. Schein further explains the elements of culture, namely: knowledge knowledge, trust, art, morals, law, custom customs, behavior/habits (norms) of society, basic assumptions, value systems, learning/inheritance, and external adaptation problems and internal integration. The daily life of society is inseparable from the cultural ties that are created. Cultural ties are

## Influence Work Environment, Compensation, Culture Work and Leadership Towards Employee Job Satisfaction

created by interested communities, whether in families, organizations, businesses, or nations. Culture distinguishes one society from another in the way they interact and act to complete a job. Culture binds members community groups to become one unified view that creates uniformity behave or act. As time goes by, culture is formed in the organization and its benefits can be felt in contributing to the overall effectiveness of the organization.

Mallongi and Imaduddin (2024) found that work culture through business and organizational interventions produces changes or improvements in the context of business or organization. Interventions are carried out to overcome challenges, increase performance, or adapt the organization to environmental change. Business and organizational interventions aim to improve organizational health and performance. This approach can be proactive, where organization looks for method to continuously improve, or reactive, where the organization responds to specific changes or issues that may arise. A good intervention must be supported by a good strategy, effective communication, and a deep understanding of organizational dynamics. A good work culture can have a variety of positive effects on the organization, employees, and overall business results. A work culture that supports and motivates employees can increase productivity levels. Employees who feel engaged and engaged tend to be more engaged and appear high. It is important to remember that culture work which good built from on to down and requires active involvement from leaders and all members of the organization. Work culture is not something that is fixed, but rather something that needs to be maintained and developed continuously. Work culture has a significant influence on employee performance. Work culture includes values, norms, attitudes, and behaviors that dominate the work environment of an organization. How the work culture is understood and implemented in the organization can affect employee motivation, commitment, and productivity. A positive and supportive work culture can increase employee satisfaction. Employees who feel grateful and are noticed in a context culture organization which good more possible endure and give maximum contribution.

H3: Work culture affects job satisfaction

### 4. Leadership on Job Satisfaction

Pawirosumarto et al. (2017) stated that structured and effective leadership positively affects job satisfaction, as employees feel supported and properly supervised. Meanwhile, according to Reskantika et al., (2019) leadership has an influence on job satisfaction as seen from the evaluation carried out by the leader on the work results carried out by employees, the leader's response to complaints from employees, giving awards to employees who excel, and giving roles to employees. Employees to solve problems. Decisions are not only in the hands of the leader but also involve employees in decision-making so that employee job satisfaction can increase, especially the job satisfaction of its employees.

Bunawan and Turangan (2021) found a significant relationship between leadership and job satisfaction, where good leadership practices such as delegation, motivation, and involving employees in decision-making increased job satisfaction. Job satisfaction which is felt by employees can increase if the leader can assign tasks or delegate authority by existing and well-structured procedures, so that employees will feel that they are being supervised over every job they do. It was done. Procurement evaluation to results work carried out by employees and involving employees in the decision-making process decision also become one of the indicators that provide an increase in employee job satisfaction and pay more attention to leadership by improving managerial skills in directing all employees, creating a sense of fairness to all employees, showing attention to all subordinates, involving subordinates in completing work and creating a comfortable work climate in carrying out work. Thus, subordinates will feel job satisfaction and in the end, employees will be encouraged to always improve. Based on the theory And results study, The author develops the following hypothesis:

H4: Leadership influences job satisfaction

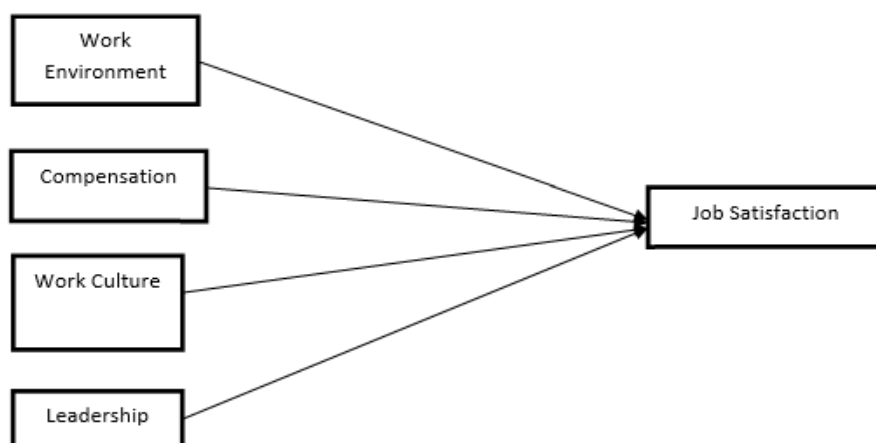


Figure 1. Conceptual Framework

# Influence Work Environment, Compensation, Culture Work and Leadership Towards Employee Job Satisfaction

## IV. RESEARCH METHODS

This study adopts a quantitative approach, utilizing surveys as the research method. According to Sugiyono (2017), the quantitative method, based on positivism, is used to examine a specific sample or population. Data collection employs research instruments, and data analysis is conducted quantitatively or statistically to test the established hypotheses. Quantitative research is considered a scientific method as it adheres to the principles of being empirical, objective, measurable, rational, and systematic.

Survey methods involve obtaining data from natural settings, but researchers intervene in data collection, for instance, by distributing questionnaires or conducting structured interviews (Sugiyono, 2017). Questionnaires, a common technique in survey research, are sets of questions provided to respondents to gather information relevant to the research.

The population in this study were all BigBox Tribe BSP employees at PT. Telkom Indonesia, Tbk, totaling 93 people. The research sample was determined using the Saturated Sampling Technique. Saturated sampling, also known as census, is a sampling technique in which all members of the population are used as samples. This technique is often used when the population is relatively small.

Scope of research This is the field source power man which focuses on how much influence the Work Environment (X1), Compensation (X2), Work Culture (X3) and Leadership (X4) have as independent variables on Job Satisfaction (Y). Data testing using IBM SPSS Statistic 19. The model used in this study is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Information:

- Y : job satisfaction
- X<sub>1</sub> : Work environment
- X<sub>2</sub> : Compensation
- X<sub>3</sub> : Work culture
- X<sub>4</sub> : Leadership
- α : Constant,
- β : Coefficient,
- ε : Error.

## V. RESEARCH RESULT

The initial step of linear regression testing is to test the effect of independent commissioners, and capital intensity with tax avoidance variables.

**Table 1. Results of linear regression analysis**

Variable	Significance
(Constant)	0.002
Work Environment	0.000
Compensation	0.666
Work Culture	0.842
Leadership	0.000
FValue =84.200	Adjusted R <sup>2</sup> = 0.783
F Sig. = 0.000	

The value of the coefficient of determination or adjusted R-square (R<sup>2</sup>) is intended to calculate the magnitude of the influence of the independent variable on the dependent. The adjusted R<sup>2</sup> value is 0.167. This value indicates that the work environment, compensation, work culture, and leadership explain the dependent variable, namely job satisfaction of 0.783%, while the remaining 21.7% is explained by other factors outside this model. A significance value of 0.000 indicates that the model is feasible to use to test the hypothesis.

The Work Environment's significance value is 0.002, indicating work environment has an impact on work satisfaction. The compensation's significance value is 0.666, indicating compensation does not have an impact on job satisfaction. The work culture's significant value is 0.842, indicating work culture does not have an impact on job satisfaction. Meanwhile, leadership's significant value is 0.000, indicating leadership has not had an impact on job satisfaction.

# **Influence Work Environment, Compensation, Culture Work and Leadership Towards Employee Job Satisfaction**

## **VI. DISCUSSION**

### **1. The Influence of Work environment on Job satisfaction**

The results of this study indicate that the work environment has a significant influence on Job Satisfaction of PT BigBox Tribe BSP employees. The work environment is the physical, social, and psychological life in a company or organization that affects performance. And productivity work employees. The more Lots aspects in in work Which according to employee desires, the greater the level of comfort felt. The work environment is everything that is around employees and that influences them in working and carrying out their duties. This is in accordance with the results of research conducted by Syahril, S, et.al. (2022) The work environment has a direct and insignificant effect on job satisfaction.

### **2. Compensation with Satisfaction Work**

The results of this study indicate that Compensation has no influential significance on job satisfaction of PT BigBox Tribe BSP Employees. Each individual will have different levels of satisfaction according to the value system that applies to him. The more aspects of the work that are by the individual's desires, the higher the level of satisfaction he feels, and if the fewer aspects of the work that are in accordance with the individual's desires, the lower the level of satisfaction he feels. This is not following the results of research conducted by Paijan and Putri (2019) which stated that there is a positive and significant influence between rewards and job satisfaction.

### **3. Culture Work on Job Satisfaction**

The results of this study indicate that Work Culture does not have a significant effect on job Satisfaction of PT BigBox Tribe BSP Employees. Daily life of society cannot be separated from the cultural ties that are created. However, cultural ties are created by interested communities, whether in families, organizations, businesses, or nations. Culture distinguishes one community from another in the way they interact and act to solve a problem. Work. Culture can tie member group public become a unified view that creates uniformity in behavior or action. As time goes by, culture in the organization does not affect job satisfaction because of its benefits in contributing to the effectiveness of the organization as a whole. This is not following the results of research conducted by Samsul, Mallongi, and Imaduddin (2024) which stated that there is a positive and significant influence between work culture on job satisfaction.

### **4. Leadership on Job Satisfaction**

The results of this study indicate that Leadership has a significant influence on Job Satisfaction of PT BigBox Tribe BSP Employees. The leadership possessed in a company must be able to organize the mindset of employees so that they can obey and carry out every job following applicable norms and regulations. In addition, good leadership can be seen from the attitude of a leader in supervising, delegating authority, motivating, and involving subordinates in decision-making. Job satisfaction felt by employees can increase if their leaders can give tasks or delegate authority according to procedures that exist and are well structured so that employees will feel supervised for every job they do. Procurement of evaluation of the results of work carried out by employees and involving employees in the decision-making process is also one of the indicators that provide an increase in job satisfaction felt by employees, and to pay more attention to leadership by improving managerial skills in directing all employees, creating a sense of fairness in all employees, showing attention to all subordinates, involving subordinates in completing work and creating a comfortable work climate in it carry out the work. Thus, subordinates will feel job satisfaction which in the end will encourage employees to always improve. This is in accordance with the results of research conducted by Bunawan, Turangan (2021) which stated that there is a positive and significant influence between leadership and job satisfaction.

## **VII. CONCLUSIONS AND SUGGESTION**

This study succeeded in providing evidence that the Work Environment, Compensation, Work Culture, and Leadership have significant impacts on job satisfaction. The work environment, compensation, work culture, and leadership together have a significant influence on job satisfaction.

Based on the research findings, the following suggestions are made:

1. Regular evaluations should be conducted to assess factors influencing job satisfaction to improve company strategies.
2. Further training and development should focus on improving work environments, compensation, work culture, and leadership.
3. Transparency and communication between management and employees should be increased to promote better working relationships.
4. More structured and continuous reward and recognition systems should be implemented to appreciate employee contributions.

## Influence Work Environment, Compensation, Culture Work and Leadership Towards Employee Job Satisfaction

5. A comprehensive follow-up plan should be developed based on the study's findings to improve work conditions at PT BigBox Tribe BSP.

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