

Analysis of Factors Influencing Employee Job Satisfaction Study at PT. Surya Jaya Teknik

Fitria Nurdiana¹, Asriani Susiati²

Universitas Muhammadiyah Tangerang, Indonesia

Email: ftianrdna3011@gmail.com

Abstract

Enhancing employee job satisfaction plays a crucial role in driving organizational performance and achieving success. PT Surya Jaya Teknik, a manufacturing firm within the automotive industry, faces issues related to employee dissatisfaction, primarily due to suboptimal work environment conditions, inadequate motivation, and insufficient compensation. This research aims to examine the determinants of employee job satisfaction through a case study at PT Surya Jaya Teknik. Utilizing SPSS version 25, the study applies a quantitative approach with a sample of 98 employees. Multiple linear regression was employed to analyze the data. The findings reveal that, individually, the work environment, motivation, and compensation have a significant and positive influence on job satisfaction. Moreover, these variables simultaneously exert a significant effect on job effectiveness. These results suggest that the factors influencing employee job satisfaction work environment, motivation, and compensation—play a significant role in enhancing employee satisfaction levels. Practically, this study suggests that organizations should prioritize and manage these three factors efficiently as a strategic measure to enhance performance and maintain high-quality human resources.

Keywords: work environment, motivation, compensation, job satisfaction

INTRODUCTION

In the era of rapid global industrialization and increasing competition, employee job satisfaction has emerged as a crucial factor influencing organizational performance and sustainability. Companies worldwide face challenges in maintaining a motivated and productive workforce due to evolving market demands, technological advancements, and diverse employee expectations. Job satisfaction has a direct impact on employee productivity, turnover rates, and overall organizational effectiveness, making it a pivotal variable in human resource management studies.

Human resources play a crucial role in achieving an organization's success and objectives. To achieve these goals, continuous efforts are necessary to enhance employee productivity, ensure business continuity, and improve job satisfaction, as well as revenue and company profits. (Novianto, 2024). If numerous employees within a company face challenges related to productivity, this may lead to a decline in both job satisfaction and overall productivity. The monotony of repetitive tasks can cause boredom and dissatisfaction at work. Employees experiencing such dissatisfaction often perceive their duties as burdensome obligations. (Aditama, 2020).

In the modern business world, employee job satisfaction has become a crucial factor in determining an organization's success. Job satisfaction not only impacts

individual productivity but also affects the performance of the team and the company as a whole. Amid an increasingly competitive industry, many companies realize that their greatest asset is quality human resources. This is also true for PT Surya Jaya Teknik, a manufacturing company in the automotive sector, which faces the challenge of maintaining and improving employee satisfaction. (KII, 2022).

Job satisfaction refers to the sense of fulfillment experienced in the workplace, which arises from receiving recognition for work performance, having an appropriate job placement, fair treatment, access to adequate resources, and a positive work environment. (Prayogo et al., 2017). Employee job satisfaction plays a crucial role in enhancing morale, discipline, and overall work performance, aligning with organizational objectives. Several key factors influence job satisfaction, including the work environment, motivation, and compensation. Among these, the work environment plays a significant role, as a healthy and supportive workplace has a positive impact on employees' psychological well-being. A good work environment can have a significant impact on employee productivity. This can be seen in the improvement of technology and production methods, the means and production equipment used, the level of occupational safety and health, and the overall atmosphere of the work environment. (J. Abdullah, 2010; Andayani et al., 2022; Kamaruddin et al., 2023). Facilities and infrastructure are one of the important factors, besides the work environment, that can support employee job satisfaction. (Anggerwati & Syamsuriana, 2023).

Additionally, motivation, both instrumental and extrinsic, is a key driver of achieving optimal performance. Motivation provided through awards, recognition, or incentives can enhance employee morale and satisfaction with performance. (Akafo & Boateng, 2015; Ali & Anwar, 2021; Bolatito & Mohamoud, 2024). Motivation is a drive that will trigger, then cause and channel this drive to support human attitudes in their daily lives, in order to optimize themselves to work hard. It is even very well known the theory of the types of human needs popularized by an expert named Mc Clelland, it is an encouragement for employees to show their achievements. (Indrasari & Ansory, 2018). Bonuses and incentives cannot be denied, as they are a crucial factor in efforts to boost employee motivation and job satisfaction. In addition to receiving a basic salary and fixed allowances, providing benefits to employees, such as bonuses and incentives, also spurs employee productivity. The point is that job satisfaction from an employee can arise if there is indeed an attractive scheme from the company, such as the suitability between the basic salary and the work tasks performed. (Musarofah & Suhermin, 2021; Soomro et al., 2018; Susanto et al., 2020).

Amid the challenges of increasing foreign power, PT. Surya Jaya Teknik is required to maintain competitive stability by continually improving service quality. One of the efforts made to pay attention to the factors that affect employee job satisfaction, namely the work environment, motivation, and compensation, is as follows: data on employee working hours at PT. Surya Jaya Teknik, namely:

Table 1. Number of Working Hours

Section	number of working hours
HRD	9 Jam
ENGINEERING	10-12 Jam
INVENTORY	11 Jam
STAMPING	10 Jam
MAINTENANCE	11 Jam
QUALITY CONTROL	10-13 Jam

Section	number of working hours
PPC	11 Jam
WELDING	13 Jam
INVENTORY	11 Jam
ISO	12 Jam
MARKETING	14 Jam
PURCHASING	12 Jam

Source: PT Surya Jaya Teknik

Based on the table above, it can be observed that many employees complain about working hours that exceed the usual 8 hours per day. However, many employees complain about excessive working hours, as well as the fact that some work more than 12 hours per day without receiving appropriate incentives.

In addition, based on the results of the author's initial observations at PT Surya Jaya Teknik through interviews with several employees, it was revealed that there were problems in the work environment such as employees who were given too many tasks without adequate support, as well as employees who complained that employees did not get enough training so that they could cause a lack of skills. Regarding motivation, the lack of appreciation shown by the company to employees, as well as the inflexibility in work location, are also issues that need to be addressed. In terms of compensation, it also does not align with the workload, and compensation is not commensurate with employee performance. From this data, it can be concluded that to improve employee performance, the company can enhance the work environment, motivation, and compensation, which will positively impact employee job satisfaction. (Zulham et al., 2020).

This research aligns with the findings of previous studies. (Badrianto & Ekhsan, 2020; Pujiarti et al., 2019) This states that the work environment has a positive and significant effect on employee job satisfaction. According to Ambo & Tuasela, (2024) States that motivation has a positive and significant effect on employee job satisfaction. And according to Abdullah & Rahmi, (2023) States that compensation has a positive and significant effect on employee job satisfaction.

This study has significant novelty because it simultaneously examines the influence of work environment, motivation, and compensation on employee job satisfaction at PT Surya Jaya Teknik, an automotive manufacturing company operating in Indonesia, particularly in areas with distinct labor characteristics and industry challenges compared to similar companies in other countries. Another novelty is the use of the latest primary data with a comprehensive quantitative analysis method using SPSS version 25, which has not been widely applied to automotive manufacturing companies in Indonesia. The study also addresses the issue of overtime and compensation inconsistency within a typical local context, providing a more contextual and applicable empirical picture for companies in developing countries.

The urgency of this research is high, considering that the manufacturing sector in Indonesia, especially in automotive companies, faces real challenges in the form of high productivity demands, with human resources often experiencing excessive workloads and inadequacies in the compensation system. This condition can pose a risk to low job satisfaction, which has an impact on declining performance, high employee turnover, and ultimately reduces the company's competitiveness in the global market. Additionally, there have been few studies that comprehensively examine the interaction of these three variables within the Indonesian manufacturing industry. Therefore, the results of this

study are important as a strategic basis for developing effective and adaptive HR policies that support local conditions and national competitiveness.

The purpose of this study is to analyze the influence of work environment, motivation, and compensation on employee job satisfaction both partially and simultaneously at PT Surya Jaya Teknik. This research aims to provide empirical evidence that can serve as a policy basis for improving job satisfaction and ultimately enhancing company performance.

The benefits of this research extend not only to the company and its employees but also contribute to the advancement of the science of human resource management as a whole by validating and expanding the theoretical framework in the context of real-world applications. Additionally, the study offers practical recommendations for managers seeking to enhance working conditions, motivation systems, and compensation structures to improve job satisfaction.

RESEARCH METHODS

This study employs a quantitative research approach with a survey design to investigate the impact of work environment, motivation, and compensation on employee job satisfaction at PT Surya Jaya Teknik. The quantitative method was chosen because it allows for objective and systematic measurement of variables, thus producing statistically analyzable data to accurately and validly test the cause-and-effect relationship between variables. The research data collection method used is a survey, where questionnaires are distributed online to employees of PT Surya Jaya Teknik. The research sample was selected using non-probability sampling, which was based on considerations deliberately chosen by the researcher to determine specific characteristics and criteria. In determining the sample size from a population of 130 employees, the researcher used the Slovin formula with a 95% confidence level and an error value of 5%, resulting in a sample size of 98 respondents. The collected data were then analyzed using descriptive and inferential statistical techniques. The data analysis was performed using SPSS version 25 software, applying multiple linear regression to assess the impact of the independent variables—work environment, motivation, and compensation—on the dependent variable, job satisfaction, both individually and collectively. The study incorporated regression testing that included t-tests, F-tests, and determination of the coefficient of determination (R^2).

RESULTS OF ANALYSIS AND DISCUSSION

Respondents in this study were employees of PT Surya Jaya Teknik. The results of data collection can be described based on gender, age, level of education, and length of work experience. This research questionnaire was administered to 98 respondents, comprising 40 questions: 10 questions on Work environment, 10 questions on Motivation, 10 questions on Compensation, and 10 questions on Employee job satisfaction. The following respondent characteristics are described in the following table:

Table 2. Table Respondent Characteristics

		Frequency	Percent
Gender	Men	28	28.6%
	Women	70	71.4%
Age	<25	23	23.5%
	25-35	53	54.1%
	36-45	19	19.4%
	>45	3	3.1%
Last Education	High School	15	15.3%
	Diploma (D3)	16	16.3%
	Bachelor (S1)	61	62.2%
	Postgraduate (S2)	6	6.1%
Length of employment	<1	18	18.4%
	1-5	15	15.3%
	6-10	37	37.8%
	>10	28	28.6%

Table 2 shows that the respondents, categorized by gender, are predominantly female employees, comprising a total of 70 people (71.4%), while male employees account for 28 people (28.6%). It can be concluded that the employees of PT Surya Jaya Teknik tend to be more female. At the same time, based on respondents aged 25-35 years, as many as 53 (54.1%) respondents, while 23 people (23.5%) are under 25 years old. At the same time, 19 respondents (19.4%) are between 36 and 45 years old. Moreover, three respondents (3.1%) are over 45 years of age. It can be concluded that the average respondent characteristics of this study are dominated by respondents aged 25-35 years, namely 53 people.

Based on the respondents studied, 61 people (62.2%) hold an undergraduate education (S1), indicating that most have completed higher education with a bachelor's degree. Meanwhile, 16 people (16.3%) of the respondents hold a diploma (D3) education, which indicates that many employees have completed this level of education. Meanwhile, 15 respondents (15.3%) have a high school or equivalent education, and six respondents (6.1%) have postgraduate education (S2). It can be concluded that the average respondent characteristics of this study are dominated by undergraduate respondents (S1), namely 61 people.

Based on respondents having work experience of 6-10 years, 37 people (37.8%), indicating that many employees have worked long enough. Meanwhile, 28 people (28.6%) of the respondents had worked for more than 10 years, indicating that there are employees with extensive experience. Only 18 people (18.4%) have less than 1 year of experience, and 15 people (15.3%) have worked for 1 - 5 years. It can be concluded that the average respondent characteristics of this study are dominated by respondents with 6-10 years of work experience, specifically 37 people.

Validity Test

According to Sugiyono (2024), the validity test is used to correlate the score of each item with the total score, which is the sum of each item's scores, thereby measuring what is being tested. In this study, using SPSS Version 25 software, the following are the results of the validity test:

Table 3. Pearson Correlation / Validity Test Results Work Environment Variable (X1)

Variabel	Kuesioner	R Hitung	R Tabel	Keterangan
Lingkungan Kerja (X1)	X _{1.1}	0.550	0.196	Valid
	X _{1.2}	0.594	0.196	Valid
	X _{1.3}	0.632	0.196	Valid
	X _{1.4}	0.519	0.196	Valid
	X _{1.5}	0.639	0.196	Valid
	X _{1.6}	0.526	0.196	Valid
	X _{1.7}	0.509	0.196	Valid
	X _{1.8}	0.625	0.196	Valid
	X _{1.9}	0.462	0.196	Valid
	X _{1.10}	0.664	0.196	Valid

Data Source: Processed SPSS 25 output, 2025

Based on Table 3 above, it can be seen that the validity results for the work environment variable show that the value of r count is greater than r table (0.196) and is positive, indicating that the questionnaire is deemed valid and can be used as a data collection tool in research.

Table 4. Pearson Correlation / Validity Test Results Motivation Variable (X2)

Variabel	Kuesioner	R Hitung	R Tabel	Keterangan
Motivasi (X2)	X _{2.1}	0.582	0.196	Valid
	X _{2.2}	0.651	0.196	Valid
	X _{2.3}	0.534	0.196	Valid
	X _{2.4}	0.583	0.196	Valid
	X _{2.5}	0.552	0.196	Valid
	X _{2.6}	0.561	0.196	Valid
	X _{2.7}	0.476	0.196	Valid
	X _{2.8}	0.528	0.196	Valid
	X _{2.9}	0.577	0.196	Valid
	X _{2.10}	0.626	0.196	Valid

Data Source: Processed SPSS 25 output, 2025

Referring to Table 4, the validity test for the motivation variable reveals that the calculated r -value exceeds the critical r -value (0.196) and is positive. This result confirms that the questionnaire is a valid and appropriate instrument for collecting research data.

Table 5. Pearson Correlation / Validity Test Results Compensation Variable (X3)

Variabel	Kuesioner	R	R	Keterangan
		Hitung	Tabel	
Kompensasi (X3)	X _{3.1}	0.519	0.196	Valid
	X _{3.2}	0.631	0.196	Valid
	X _{3.3}	0.684	0.196	Valid
	X _{3.4}	0.558	0.196	Valid
	X _{3.5}	0.578	0.196	Valid
	X _{3.6}	0.558	0.196	Valid
	X _{3.7}	0.655	0.196	Valid
	X _{3.8}	0.700	0.196	Valid
	X _{3.9}	0.648	0.196	Valid
	X _{3.10}	0.639	0.196	Valid

Data Source: Processed SPSS 25 output, 2025

As shown in Table 5, the validity test for the compensation variable indicates that the calculated r-value is higher than the critical r-value (0.196) and positive, demonstrating that the questionnaire is valid and suitable for use as a data collection instrument in this study.

Table 6. Pearson Correlation / Validity Test Results Variable: Employee job satisfaction (Y)

Variabel	Kuesionar	R	R	Keterangan
		Hitung	Tabel	
Kepuasan Kerja Karyawan (Y)	Y.1	0.722	0.196	Valid
	Y.2	0.507	0.196	Valid
	Y.3	0.581	0.196	Valid
	Y.4	0.556	0.196	Valid
	Y.5	0.686	0.196	Valid
	Y.6	0.558	0.196	Valid
	Y.7	0.577	0.196	Valid
	Y.8	0.522	0.196	Valid
	Y.9	0.670	0.196	Valid
	Y.10	0.510	0.196	Valid

Data Source: Processed SPSS 25 output, 2025

Referring to Table 6, the validity test for the employee job satisfaction variable shows a calculated r-value of 0.196, which exceeds the critical r-value. This positive correlation confirms that the questionnaire is a valid and appropriate tool for data collection in this research.

Reliability Test

According to Ghazali (2020), a Reliability test is a test conducted to determine how consistent the results of a measurement remain when two or more measurements are made of the same symptoms using the same measuring instrument. The questionnaire is

considered reliable if the respondents' answers to the questions are consistent and accurate. To test the reliability of a variable, a statistical analysis using Cronbach's Alpha (α) is conducted. A construct or variable is deemed reliable if the Cronbach's Alpha value exceeds 0.60. In this study, the reliability test was performed using version 25 software, yielding the following results:

Table 7. Work Environment Reliability Test Results (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.773	10

Data Source: Processed SPSS 25 output, 2025

According to Table 7, the reliability test results show that the Cronbach's Alpha value for the Work Environment variable (X1), with 10 question items, is 0.773, which exceeds 0.60, indicating that Cronbach's Alpha is considered reliable.

Table 8. Motivation Reability Test Results (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.766	10

Data Source: Processed SPSS 25 output, 2025

According to Table 8, the reliability test results indicate that the Cronbach's Alpha value for the Motivation variable (X2), with 10 question items, is 0.766, which exceeds 0.60, indicating that Cronbach's Alpha is considered reliable.

Table 9. Compensation Reability Test Results (X3)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.820	10

Data Source: Processed SPSS 25 output, 2025

According to Table 9 of the reliability test results, the Cronbach's Alpha value for the Compensation variable (X3) with 10 question items is 0.820, which exceeds 0.60, indicating that Cronbach's Alpha is considered reliable.

Table 10. Job Satisfaction Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0.792	10

Data Source: Processed SPSS 25 output, 2025

Menunjukkan pada hasil tabel 10 hasil uji reliabel, maka diketahui bahwa nilai Cronbach's Alpha pada variabel Kepuasan kerja karyawan (Y) dengan 10 items

pertanyaan sebesar $0,792 > 0,60$ yang berarti Cronbach's Alpha dinyatakan handal atau reliabel

Normality Test

Table 11. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		98
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.49356463
Most Extreme Differences	Absolute	.087
	Positive	.079
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.065 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Data Source: Processed SPSS 25 output, 2025

Based on Table 11, it can be seen that the Asymp.Sig value. (2-tailed) of $0.065 > 0.05$. So, what is collected from the number of respondents is declared to have a normal distribution

Linear Regression

The results of the multiple linear regression test in this study can be seen from the table below:

Table 12. Multiple Linear Regression of Work Environment (X1), Motivation (X2), and Compensation (X3) Against Job Satisfaction (Y)

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.876	1.846		1.016	.312
	Lingkungan Kerja	.316	.100	.309	3.153	.002
	Motivasi	.383	.094	.374	4.091	.000
	Kompensasi	.258	.090	.277	2.878	.005

a. Dependent Variable: Kepuasan Kerja

Data Source: Processed SPSS 25 output, 2025

From the calculations in Table 12, a constant of 1.876 is obtained while the work environment coefficient value is 0.316, the motivation coefficient is 0.383, and the

compensation coefficient is 0.258, so that the regression equation can be known as follows:

- a) The constant value (a) of 1.876 represents the baseline level of job satisfaction when the independent variables work environment (X1), motivation (X2), and compensation (X3) have no influence. This means that if these variables are absent or equal to zero, the job satisfaction variable remains at this constant value.
- b) The regression coefficient for the work environment variable (X1) is 0.316, indicating a positive effect on the job satisfaction variable (Y). This implies that for every one-unit increase in the work environment, job satisfaction is expected to increase by 0.316, assuming that the influence of other variables is not taken into account in this analysis.
- c) The regression coefficient value of the motivation variable (X2) is 0.383, which explains that if the motivation (X2) increases by one unit, while the work environment (X1) remains the same. Then, the level of job satisfaction (Y) will increase by 0.383 if motivation (X2) decreases by one unit. At the same time, the work environment variable (X1) remains constant, then job satisfaction (Y) will decrease by 0.383.
- d) The regression coefficient value of the competency variable (X3) is 0.258, which explains that if the competency (X3) increases by one unit, while the work environment (X1) and motivation (X2) remain constant. Then, the level of job satisfaction (Y) will increase by 0.258 if competence (X3) decreases by one unit. At the same time, the work environment variable (X1) and motivation (X2) remain constant, then job satisfaction (Y) will decrease by 0.258.

Determination Coefficient (R²)

The results of the determination coefficient are as follows:

1) Analysis of the Coefficient of Determination of Work Environment (X1) on Job Satisfaction (Y)

Table 13. Test Results of the Coefficient of Determination Between Work Environment (X1) Against Job Satisfaction (Y)

Model Summary				
Model	RR Square	Adjusted R Square	Std. Error of the Estimate	
1	.880 ^a	.775	.773	1.807
a. Predictors: (Constant), Lingkungan Kerja				

Data Source: Processed SPSS 25 output, 2025

According to Table 13, the coefficient of determination (R²) is 0.775, indicating that 77.5% of the variation in job satisfaction (Y) can be explained by the work environment variable (X1). The remaining 22.5% is attributed to other factors that were not included in this study.

2) Analysis of the Coefficient of Determination of Motivation (X2) on Job Satisfaction Work (Y)

Table 14. Test Results of the Coefficient of Determination Between Motivation (X2) Against Job Satisfaction (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.781	.778	1.784
a. Predictors: (Constant), Motivasi				

Data Source: Processed SPSS 25 output, 2025

Referring to Table 14, the coefficient of determination (R^2) is 0.781, which means that 78.1% of the variation in job satisfaction (Y) is explained by the work environment variable (X1). The remaining 21.9% is affected by other factors outside the scope of this study.

3) Analysis of the Coefficient of Determination of Compensation (X3) on Job Satisfaction (Y)

Table 16. Test Results of the Coefficient of Determination Between Compensation (X3) Against Job Satisfaction (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.765	.763	1.84634
a. Predictors: (Constant), Kompensasi				

Data Source: Processed SPSS 25 output, 2025

As shown in Table 15, the coefficient of determination (R^2) is 0.765, indicating that 76.5% of the variability in job satisfaction (Y) can be explained by the work environment variable (X1). The remaining 23.5% is attributed to other factors not included in this research.

4) Analysis of the Coefficient of Determination of Work Environment (X1), Motivation (X2), and Compensation (X3) on Job Satisfaction (Y).

Table 16. Test Results of the Coefficient of Determination Between Work Environment (X1), Motivation (X2), and Compensation (X3) to Job Satisfaction (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.845	.840	1.517
a. Predictors: (Constant), Kompensasi, Motivasi, Lingkungan Kerja				

Data Source: Processed SPSS 25 output, 2025

Based on Table 16, it can be seen that the coefficient of determination (R-squared) is 0.845, or 84.5%, indicating that there is a significant influence between the work environment variables (X1), Motivation (X2), and Compensation (X3) on job satisfaction (Y), accounting for 84.5% of the variance. In comparison, the remaining 15.5% is influenced by other variables not examined in this study.

F Table

The F-test is used to compare two variations between groups or to test the combined influence of all independent variables on the dependent variable, by comparing the F-statistic and the F-table. If the calculated F-value is greater than the F-table value, then H0 is rejected and H1 is accepted. The results of the F test are as follows.

Table 17. Test F (Simultaneous) Work Environment (X1), Motivation (X2), and Compensation (X3) on Employee Job Satisfaction (Y)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1176.598	3	392.199	170.379	.000 ^b
	Residual	216.381	94	2.302		
	Total	1392.980	97			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Kompensasi, Motivasi, Lingkungan Kerja

Data Source: Processed SPSS 25 output, 2025

Based on the table above, the Fcount is 170.379 with a significant value of 0.00. This shows that $F_{hitung} > F_{tabel}$ ($170.379 > 2.70$) with a significant value below 0.05, namely 0.000 so that H3 is accepted, meaning that the Work Environment (X1), Motivation (X2), and Compensation (X3) have a positive and significant effect on Job Satisfaction (Y) at PT Surya Jaya Teknik.

T Table

This method is used to determine the significance of each independent variable's influence on the dependent variable. The following are the results of the partial t-test:

Table 18. T Test of Work Environment (X1), Motivation (X2), and Compensation (X3) on Employee Job Satisfaction (Y)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.876	1.846		1.016	.312		
	Lingkungan Kerja	.316	.100	.309	3.153	.002	.172	5.815
	Motivasi	.383	.094	.374	4.091	.000	.198	5.059

Kompensasi	.258	.090	.277	2.878	.005	.179	5.598
a. Dependent Variable: Kepuasan Kerja							

Data Source: Processed SPSS 25 output, 2025

Based on the results in Table 18, the T values for the work environment variable (X1), the motivation variable (X2), and the compensation variable (X3) are 3.153, 4.091, and 2.878, respectively. With a significance level of 0.05 or 5% and a T table value of 1.984

1) Work environment (X1)

The calculated T-value is 3.153, which is greater than the T-table value of 1.984. A significance value of 0.002 is less than 0.005. It can be concluded that the work environment has a positive and significant influence on job satisfaction.

2) Motivation (X2)

The calculated T value is $4,091 > T \text{ table } 1,984$ and a significance value of $0.000 < 0.005$. It can be concluded that motivation has a positive and significant influence on job satisfaction.

3) Compensation (X3)

The calculated T value of $2.878 > T \text{ table } 1.984$ and a significance value of $0.005 < 0.005$. It can be concluded that competence has a positive and significant influence on job satisfaction.

Discussion

The Effect of Work Environment (X1) on Job Satisfaction (Y)

This study reveals a moderate relationship and influence between the Work Environment and job satisfaction, as indicated by the regression equation $Y = 4.458 + 0.901 X1$, a correlation coefficient (R) value of 0.880, and a coefficient of determination (R^2) value of 77.5%. The calculation of the T hypothesis is significant at $p = 0.002 (< 0.05)$, and the T count is greater than the T table value, namely $3.153 > 1.984$. This indicates that, individually, the Work Environment (X1) has a positive and significant effect on Job Satisfaction (Y) at PT Surya Jaya Teknik. The results of this study align with those of previous research (Reka Sodikin, 2019), which found that the work environment has a positive and significant impact on employee job satisfaction.

The Effect of Motivation (X2) on Job Satisfaction (Y)

This study reveals a moderate relationship and influence between Motivation and job satisfaction, as indicated by the regression equation $Y = 4.164 + 0.906X1$, with a correlation coefficient (R) of 0.884 and a coefficient of determination (R^2) of 0.78. The calculation of the T hypothesis is significant at $0.000 < 0.05$ and T count $> T \text{ table}$, namely $4.091 > 1.984$. This indicates that, individually, the Work Environment (X1) has a positive and significant effect on Job Satisfaction (Y) at PT Surya Jaya Teknik. The results of this study align with those of previous research. Ambo & Tuasela, (2024) This states that motivation has a positive and significant effect on employee job satisfaction.

Effect of Compensation (X3) on Job Satisfaction (Y)

This study reveals a moderate relationship and influence between Motivation and job satisfaction, as indicated by the regression equation $Y = 7.725 + 0.814X_1$, with a correlation coefficient (R) of 0.875 and a coefficient of determination (R^2) of 76.5%. The calculation of the T hypothesis is significant at $0.005 < 0.05$ and $T_{count} > T_{table}$, namely $2.878 > 1.984$. This shows that, individually, the Work Environment (X_1) has a positive and significant effect on Job Satisfaction (Y) at PT Surya Jaya Teknik. The results of this study align with those of previous research. M. Abdullah & Rahmi, (2023) This states that compensation has a positive and significant effect on employee job satisfaction.

Effect of Work Environment (X1), Motivation (X2), and Compensation (X3) on Job Satisfaction (Y)

The hypothesis testing results from this study indicate that the work environment, motivation, and compensation collectively have a significant impact on employee job satisfaction at PT Surya Jaya Teknik. The F-test yielded a significance value of 0.000, which is below the threshold of 0.005, and an F-statistic of 170.379, surpassing the critical value of 2.70. These findings demonstrate that the work environment, motivation, and compensation have a positive and significant influence on employee job satisfaction. Furthermore, the coefficient of determination (R^2) is 0.845, revealing that these three variables account for 84.5% of the variance in job satisfaction. In contrast, the remaining 15.5% can be attributed to other variables not examined in this research.

The results of this study are expected to provide practical implications for the management of PT Surya Jaya Teknik in designing and implementing more effective human resource policies, particularly in enhancing the quality of the work environment, the motivation system, and the compensation scheme. These implications can help increase employee job satisfaction, which in turn contributes to the company's increased productivity and competitiveness. In addition, the findings of this study are also valuable as an academic reference for future research in the fields of human resources and organizational management, particularly in the context of the Indonesian manufacturing industry.

CONCLUSION

This study was carried out at PT Surya Jaya Teknik. The findings demonstrate that the work environment has a significant and positive impact on employee job satisfaction within the organization. Moreover, both motivation and compensation were found to exert a meaningful positive influence on job satisfaction. The simultaneous analysis further confirmed that the combined effect of the work environment, motivation, and compensation significantly enhances job satisfaction among employees at PT Surya Jaya Teknik.

REFERENCES

- abdullah, J. (2010). Aspek Hukum dalam Bisnis. *Kudus: Nora Media Enterprise*.
- Abdullah, M., & Rahmi, L. (2023). Analisis Faktor-Faktor yang Mempengaruhi Kepuasan Kerja Karyawan PT Mitra Andal Sejati. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 10(3), 854–873.
- Aditama, R. A. (2020). Introduction to Management. *Malang: Ae Publishing*.
- Akafo, V., & Boateng, P. A. (2015). Impact of Reward and Recognition on Job Satisfaction and Motivation. *European Journal of Business and Management*, 7(24), 112–124.
- Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and Its Influence on Job Satisfaction. *Ali, Bj, & Anwar, G.(2021). An Empirical Study of Employees' Motivation And Its Influence On Job Satisfaction. International Journal of Engineering, Business and Management*, 5(2), 21–30.<https://doi.org/10.22161/ijebm.5.2.3>
- Ambo, O., & Tuasela, A. (2024). Analisis Faktor Penentu Keputusan Masyarakat Membeli Pakaian Bekas Secara Online dan Offline di Kota Timika. *Jurnal Ekonomi dan Bisnis*, 2(11), 2104–2146.
- Andayani, S. U., Sos, S., Eliza, S., Fachrurazi, H., Solikahan, E. Z., Se, M. M., Syadzili, M. F. R., Pd, M., Dhiana Ekowati, S. E., & Reza, V. (2022). *Konsep Dasar Etika Bisnis*. Cendikia Mulia Mandiri.
- Anggerwati, A. I., & Syamsuriana, N. (2023). Komitmen, Kompetensi dan Kepuasan Kerja terhadap Kinerja Pegawai PT Bank Mandiri Kantor Cabang Sidrap. *Amsir Accounting & Finance Journal*, 1(1), 24–34. <https://doi.org/10.56341/aafj.v1i1.174>
- Badrianto, Y., & Ekhsan, M. (2020). Effect Of Work Environment and Job Satisfaction On Employee Performance In PT. Nesinak Industries. *Journal of Business, Management, & Accounting*, 2(1).
- Bolatito, A.-O. S., & Mohamoud, Y. A. (2024). Reward Management and Employee Performance: A Review Of Job Satisfaction In Somalia. *Twist*, 19(1), 128–137.
- Indrasari, M., & Ansory, A. F. (2018). Manajemen Sumber Daya Manusia. *Sidoarjo: Indomedia Pustaka*.
- Kamaruddin, M. J., Sm, M. M., Manullang, S. O., Junaidi, S. H., Mh, C. L. A., Rihfenti Ernayani, S. E., Ak, M., Flora, H. S., Sh, M., & Kn, M. (2023). *Aspek Hukum Dalam Bisnis*. Cendikia Mulia Mandiri.
- Kii, M. I. N. A. (2022). *Pengaruh Kompensasi, Lingkungan Kerja, dan Promosi Jabatan terhadap Kepuasan Kerja Karyawan pada LPD Desa Pakraman Renon Denpasar Selatan*. Universitas Mahasaraswati Denpasar.
- Musarofah, M., & Suhermin, S. (2021). Pengaruh Motivasi, Kompensasi dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmu dan Riset Manajemen (Jirm)*, 10(8).
- Novianto, B. (2024). Pengaruh Disiplin Kerja, Kepuasan Kerja, Dan Loyalitas Karyawan Terhadap Kinerja Karyawan pada PT. Rosan Prima Mojokerto. *Soetomo Management Review*, 2(9), 1145–1160.

- Prayogo, L., Pranoto, B., & Purba, H. (2017). Employee Satisfaction Analysis With Human Resource Index. *Management Science Letters*, 7(5), 233–240.
- Pujiarti, P., Satrianto, H. S., & Angreni, T. A. (2019). The Effect of Work Environment and Motivation On Job Satisfaction. *Eco-Fin*, 1(3), 150–155.
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of Work-Life Balance, Work-Family Conflict, and Family-Work Conflict With The Employee Performance-Moderating Role of Job Satisfaction. *South Asian Journal of Business Studies*, 7(1), 129–146.
- Susanto, M. A. E., Suryawati, C., & Arso, S. P. (2020). Analisis Faktor-Faktor s Mempengaruhi Kepuasan Kerja Karyawan RS M di Kabupaten Pekalongan. *Jurnal Manajemen Kesehatan Indonesia*, 8(1), 37–42. <https://doi.org/10.14710/jmki.8.1.2020.37-42>
- Zulham, Z., Lubis, Y., & Lubis, S. (2020). Faktor-Faktor yang Mempengaruhi Kepuasan Kerja dan Implikasinya terhadap Kinerja Karyawan Kebun Kelapa Sawit PT Langkat Nusantara Kepong. *Agrisains: Jurnal Ilmiah Magister Agribisnis*, 2(1), 81–95. <https://doi.org/10.31289/agrisains.v2i1.257>