



Original Article

The Effect of Compensation, Work Environment and Leadership on Job Satisfaction

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Abstract:

The purpose of this study is to determine the effect of Compensation, Work Environment and Leadership on Employee Job Satisfaction at PT PLN UP3 Balikpapan. In this study, there was a population of 71 company employees and a sample of 53 respondents. The method used in this study was a statistical test with primary data. From the distributed questionnaire. Data analysis using SmarPLS. The results of the study showed that partially the variables of compensation, work environment and leadership had a positive effect on employee job satisfaction.

Keywords: Compensation, Work environment, Leadership, Satisfaction.

Introduction

Human Resources are the most important issue for companies in competition when determining the success of the company while achieving common goals. Human resources have the potential for humans who can produce goods or services to the community. If the company's activities run successfully, there will be dedicated, competent human resources who have goals in developing the business efficiently. In addition, the lower the quality of human resources in the company can cause failure in increasing employee satisfaction. A company is able to grow and succeed by having innovative capabilities in managing rapid change and sufficient resources, both domestic and global businesses (Safrila and Oktiani; 2024). Effective human resource management greatly influences employee job satisfaction, because a good working atmosphere and management support can increase motivation and productivity.

Job satisfaction is a person's feeling towards work, when someone talks about employee attitudes more often what is meant is job satisfaction. The term job satisfaction refers to an individual's general attitude towards work. The problem of job satisfaction is not simple either in concept or in terms of analysis, because satisfaction has various connotations, although it is still relevant to say that job satisfaction is a person's perspective, both positive and negative, about the work being done (Ritonga et al. 2023). Job satisfaction is also supported by three interrelated factors that contribute to creating satisfactory job satisfaction for employees, including Compensation, Work Environment and Leadership.

Compensation is a reward given to employees, both financial (salary and



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benefits) and non-financial (training, flexible working hours) which aims to encourage employee performance and job satisfaction. The importance of adequate compensation is to ensure that employees feel committed to the company. This is important because if the compensation given to employees is too low compared to other companies, it can lead to dissatisfaction, decreased performance, or even employee departure to other companies. An adequate compensation system, especially in relation to employee job satisfaction and performance, should be owned by companies operating in an environment full of uncertainty. Through adequate compensation and job satisfaction, it is expected to motivate employees to complete their tasks well. ([Sri Astuti Nurjanah and Rizky Fauzan; 2023](#)).

In addition to compensation, work environment factors can also affect employee job satisfaction. The work environment is a situation where employees have access to a space that is not only safe and comfortable, but also designed with attention to physical and mental health. In this kind of supportive environment, employees can carry out their tasks more effectively, efficiently, and quickly. A positive environment also has the potential to increase motivation and productivity, facilitate collaboration between coworkers, and reduce stress levels, thereby creating a more satisfying and sustainable work experience. Research shows that the work environment has a positive and significant effect ([Dewi Safitri et.al 2023](#)). However, this is in contrast to research conducted by ([Wanti Apriyani dan Iriyanto Setia; 2020](#)) which states that the work environment has a negative and significant effect.

Leadership is also an important factor in a company because with leadership a company can run in a focused and well-directed manner. Leadership is one of the important factors that can have a significant influence on employee work motivation, because leaders plan, inform, make and evaluate various decisions that must be implemented to achieve organizational goals ([Muda Hulu et al.; 2021](#)). Leadership has a positive and significant effect on employee job satisfaction ([Pratama et.al 2022](#)). However, this study is in contrast to research conducted by ([Angkasa Putri et .al 2024](#)) which states that leadership has a negative and significant effect on employee job satisfaction.

Methods

In this study the author uses a quantitative approach method. ([Sugiyono; 2021, P. 16](#)). Data or information to support research objectives, generally use two data collection methods, including secondary data and primary data. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation and performing calculations to test the hypothesis that has been proposed. This study, data management and presentation were carried out using Smart-PLS software. *Partial Least Squares* is a powerful *indeterminacy factor* analysis method because it does not assume data must be measured on a certain scale, the number of samples is small. PLS can also be used to confirm the theory. ([Ghozali; 2021, p. 22](#)).

Research Instruments

1. Outer Model Measurement (*Convergent Validity*)

Outer model analysis is a test of the measurement model that shows how latent variables can be measured with indicators in each block. ([Ghozali; 2021, p. 65](#)).

a. Validity Test

Validity testing is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire. (Ghozali; 2021, p. 66). This validity test is carried out by comparing the calculated r value and the r table for *degree of freedom* (df) – $n-2$, in this case n is the number of samples with alpha 0.05.

b. Reliability Test

Reliability testing is a tool for measuring a questionnaire which is an indicator of a variable or construct. (Ghozali; 2021, p. 61). Reliability testing is conducted to test the consistency of respondents' answers through the questions given. To determine whether the instrument is reliable or not, the following provisions are used:

- a. If Cronbach's Alpha > 0.7, it means that this research variable is reliable.
- b. If Cronbach's Alpha < 0.7, it means the research variable is not reliable.

2. Structural Model (Inner Model)

a. R-Square (R^2)

The R-Square value can be used to assess the influence of certain independent latent variables on the dependent latent variable. The R-Square value is seen from the endogenous latent variable, the R^2 value of 0.67 indicates that the model is "good", the R^2 value of 0.33 is interpreted as "moderate", and the R^2 value of 0.19 is interpreted as "weak" (Ghozali; 2021, p. 147).

b. Effect Size (F^2)

Explaining the F^2 values of 0.02, 0.15 and 0.35 can be interpreted as representing whether the latent variable predictor has a weak, medium or large influence at the structural level (Ghozali, 2021, p. 30).

c. Fit Model

Model fit can be seen from the Standardized Root Mean Square Residual (SRMR) value and the Fit Index (NFI) value (Ghozali, 2021, p. 47). A good SRMR value must be below 0.08. Likewise, a good NFI value must be above 0.90. The closer the NFI value is to 1, the better/more appropriate it is to the model being built.

Equation Model

The basic formula of the equation model is as follows (Ghozali; 2021):

$$\eta = \beta_0 + \beta X_1 + \beta X_2 + \varepsilon_y$$

Information:

- | | |
|-----------------|------------------------------|
| η | = Endogenous Latent Variable |
| β_0 | = Constant |
| βX | = Exogenous Latent Variable |
| ε_y | = Measurement Error or noise |

Hypothesis Testing

The t-test criteria are as follows:

1. With a significant p-value of 0.05% > (5%), if the t -statistic value is the t -table value (1.96), then the Compensation (X_1), Work Environment (X_2), and Leadership (X_3) variables have a partial influence on Y .
2. With a significant p-value of 0.05% < (5%), if the t -statistic value < the t -table value (1.96) then the Compensation (X_1), Work Environment (X_2), and Leadership (X_3) variables do not have a partial effect on Y .

Results

Evaluation of Reflective Measurement Model (*Outer Model*)

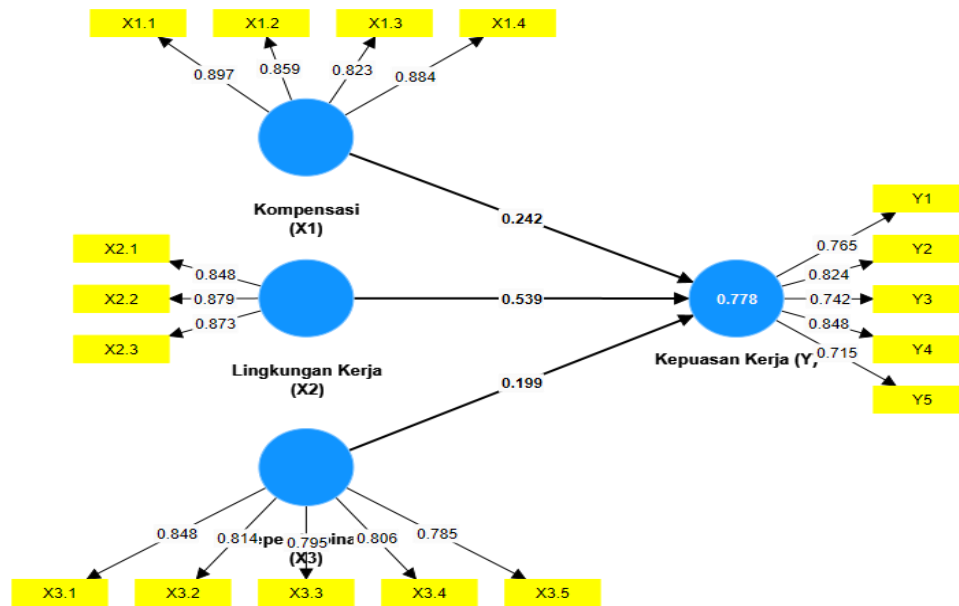


Figure 1
Loading Factor Model

Based on the results of model 1 above, it shows that all indicators have a *loading factor value* of > 0.70 , so the *loading value* meets the requirements and it can be said that all indicators are valid.

Table 1.
Cross Loadings Value

	Compensatio n (X1)	Environment (X2)	Leadership (X3)	Job Satisfaction (X3)
X1.1	0.897	0.623	0.657	0.622
X1.2	0.859	0.726	0.638	0.745
X1.3	0.823	0.538	0.591	0.582
X1.4	0.884	0.516	0.634	0.675
X2.1	0.620	0.848	0.508	0.673
X2.2	0.589	0.879	0.626	0.760
X2.3	0.612	0.873	0.520	0.734
X3.1	0.605	0.474	0.848	0.590
X3.2	0.634	0.520	0.814	0.497
X3.3	0.649	0.487	0.795	0.559
X3.4	0.534	0.552	0.806	0.653
X3.5	0.543	0.545	0.785	0.589
Y1	0.599	0.562	0.664	0.765
Y2	0.627	0.653	0.519	0.824
Y3	0.614	0.588	0.553	0.742
Y4	0.628	0.715	0.485	0.848

Y5	0.509	0.722	0.586	0.715
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Source: SmartPLS Processed Data (2025)

The results of the table above show that the construct indicators have a higher correlation compared to other indicators, so it can be said that all indicators in the discriminant test are valid.

In this study, the reliability test used *composite reliability* and *Cronbach's alpha*. *Cronbach's Alpha* is used to measure construct reliability and its value must be > 0.70 so that its reliability can be said to be good and *Composite reliability* measures *internal consistency* and its value must be > 0.60 .

Table 2
Construct Values of *Reliability* and *Validity*

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Compensation	0.889	0.896	0.923	0.750
Work environment	0.834	0.838	0.901	0.751
Leadership	0.869	0.872	0.905	0.656
Job satisfaction	0.838	0.839	0.886	0.609

Source: SmartPLS Processed Data (2025)

The results of the table above show that *the Cronbach's Alpha value* is > 0.70 , so it can be said that all indicators are reliable. And the *Composite reliability value* is > 0.60 , so it can be said that all variables have good reliability.

Structural Measurement Model (Inner Model)

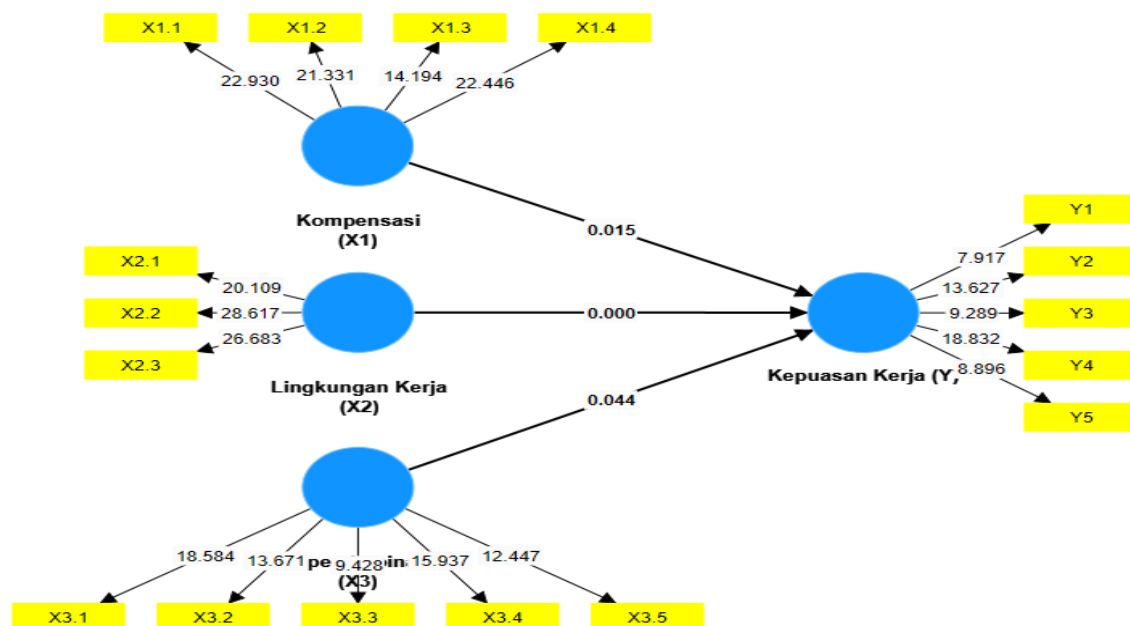


Figure 4.2
Structural Measurement Model (*Inner Model*)

The next stage is testing the inner model. The method used is by calculating R-Square (R^2) Effect Size (F^2) and FIT Model.

R-Square (R^2)

Table 3
R-Square Value

	R-square	R-square adjusted
Job Satisfaction (Y)	0.778	0.764

Source: Processed Primary Data (2025)

Based on the table above shows that the R- Square value is 0.778 or 77.8%. And the Adjusted R-Square value is 0.764 or 76.4%. So the Adjusted R-value shows that the job satisfaction variable that can be explained by the compensation, work environment and leadership variables is 76.4% while 23.6% is explained by other variables not examined in this study. So it can be said that the R- Square value of the job satisfaction variable is moderate.

Effect Size (F^2)

Table 4
Effect Size Value (F^2)

	Compensatio n_(X1)	Work Environment _(X2)	Leadership _(X3)	Job Satisfaction (Y)
X1				0.099
X2				0.621
X3				0.078
Y				

Source: Processed Primary Data (2025)

The results of the table above show that the latent variables in the model, namely Compensation (X1), Work Environment (X2), and Leadership (X3), each have a weak influence on Job Satisfaction (Y). However, the combination of these variables contributes to forming a structural model that can explain the relationship between latent variables.

Fit Model

Table 5
Model Fit Value

	Saturated model	Estimated model
SRMR	0.084	0.084
d_ ULS	1,089	1,089
d_ G	0.986	0.986
Chi-square	250,846	250,846
NFI	0.668	0.668

The Model Fit test is carried out by looking at the Standardized Root Mean Square (SRMR) value and the Normal Fit Index (NFI) value. The SRMR value is said to be good if it has > 0.08 and a good NFI must have a value > 0.90 . The Model Fit results as above can be explained that the SRMR value can be said to be good because the score is above > 0.08 or 0.084. While the NFI value in the table above is known to have a value < 0.90 or 0.668. Thus it can be seen that there is a model mismatch or the model fit is declared not good.

Equation Model

The equation model can be explained that the magnitude of the Compensation parameter coefficient is 0.242, the Work Environment coefficient is 0.539 and the Leadership coefficient is 0.199. So the equation model is as follows.

$$Y = 0.242 X_1 + 0.539 X_2 + 0.199 X_3 + \varepsilon$$

This equation has the following meaning:

1. The Compensation Coefficient (X₁) of 0.242 means that compensation (X₁) has the ability to explain job satisfaction (Y) of 0.242 or 24.2%.
2. The Work Environment Coefficient (X₂) of 0.539 means that the work environment (X₂) has the ability to explain job satisfaction (Y) of 0.539 or 53.9%.
3. The Leadership Coefficient (X₃) of 0.199 means that leadership (X₃) has the ability to explain job satisfaction (Y) by 0.199 or 19.9%.

Hypothesis Testing (Resampling Bootstrapping)

Table 6
Path Coefficients Test Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X ₁ >Y	0.242	0.243	0.099	2,434	0.015
X ₂ >Y	0.539	0.541	0.104	5,178	0,000
X ₃ >Y	0.199	0.202	0.099	2,013	0.044

Source: Processed Primary Data (2025)

The Influence of Compensation on Employee Job Satisfaction

From the test results, it was found that the compensation variable (X₁) had a partial effect on the job satisfaction variable (Y) of PT.PLN UP3 Balikpapan employees. Compensation is all income in the form of money, direct or indirect goods received by employees as a form of compensation or appreciation for their contribution to the company.

This is proven by the respondents' responses which show that in the compensation variable, the indicators with the level of agreement in order from highest to lowest are comfortable working (49.1%), receiving praise and being friendly (47.2%), and conducive (45.3%).

Thus, it can be concluded that comfort in working is the compensation factor that is most felt and appreciated by respondents in influencing job satisfaction compared to other aspects. This is supported by research conducted by [\(Primayanti, 2022\)](#) providing fair and appropriate compensation, employees will feel happy and the results obtained are in accordance with the hard work they have put in so that employee job satisfaction will also increase. However, these results contradict research conducted by [\(Saputra, 2022\)](#).

The Influence of the Work Environment on Employee Job Satisfaction

From the test results, it was obtained that the Work Environment variable (X₂) had a partial effect on the job satisfaction variable (Y) of PT.PLN UP3 Balikpapan employees. This is evidenced by the respondents' responses which show that in the compensation variable, the indicators with the level of agreement in order from highest

to lowest are job security (62.3%), opportunities for advancement (54.7%), and harmonious relationships (37.7%).

Thus, it can be concluded that the sense of security in working based on the respondents' answers that have been obtained is the main factor that can affect employee job satisfaction in working, then continued with the opportunity to advance, the opportunity given by superiors to employees in conveying their aspirations can also affect job satisfaction, because by getting freedom of expression can trigger employees to be more creative and advanced, finally followed by a harmonious relationship, a harmonious relationship created by leaders and coworkers can help employees feel comfortable and loyal to their work. This is supported by research conducted by ([Purnomo & Putranto, 2020](#)) and ([Yuliantini & Santoso, 2020](#)) which states that the Work Environment has a positive and significant effect on Job Satisfaction.

The Influence of Leadership on Employee Job Satisfaction

From the test results, it was obtained that the Leadership variable (X₃) had a partial effect on the job satisfaction variable (Y) of PT.PLN UP3 Balikpapan employees. This is proven by the respondents' responses which show that in the leadership variable, the indicators with the level of agreement in order from highest to lowest are analytical ability (64.2%), listening ability (60.4%), communication skills (58.5%), courage (50.9%), and assertiveness (30.2%).

Thus, it can be concluded that according to respondents, an ideal leader is one who tries harder to demonstrate analytical thinking skills and skills in interacting and building communication, compared to leaders who rely on an authoritarian approach or excessive assertiveness. This is supported by research conducted by ([Tamali, 2019](#)) which states that leadership has a positive and significant effect on employee job satisfaction

Conclusion

Based on the results of the research that has been conducted on the Influence of Compensation, Work Environment and Leadership on Employee Job Satisfaction at PT.PLN UP3 Balikpapan, it can be concluded that the three variables significantly have a positive influence on the level of employee job satisfaction. Compensation provided by the company, both in financial and non-financial forms, can increase employee satisfaction with their work, because they feel appreciated for the contributions and efforts that have been given. A conducive, safe, and supportive work environment in terms of social relations and self-development opportunities has also been proven to create comfort that has an impact on increasing work enthusiasm and productivity. In addition, the leadership applied in the company, especially those that are communicative, fair, and able to be role models for employees, also contributes to creating a harmonious work atmosphere and making employees feel appreciated and involved in achieving common goals. Thus, it can be said that the better the treatment received by employees in terms of compensation, work environment, and leadership, the higher the level of job satisfaction they feel.

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