

## **The Influence of Work Environment, Leadership Style and Workload on Employee Job Satisfaction**

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### **Abstract**

The importance of the current role of Human Resource Management in an organization or agency as one of the factors in driving the progress of an organization or agency. To increase the effectiveness and optimize an activity, one of the most important resources a company or agency has is good quality human resources. The research design uses a quantitative descriptive approach. The data in this study were obtained from 45 respondents who were the Liaison Agency Officers of the Province of Lampung in Jakarta by using a questionnaire as a data collection tool using the survey method. Data analysis in this study used the SEM PLS test tool to test discriminate validity, convergent validity, composite reliability, outer model, inner model and hypothesis testing. The first stage in this study was to test the validity of the questions for each variable along with its reliability. The second stage examines the effect of each variable. The results of the study show that there is an effect of the work environment on employee job satisfaction, leadership style has no effect on employee job satisfaction and the influence of workload on employee job satisfaction

**Keywords :** Work Environment, Leadership Style, Workload and Job Satisfaction

### **Introduction**

Human resources are actually the main asset of a company. Good management and utilization of human resources is very important to be done in order to achieve the company's goals. The human resources department is responsible for supporting reliable and quality work units. The human resource function must also create a conducive work environment, so that employees can produce good performance for the company where they work.

The role of Human Resource Management is currently in an organization or agency as one of the factors in encouraging the progress of an organization or agency. To increase the effectiveness and optimization of an activity, one of the important resources for a company or agency to have is the good quality of human resources. Sugiastini *et al.*, (2021).

The Office of the Lampung Provincial Liaison Agency in Jakarta is one of the agencies that has the task of assisting the Governor in carrying out government duties, administration, administration and facilitating protocol activities and official services,

information services, relations between institutions and the government and regions which was established in 1996.

The phenomenon in this study is the existence of employee job satisfaction problems that have an impact on employee performance Based on the results of the researcher's observations in the field, employee job satisfaction is caused by several things, namely the problem of the physical work environment consisting of several employees complaining about the color of the paint that has faded, equipment facilities, behaviors received by employees, for example, poor relationships between fellow employees, The workplace environment, about work, unfair reward system, work environment support is a determinant of employee job satisfaction, for the second phenomenon, namely Leadership style that lacks good communication between employees and leaders makes it sometimes difficult for employees to understand what the leader is ordering. In companies, it can be seen that the lack of leadership ability to influence employees by providing comfort at work such as the attitude of leaders who are less able to motivate employees in carrying out work. Leaders in the office also rarely give awards and praise for employee work achievements for the next phenomenon, namely workload Workload can be seen from physical and mental workload, if the workload borne by an employee is too heavy or weak physical ability will certainly result in an obstacle at work so that the employee will feel sick because of a job.

**Table 1. Job Satisfaction Scale**

No	ASSESSMENT ASPECTS	RATING	TARGET SKALA
1	Freedom to use my personal opinion at work	3	5
2	Comfortable conditions for working where I work are adequate	3	5
3	The salary I receive is balanced with the tasks I do every month.	3	5
4	The company's permanent employee status policy is clear.	3	5
5	The ability of my colleagues to complete their work.	3	5
6	The job I have requires a variety of skills (creative)	3	5
7	Jobs that require ordinary vision. For example, making letters, managing archives, and meetings.	3	5
8	Noise is one of the factors that will disturb employees	3	5
9	I believe that I can achieve the work targets set by the company.	3	5

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10 The company's policy is related to the provision of bonuses that are beneficial to employees	3	5
Information		
Rating 1	Very unsatisfactory	
Rating 2	Needs to be improved	
Rating 3	Employees meet basic/average expectations	
Rating 4	Employees exceed expectations	
Rating 5	Employee Satisfaction is always outstanding (all employees every month)	

The results of the job satisfaction scale from the aspect of assessment are many employees who feel dissatisfaction in carrying out the work given

The results of an empirical study conducted by the researcher related to previous research on Job Satisfaction by Juniar, (2021) which stated that the work environment has a positive and significant effect on Employee Job Satisfaction. Research by Winarto & Purba, (2018) which states that leadership style has a positive and significant effect on Employee Job Satisfaction. Research by Pamungkas et al. (2022) which states that Workload has a negative and significant influence on employee job satisfaction.

## Method

### Research Design

This type of research is associative, according to Sugiyono (2012:11), "Associational research is a research that aims to determine the influence between the independent variable X to the variable related to Y and how close the influence or relationship is". This study is to see the influence of work environment, workload and leadership style on employee job satisfaction at the Lampung Provincial Liaison Agency in Jakarta. This study uses a survey method of a population by relying on questionnaires and data collection instruments.

### Research Sample

In determining the sample model, the researcher uses a saturated sampling model because the model is in accordance with the criteria needed in this study, By definition a saturated sample is a sample that represents the number of population in the location where the research was conducted, According to Arikunto (2012:104) if the number of the population is less than 100 people, then the number of samples is taken as a whole, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25% of the total population (Rovi Romadhon, E. Didik Subiyanto, and Ignatius Soni Kurniawan 2022).

### Data Analysis Methods

This study uses a data analysis method with the Partial Least Square (PLS) approach. PLS is a Structural Equation Modeling (SEM) equation model that is

component-based or variant. According to Ghozali (2018), PLS is an alternative approach that shifts from a covariant-based SEM approach to a variant-based approach. Covariant-based SEM generally tests causality/theory, while PLS is more of a predictive model. The purpose of the PLS method is to assist researchers for the purpose of Ghozali (2018) prediction.

## Results and Discussion

### Descriptive Statistical Analysis

The respondents in the study of employees of the Lampung Provincial Liaison Agency were 45 people, 33 people or 73% were men, while the rest of the respondents were 12 or 27%, It can be concluded that the type of work is dominated by men. The age of respondents is 30-40 years old, as many as 31 (68%) respondents. Meanwhile, the other respondents were respondents aged 40-50 years as many as 9 (20%) respondents and respondents with the age of 20-30 years as many as 5 (12%) respondents. It can be concluded that the majority of respondents are 30-40 years old or 31 (%).

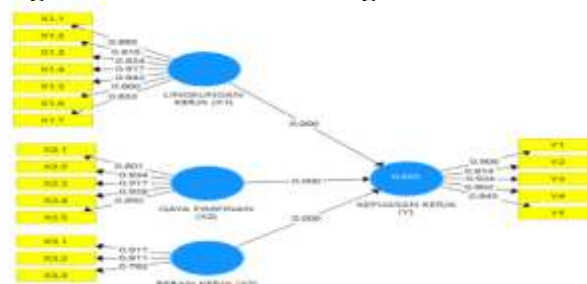
The last education of SD/SMP/SMK was equivalent as 25 (55%) while the other respondents with S1 undergraduate education were 16 (35%) respondents and respondents with S2 postgraduate education as many as 4 (10%) respondents. It can be concluded that the majority of respondents have their last education in elementary / junior high school / vocational school.

The length of service is 10-15 years as many as 32 (72%) respondents, while other respondents with a length of service of 5-10 years as many as 8 (17%) respondents and respondents with a length of work of 1-5 years as many as 5 (11%) respondents. It can be concluded that the majority of respondents with a working length of 10-15 years are 32 (72%).

### Convergent Validity

The Convergent Validity test of the measurement model with indicator reflexives is assessed based on the correlation between the item score or component score and the construct score calculated by PLS. Individual indicators are considered valid if they have a correlation value above 0.70. However, in scale development research, a loading factor of 0.50 to 0.60 is still acceptable. By looking at the results of the correlation output between the indicator and its construction as seen in the table and structural figure below:

**Figure 1. SmartPLS 3.0 Algorithm Results**



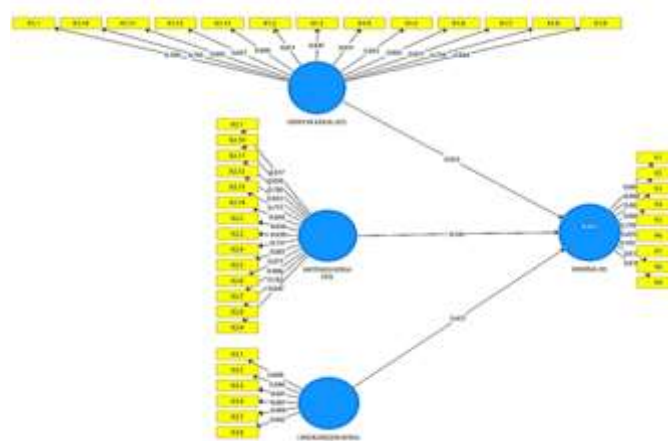
**Table 2. Convergent Validity Test Results**

Variable	Indicator	Outer Loading	Information
Work Environment	X1.1	<b>0.893</b>	Valid
	X1.2	<b>0.816</b>	Valid
	X1.3	<b>0.824</b>	Valid
	X1.4	<b>0.917</b>	Valid
	X1.5	<b>0.843</b>	Valid
	X1.6	<b>0.860</b>	Valid
	X1.7	<b>0.833</b>	Valid
Leadership Style	X2.1	<b>0.801</b>	Valid
	X2.2	<b>0.934</b>	Valid
	X2.3	<b>0.917</b>	Valid
	X2.4	<b>0.928</b>	Valid
	X2.5	<b>0.892</b>	Valid
Workload	X3.1	<b>0.917</b>	Valid
	X3.2	<b>0.911</b>	Valid
	X3.3	<b>0.762</b>	Valid
Job Satisfaction	Y1.1	<b>0.906</b>	Valid
	Y1.2	<b>0.914</b>	Valid
	Y1.3	<b>0.924</b>	Valid
	Y1.4	<b>0.902</b>	Valid
	Y1.5	<b>0.845</b>	Valid

Source: Processing Output with smartPLS 3.0

Based on the tests in Table 4.10 and Figure 4.1 above, it can be seen that all items no longer have indicators that have a loading factor value of less than 0.50. Therefore, all indicators have met convergent validity because they have a loading factor value above 0.50.

**Figure 3. SmartPLS 3.0 Algorithm Results**



### Discriminant Validity (Cross loading)

Discriminant validity testing, which is a reflective indicator, can be seen in the cross loading between the indicator and its construction. An indicator can be declared valid if it has the highest loading factor to the intended construct compared to the loading factor to other constructs.

**Table 3. Discriminant Validity Test Results (Cross loadings)**

	Work Environment	Leadership Style	Workload	Job Satisfaction
X1.1	0.645	0.422	0.691	0.893
X1.2	0.526	0.213	0.602	0.816
X1.3	0.504	0.364	0.622	0.824
X1.4	0.584	0.362	0.645	0.917
X1.5	0.688	0.490	0.774	0.843
X1.6	0.626	0.304	0.589	0.860
X1.7	0.562	0.324	0.641	0.833
X2.1	0.381	0.801	0.282	0.326
X2.2	0.306	0.934	0.330	0.376
X2.3	0.258	0.917	0.400	0.380
X2.4	0.347	0.928	0.338	0.409
X2.5	0.413	0.892	0.428	0.388
X3.1	0.917	0.427	0.720	0.715
X3.2	0.911	0.403	0.709	0.644
X3.3	0.762	0.108	0.542	0.413
Y1.1	0.689	0.465	0.906	0.795
Y1.2	0.743	0.549	0.914	0.743
Y1.3	0.740	0.244	0.924	0.646
Y1.4	0.597	0.294	0.902	0.675
Y1.5	0.655	0.218	0.845	0.566

Another method to see discriminant validity is to see that the square root of average variance extracted (AVE) value must be greater than 0.5 is recommended; This ratio implies that more than 50% of the variants of the reflective indicator have been taken into account by the latent variable. AVE is only relevant for reflective measurement models.

### Average Variance Extracted (AVE)

The AVE value aims to measure the degree of variation of a construct component compiled from its indicator by adjusting to the error level. Testing with an AVE value is more critical than composite reliability. The minimum recommended AVE value is 0.50. The AVE output obtained from Smart PLS 3.0 is presented in table 4.15.



**Table 4. Average Variance Extracted Test Results (AVE)**

	Average Variance Extracted (AVE)
Work Environment	<b>0.751</b>
Leadership Style	<b>0.803</b>
Workload	<b>0.807</b>
Job Satisfaction	<b>0.733</b>

Source: Processing Output with smartPLS 3.0

### Composite Reliability dan Cronbach's Alpha

Composite reliability and Cronbach's alpha testing aims to test the reliability of the instrument in a research model. If all latent variables have a composite reliability value or Cronbach's alpha  $\geq 0.7$ , it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

**Table 5. Composite Reliability and Cronbach's Alpha Test Results**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Work Environment	<b>0.832</b>	<b>0.856</b>	<b>0.900</b>
Leadership Style	<b>0.938</b>	<b>0.953</b>	<b>0.953</b>
Workload	<b>0.940</b>	<b>0.946</b>	<b>0.954</b>
Job Satisfaction	<b>0.939</b>	<b>0.943</b>	<b>0.950</b>

Source: Processing Output with smartPLS 3.0

Based on the data, the results of the composite reliability and cronbach's alpha tests showed satisfactory values, because all latent variables had composite reliability values and cronbach's alpha  $\geq 0.70$ . This means that all latent variables are said to be reliable.

### Structural Model Test Testing (Inner Model)

Inner model testing is the development of concepts and theories-based models in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The steps to test the structural model (inner model) are as follows:

#### R-Square (R2)

**Table 6. R-Square Value Test Result (R2)**

	R-square	R-square adjusted
Job Satisfaction	0.695	0.673

Source: Processing Output with smartPLS 3.0

The structural model indicates that the model in the Job Satisfaction variable can be said to be strong because it has a value above 0.67. The model of the influence of independent latent variables on job satisfaction gives an R-square value of 0.695 which can be interpreted that the variability of the purchase decision construct that can be explained by the variability of the independent construct is 70%, while 30% is explained by other variables outside the studied.

#### Q-Square (Goodness of Fit Model)

The structural Goodness of Fit Model test on the inner model uses a predictive-relevance (Q2) value. A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculation: The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1)$$

$$Q^2 = 1 - (1 - 0.695)$$

$$Q^2 = 1 - (0.107)$$

$$Q^2 = 0.695$$

The results of the calculation above show a *predictive-relevance* value of 0.695 is greater than 0 (zero). Thus, the model is said to be worthy of having relevant predictive value.

#### Results of Hypothesis Testing (Estimation of Path Coefficients)

The estimated values for path relationships in the structural model should be significant. The significance value of this hypothesis can be obtained by bootstrapping procedure. Seeing the significance of the hypothesis by looking at the value of the parameter coefficient and the significance value of the T-statistic in the algorithm bootstrapping report. To find out whether it is significant or insignificant, it is seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics).

**Table 7. Path Coefficients**

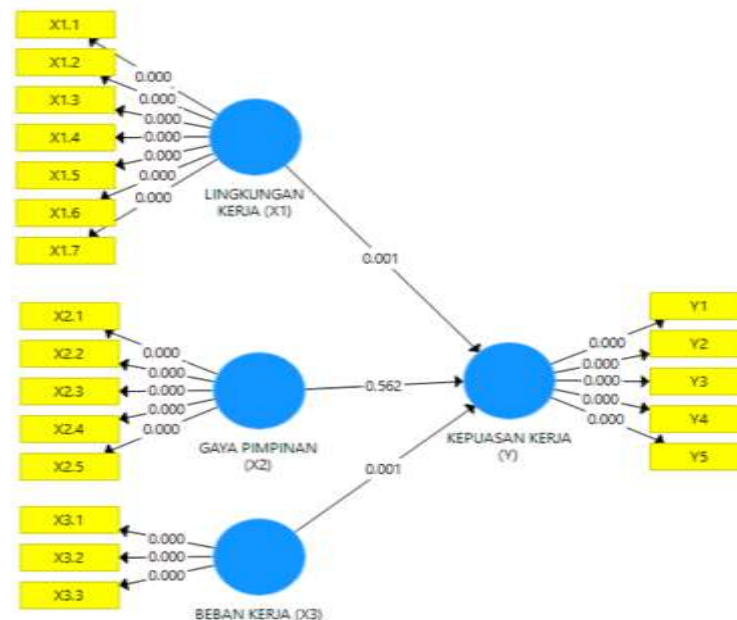
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P value s
Work environment - > Job satisfaction	0.442	0.450	0.135	3.277	<b>0.001</b>
Leadership Style -> Job Satisfaction	0.052	0.060	0.090	0.580	<b>0.562</b>
Workload-> Job Satisfaction	0.438	0.419	0.130	3.374	<b>0.001</b>

Sumber: Output Pengolahan dengan smartPLS 3.0





**Figure 4. Bootstrapping Test Results**



Source: Processing Output with smartPLS 3.0

## Discussion

### The Influence of the Work Environment on Employee Job Satisfaction

Based on table 4.15 in the H1 hypothesis, it can be known based on the test results that the relationship between the work environment and job satisfaction is positive and significant, because it has an original sample value of 0.442 which shows a positive direction and a t-statistical value of  $3.277 > 0.05$  which shows a significant direction. From the explanation above, the H1 hypothesis in this study can be concluded that the work environment has a positive and significant effect on job satisfaction. A comfortable work environment such as a cool and clean workspace layout and good relationships between fellow employees and leaders so that employees feel fasted at work.

The results of this study are in line with research conducted by Ade Irma, Muhammad Yusuf (2020) there is an influence of the work environment on job satisfaction, Bagus Helmi Dharmawan, Rusdi Hidayat Nugroho (2023) has a significant effect on employee job satisfaction, In Adveni Aoliso's research, Hans Lao (2018) shows that the work environment has a strong influence on employee job satisfaction.

### The Influence of Leadership Style on Employee Job Satisfaction

Based on table 4.15 in the H2 hypothesis, it can be known based on the test results that the relationship between Leadership Style and job satisfaction is not significant, because it has an original sample value of 0.052 which shows a negative direction and a t-statistical value of  $0.580 > 0.05$  which shows no significance. From the explanation above, the H2 hypothesis in this study can be concluded that Leadership Style does not have a significant effect on Employee Job Satisfaction. A good leadership style and a

work structure that runs very well so that it does not have a significant impact on job satisfaction.

The results of this study are in line with research conducted by Yuliana Yuliana, Arwin Arwin Jean, Dwi Pratiwi<sup>2</sup> (2020) there is no significant effect on job satisfaction, Meddy Nurpratama, Agus Yudianto (2022) do not have a significant effect on employee job satisfaction, In the research Rachamatullaili, Tinakartika Rinda, Hendri Maulana, Tia Fitriani (2022) shows that Leadership Style does not have a significant effect on employee job satisfaction.

### **The Effect of Workload on Employee Job Satisfaction**

Based on table 4.15 in the H3 hypothesis, it can be known based on the test results that the relationship between the work environment and job satisfaction is positive and significant, because it has an original sample value of 0.438 which shows a positive direction and a t-statistical value of  $3.374 > 0.05$  which shows significance. From the explanation above, the H3 hypothesis in this study can be concluded that workload has a positive and significant effect on job satisfaction.

The workload given has mastered the work very well and has a sufficient amount of time to complete the work and has a level of job risk so that it has significant job satisfaction every time the workload is completed, The results of this study are in line with research conducted by May Nena Ray Dalena<sup>1</sup>, Syarif Ali, Ediwarman (2022) there is an effect of workload on job satisfaction, Rizka Dwi Astuti, Jajuk Herawati, Epsilandri Sepytarini (2022) have a significant effect on employee job satisfaction, In the research of Nurrahmi Utami Tamping, Rita N. Taroreh, Arrazi Hasan Jan (2021) shows that Workload does not have a significant effect on employee job satisfaction.

### **Conclusion**

Based on the above explanation, it can be concluded that the work environment has a positive and significant effect on employee job satisfaction. This means that the better the work environment, the higher the job satisfaction of employees. Leadership style has no effect on employee job satisfaction. This means that the leader's behavior or leadership style is one of the important factors that can affect job satisfaction. Workload has a positive and significant effect on job satisfaction. This means that work conditions, time use, and targets to be achieved have an influence on job satisfaction.

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