

Determinant Factors of Employee Job Satisfaction (Study Case in PT. Bima Inti Perkasa Jakarta, Indonesia)



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ABSTRACT: This study aims to examine the influence of work environment, work-life balance, and work compensation on job satisfaction at PT. Bima Inti Perkasa West Jakarta. The study used a descriptive quantitative method with a survey technique. The research instrument used a questionnaire with a Likert scale. Data analysis used SmartPLS. The number of research populations was 35 employees of PT. Bima Inti Perkasa West Jakarta. The sampling technique used saturated sampling, so that a sample of 35 was obtained. The results of this study indicate that the work environment does not have a positive effect on job satisfaction, work-life balance has a positive effect on job satisfaction, and work compensation does not have a positive effect on job satisfaction.

KEYWORDS: Work Environment, Work-Life Balance, Work Compensation, and Job Satisfaction

JEL Codes: M52, M55,

1. INTRODUCTION

The development of the increasingly competitive business world has caused extraordinary changes in competition, production, marketing, human resource management, transaction competition between companies and customers and companies with other companies. One of the most important elements in a company's business process is human resources. Human resource issues are in the spotlight and the mainstay for companies to survive in the Digital era. Human resources are a determining factor in the success of effective organizational implementation. Job satisfaction is an important target in human resource management, because it will directly or indirectly affect the work behavior of the employee. Employees work because there is something to be obtained and people hope that the work activities carried out will bring them to a more satisfying state than the previous difficult state. There are several things that are related to the era and can affect an employee's job satisfaction.

One of the factors that influences employee job satisfaction is the work environment. The treatment received by employees towards the company also affects employee satisfaction. This is because the existence of a pleasant work environment makes employees work more enthusiastically to achieve a target given by the company. According to (Anam, 2018:46), the work environment is something that exists around employees so that it influences someone to get a sense of security, comfort, and satisfaction in doing and completing the work given by their superiors.

From the results of research conducted by Mukti Wibowo (2014) it shows that the work environment has a significant and positive effect on job satisfaction in Company employees. However, according to Jasman Saripuddin (2015) it shows that the work environment does not have a positive and significant effect on job satisfaction.

The second factor that can affect employee job satisfaction is work-life balance. Work-life balance is the harmonization between time and energy spent on work and personal life. This definition includes efforts to achieve a balanced proportion between work demands and individual needs outside of work.

Employees lack work-life balance which involves doing excessive work tasks or exceeding working hours so that it can cause a decline in mental and physical health for employees, besides that it can affect employee job satisfaction.

The importance of work-life balance can significantly affect job satisfaction. Individuals who can maintain this balance tend to be more satisfied with their jobs because they have time for non-work activities, such as gathering with family, pursuing hobbies, and taking care of their mental health.

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According to Iga Puspa Sari, Agussalim M, Dina Adawiyah (2021) showed that work-life balance has a significant effect on job satisfaction. However, the results of researchers Risna, Ambo Sakka, Irma Yunawanti (2017) stated that work-life balance does not have a significant and positive effect on employee job satisfaction.

The last factor that influences and increases employee satisfaction is compensation, because compensation is important to make an employee do for their company/organization, namely to survive and fight to achieve the goals given by the company to employees. The company's goals will be difficult to achieve if employees are not enthusiastic in carrying out the tasks assigned to employees. The compensation provided by the company can retain employees who are considered potential and qualified to continue working. In addition, compensation can also increase employee motivation to work harder. This also aims to prevent increased employee turnover. From the results of research conducted by Akhwanul Akmal and Ikhda Tamini (2015) it shows that compensation has a positive and significant effect on employee job satisfaction. However, according to Anik Hermaningsih and Desti Purwanti (2020), the results show that compensation does not have a positive and significant effect on employee job satisfaction.

2. LITERATURE REVIEW

Job satisfaction

Basically, job satisfaction is something that is individual and depends on the perception of a person about what he feels about his work. According to (Hasibuhan, 2014) job satisfaction is an emotional attitude that embraces and loves his work. This attitude is reflected by work morale, discipline, and work performance. Based on (Hartatik, 2014) further explains that the theory of job satisfaction tries to explain what makes some people more satisfied with their work than others.

Job satisfaction is a feeling that supports or does not support an employee who is involved with his work or his condition. From the description above, it can be concluded that, work satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work

Work environment

According to (Serdarmayanti, 2017), the work environment is all the tools and materials faced, the surrounding environment where someone works, their work methods, and their work arrangements both individually and in groups. In Serdamayanti (2017), the work environment is a place for a number of groups where there are several supporting facilities to achieve the company's goals in accordance with the company's vision and mission. According to Pandi Afandi (2016:51) the work environment is a place in the environment of workers that can influence them in carrying out their duties such as ventilation, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment. From the description above, it can be concluded that the work environment is all the conditions that exist around workers/employees that can affect the employee's work satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment itself there are work facilities that support employees in completing the tasks assigned to employees in order to improve employee performance in the company's work environment.

Work life balance

Work life balance is defined as various levels of compatibility of various functions and roles in a person's life. Work-life balance is how a person is able to manage the various demands in his/her life. Work-life balance is also assumed as the total time devoted to paid work and work outside of work (Huldsen, 2015:4). According Singh and Kanna (2011) work-life balance is a design formula that accommodates the selection of priorities between the work itself (including job and work ethics) and life (including family, leisure time, happiness, and spirituality/religion). Study of Framel and Hartog (2013) work-life balance is employees can use work hours that can be adjusted in balancing things done at work with other things including study, interests, hobbies and family. The concept of work-life balance forgets the design principle that there is a process of complementing each other between work life and personal life in realizing the integration of perfection in the life lived by a person (Handayani, 2013 in Gulsvita, 2020). From the description above, it can be concluded that work-life balance is a condition in which an individual is able to balance and divide time between work and personal life that run side by side and provide the same degree of importance so that both work are balanced and do not become a conflict.

Work compensation

Compensation is the provision of direct and indirect compensation or goods to employees as compensation for services (output) given to the company. Compensation forgets all the rewards received by employees for the services provided by employees to the company or in other words compensation definitions by experts:

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According Hasibulan (2017:119) Compensation is a form of income that is returned, direct or indirect goods received by employees as compensation for services provided to the company. Reflecting an effective compensation system forgets an important part of human resource management because it helps attract and retain talented employees. In addition, the company's compensation system has an impact on strategic performance.

According to Handoko (2014:155) Compensation is all the things received by employees as a reward for their work. Compensation programs are also important for companies, because they require organizational efforts to maintain human resources.

Marwansyah in his book (2016:269), Compensation is a reward or reward, direct or indirect, financial or non-financial, which is fair and appropriate to employees, as a reward or contribution/service to the achievement of company sales goals

Hypothesis

H1: There is an influence of the work environment on employee satisfaction at PT. Bima Inti Perkasa Jakarta

H2: There is an influence of work-life balance on employee satisfaction at PT. Bima Inti Perkasa Jakarta

H3: There is an influence of compensation on employee satisfaction at PT. Bima Inti Perkasa Jakarta

3. RESEARCH METHOD

This study uses a survey method based on a descriptive approach to collect factual data. A quantitative research approach is used to manipulate factual information. This study was conducted at PT. Bima Inti Perkasa which consists of 35 employees. Using a saturated sampling technique, the researcher selected all employees as respondents in the research sample. The sample selection process was carried out randomly (random sampling) from all employees of PT. Bima Inti Perkasa. This study uses a quantitative-based data analysis method by applying Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) method. Data processing was carried out using SmartPLS software version 4.0.9.5.

4. RESULT

Convergent and Validity Test

This figure and table 1 explain the outer loading value in this research.

Table1. Outer Model Measurement Results

	KEPUASAN KERJA (Y1)	KESEIMBANGAN KEHIDUPAN KERJA (X2)	KOMPENSASI KERJA (X3)	LINGKUNGAN KERJA (X1)
X3.1			0.626	
X3.10			0.915	
X3.2			0.715	
X3.3			0.604	
X3.4			0.606	
X3.5			0.812	
X3.6			0.732	
X3.7			0.873	
X3.8			0.823	
X3.9			0.593	
Y1.1	0.914			
Y1.10	0.678			
Y1.2	0.923			
Y1.3	0.899			
Y1.4	0.635			
Y1.5	0.957			
Y1.6	0.919			
Y1.7	0.647			
Y1.8	0.939			
Y1.9	0.860			
X3.10		0.912		
X3.2		0.740		
X3.5		0.849		
X3.6		0.735		
X3.7		0.891		
X3.8		0.811		
Y1.1	0.922			
Y1.2	0.938			
Y1.3	0.902			
Y1.5	0.965			
Y1.6	0.941			
Y1.8	0.929			
Y1.9	0.864			

Due to the results still have numbers below 70 or marked in red, elimination is carried out, so that the results of the second convergent and validation test have met the requirements, namely greater than 0.7 (table 2)

Table 2. Second Convergent and Validity Test

	KEPUASAN KERJA (Y1)	KESEIMBANGAN KEHIDUPAN KERJA (X2)	KOMPENSASI KERJA (X3)	LINGKUNGAN KERJA (X1)
X1.10				0.884
X1.2				0.932
X1.3				0.893
X1.4				0.902
X1.6				0.888
X1.7				0.875
X1.9				0.911
X2.2		0.901		
X2.4		0.947		
X2.6		0.900		
X2.7		0.888		
X2.9		0.899		
X3.10			0.912	
X3.2			0.740	
X3.5			0.849	
X3.6			0.735	
X3.7			0.891	
X3.8			0.811	
Y1.1	0.922			
Y1.2	0.938			
Y1.3	0.902			
Y1.5	0.965			
Y1.6	0.941			
Y1.8	0.929			
Y1.9	0.864			

Source: Data processed

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Discriminant Validity Test

Heterotrait Monotrait Ratio (HTMT)

Heterotrait-monotrait ratio (HTMT) is a model used to measure discriminant validity, the desired HTMT criterion value shows less than 0.9 for each variable (Ghozali, 2015) in (Hidayat A 2021). Based on the values of each variable showing a number less than 0.9. So it can be concluded that the initial construct has met the discriminant validity criteria based on the HTMT calculation.

Average Variance Extracted (AVE) Test Results

AVE value on the Work Environment variable with an AVE value (0.853), on the Work Life Balance variable with an AVE value (0.806), on the Compelnai variable with an AVE value (0.682), and on the Employee Work Satisfaction variable with an AVE value (0.807). So it can be concluded that all variables with the AVE value test on the reliability and validity construct are stated reliable or the construct is stated good because all variables with an AVE value of more than 0.600 then the variable is declared valid

Fornell Larckler Criterion

It can be seen that each construct has a larger AVE root value compared to the correlation with other variable constructs. First, the Work Environment variable has an AVE root (0.924) where the results are larger The correlation is with Work Excess Balance (0.528), the correlation is greater with Labor Compensation (0.611), the correlation is greater with Work Profit (0.485). The result of the variable Work Export Balance has the root AVE (0.898) where the results have a greater correlation with Labor Compensation (0.495) and a greater correlation with Work Exodus (0.485). The next result is that the variable Workforce Completion has the root AVE (0.826) where the result of the result is a greater correlation with Workforce Completion (0.485). Finally, the variable of Work Satisfaction has the AVE root (0.898) where the results are larger than the correlation with the Work Environment (0.475), larger than the correlation with Work Life Balance (0.155) and larger than the correlation with Work Compensation (0.485). From the description above, it can be concluded that the Fornell-Larckel Criterion Model has good discriminant validity because the AVE square root value for each construct is higher than the correlation with other variable constructs.

Construct reliability and validity

Cronbach's Alpha

The initial variable has a Cronbach's alpha value greater than 0.7, which meets the criteria for good reliability which shows that the variables are considered reliable or meet the requirements.

Composite Reliability

Shows that the initial construct cell has a composite reliability value that exceeds 0.70. Thus, it can be concluded that the initial construct cell has good reliability.

R-Square

that it can be said that the r-square on the employee performance variable is a model or has a fungal effect.

F-Square

The f-square value shows the influence of the Work Environment variable on Work Satisfaction of 0.094, which is included in the small category. The influence of the Work Life Balance variable of 0.164 is included in the medium category. Meanwhile, the influence of the Work Compensation variable on Work Satisfaction of 0.113 is included in the small category.

Goodness of Fit (GOF)

The result is the calculation of Goodness of Fit (GOF)

$$\begin{aligned} & \sqrt{AVE} \times \sqrt{R^2} \\ &= \sqrt{0,793} \times \sqrt{0,506} \\ &= 0.890 \times 0.711 \\ &= 0.632 \end{aligned}$$

So it can be concluded that in the calculation of the GOF value above, the GOF value of 0.632 is categorized as a large GOF value or a fungus as stated by Ghozali (2018) where the GOF value > 0.36 is large.

Hypothesis Testing

then it can be concluded that the hypothesis;

- The value of the influence of the Work Environment variable on work satisfaction can be seen from the p-value of 0.204 (> 0.05) and the t-statistic or T-value of 1.962. Thus, H1 is rejected, meaning that the Work Environment variable does not affect work satisfaction.
- The value of the influence of the work-life balance variable on employee work satisfaction can be seen from the p-value of 0.050 (> 0.05) and the t-statistic or T-value of 1.962. Thus H2 is accepted, meaning that the work-life balance variable has an effect on employee performance.

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- The influence value of the work compensation variable on employee work satisfaction can be seen from the p-value of 0.117 (<0.05) and the t-statistic or T-value of 1.567. Thus H3 is rejected, meaning that the work compensation variable does not affect employee work satisfaction.

DISCUSSION

1. The Influence of the Work Environment on Work Satisfaction at PT. Bima Inti Perkasa - The results of the study obtained the variable Work Environment does not have a positive and significant effect on work satisfaction at PT. Bima Inti Perkasa (H1). This is proven by the results of the SmartPLS output which produces a p value of $0.204 < 0.05$ with a large t statistic of $1.270 > 1.96$. So it can be explained that employees of PT. Bima Inti Perkasa are not affected by the Work Environment and it does not affect employee work satisfaction. Because the higher the bad Work Environment will result in the spread of employee work satisfaction.
2. The Influence of Work-Life Balance on Employee Satisfaction at PT. Bima Inti Perkasa - The results of the study obtained the work-life balance variable has a positive and significant effect on work satisfaction at PT. Bima Inti Perkasa (H2). This is proven by the results of the SmartPLS output which produces a p value of $0.050 < 0.05$ with a large t statistic of $1.962 > 1.96$. So it can be explained that employees of PT. Bima Inti Perkasa and it affects employee satisfaction. With the implementation of a good work-life balance, employee satisfaction will increase.
3. The influence of Work Compensation (X3) on Work Satisfaction (Y1) of PT. Bima Inti Perkasa - The results of the study obtained that the Work Compensation variable does not have a positive and significant effect on work satisfaction at PT. Bima Inti Perkasa (H3). This is proven by the results of the SmartPLS output which produces a p value of $0.117 < 0.05$ with a large t statistic of $1.567 > 1.96$. So it can be explained that employees of PT. Bima Inti Perkasa are not affected by Compensation and it has an effect on employee work satisfaction.

CONCLUSION

1. There is no significant influence between the Work Environment and Work Satisfaction. This is based on the t-test which can be seen that t-count $>$ t-table, namely $1.270 > 1.997$ with a significance of $0.204 > 0.05$. Thus it means that Ho1 is accepted and Ha1 is rejected, which means that the Work Environment does not affect work satisfaction
2. There is a significant influence between employee work-life balance. This is based on the t-test which can be seen that t-count $<$ t-table, which is $1.962 < 1.997$ with a significant value of $0.050 > 0.05$. Thus, it can be interpreted that Ho2 is accepted and Ha2 is rejected, which means that this shows that work-life balance has a significant effect on employee performance.
3. There is no significant effect between Work Compensation and employee performance. This is based on the t-test which can be seen that t-count $>$ t-table, which is $1.567 > 1.997$ with a significant value of $0.117 < 0.05$. Thus, it can be interpreted that Ho3 is rejected and Ha3 is accepted, which means that work compensation does not have a positive and significant partial effect on employee work satisfaction.

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