

**Factor Analysis - Decisive Factors Job Satisfaction of Permanent Employees at PT. XXX**

Shanty Sianturi  
 STIE Harapan Bangsa, Indonesia  
 Email: [mm-23101@studens.ithb.ac.id](mailto:mm-23101@studens.ithb.ac.id)

ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b>  <i>Job satisfaction, compensation, work environment, relationship with employer, work balance and personal life.</i></p>	<p>The competition of manufacturing companies to survive in a business environment is quite high. <i>Employee job satisfaction has an important role in increasing employee productivity and loyalty to the company. This study aims to analyze the factors that affect the job satisfaction of permanent employees at PT XXX, a chocolate-based food manufacturing company. The research method used is a quantitative approach with multiple linear regression analysis. Data was collected through a questionnaire from 136 respondents using a simple random sampling technique. The results of the study showed that compensation factors, work environment, relationships with employers, and work-life balance significantly affected job satisfaction. Among these four factors, work-life balance has the most dominant influence with a coefficient of 0.375. The total contribution of the four variables to job satisfaction was 73.1%. This research provides practical implications for the management of PT XXX to increase employee job satisfaction through policies that support work-life balance and the management of other factors.</i></p>

**INTRODUCTION**

. To be able to compete with other companies, companies are required to have good quality in various aspects that are able to support the company's performance. Human resources are one of the important aspects that need to be considered by companies. The quality of human resources in a company can also affect the company's performance. Companies that have good quality of human resources will be able to produce better company performance and increase company productivity.

Companies that have employees with good quality will try to be able to build a good relationship with their employees as a form of emotional bond that will foster employee loyalty to the company. This can be realized by the company by paying attention to the job satisfaction of employees in the company. Employees who are satisfied with their work will have a positive impact on the company. The satisfaction felt by employees will be able to foster employee loyalty to the company which will encourage employees to have a commitment to the company, so that employees will make maximum contributions to the company.

According to (Hasibuan, 2008) job satisfaction is defined as an emotional attitude that is pleasant and loves one's job. This attitude is reflected in the work morale of employees who have a good level of satisfaction will also make a good contribution to improving the performance and quality of human resources in the company.

In addition, job satisfaction looks at aspects such as how a job is done by an employee whether it can create elements that can satisfy the worker or vice versa, how about a payment obtained for an employee as a reward for the implementation of a task given to him whether it is commensurate with the needs of an employee or fair or felt unfair in the reward, Also about the possibility of being able or not to develop in his career through a position promotion program or vice versa, how the role of a boss who in an employee's daily life provides direction, work and instructions in carrying out the work that has been entrusted to the employee, and also includes aspects where an employee can find or feel that his co-workers can be pleasant in their attitude and interact in daily life or vice versa is unpleasant and unfriendly in carrying out their work activities ((Apriyani & Chandra, n.d.)).

Every employee, whoever he is and whatever his role in a company, certainly wants to get job satisfaction from the company where he does a job. A feeling called job satisfaction is what must be realized by the company because in the end it has a good and positive impact on the work productivity of an employee, where in the end a manager is very necessary to stimulate and produce job satisfaction from an employee ((Hamali, 2016)).

An increase in an employee's job satisfaction can give rise to a higher commitment, but on the other hand, another possibility that arises from the opposite situation is a decrease in the commitment of an employee which ultimately affects the employee's efforts in completing his work and ultimately also affects his performance. The result of this will give rise to a real, clear and sustainable condition between the performance of an employee to his job satisfaction and the efforts made by the employee ((Putri, 2019)

PT.XXX is a manufacturing company engaged in the chocolate food industry. This company was established in 1984 and is a labor-intensive industry with the number of permanent employees working in the company amounting to 199 workers/employees (Male: 65 people, Female: 134 people). Based on information obtained by the researcher from the Personnel section, the permanent employees at the top complained of job dissatisfaction. Job dissatisfaction is shown by a lack of employee loyalty. According to the information obtained by the Researcher, employees began to frequently violate company rules and work must be under strict supervision. After conducting interviews with several workers who are worker representatives, information was obtained that employee dissatisfaction is still influenced by compensation factors which include the system and the amount of salary, benefits and work facilities.

In addition to these factors, researchers are also interested in researching other things that determine employee job satisfaction in PT.XXX. In this study, the researcher is interested in analyzing the factors that affect the job satisfaction of permanent employees at PT. XXX. Because it should be that the level of employee job satisfaction must be further improved. This is very important in order to encourage morale and optimize employee performance. Through this research, the author hopes to find, recognize and analyze the factors that determine job satisfaction as the basis for increasing employee job satisfaction.

Understanding the factors influencing employee job satisfaction is crucial for organizations aiming to enhance performance and retain talent. Research indicates that job security significantly impacts employee morale; when employees feel secure in their positions, it reduces anxiety and fosters loyalty ((Giacomelli et al., 2024)). Additionally, the quality of the supervisor-employee relationship is pivotal; effective leadership characterized by clear communication and support enhances job satisfaction ((Morris, 2024)). Moreover, opportunities for career development are essential, as employees seek growth and advancement within their roles ((Giacomelli et al., 2024))A positive work environment, encompassing factors like work-life balance and recognition, also contributes to higher job satisfaction levels ((Rees et al., 2012)). Furthermore, aligning job roles with employees' sense of purpose and providing autonomy in decision-making can lead to increased motivation and commitment ((Thompson, 2024)). Therefore, organizations should adopt a holistic approach, addressing these diverse factors to foster a satisfied and productive workforce.

Employee job satisfaction is influenced by multiple factors that directly affect organizational productivity and retention rates. One significant factor is the quality of the work environment, which includes safety measures, availability of resources, and positive interpersonal relationships ((Ndife, 2024)). Compensation and benefits also play a critical role; competitive salaries and comprehensive benefits packages have been shown to correlate with higher levels of job satisfaction (Wandelt & Wang, 2024)). Additionally, opportunities for career advancement and professional development significantly enhance employee commitment and morale, as employees are more satisfied when they perceive clear growth pathways within the organization ((Kouchaki & Smith, 2024)). By addressing these aspects, organizations can foster a more engaged and satisfied workforce.

Previous research highlights the importance of various factors influencing employee job satisfaction. Giacomelli et al. (2024) identified work-life balance as a key element in enhancing job satisfaction within knowledge-based organizations. Similarly, Kouchaki and Smith (2024) emphasized the alignment between employee and organizational goals as crucial for improving engagement and satisfaction. Furthermore, Ndife (2024) demonstrated the significant role of effective leadership strategies, including clear communication and managerial support, in fostering a satisfying work environment. While these studies provide valuable insights, the current research uniquely examines the interplay between compensation, work environment, relationships with supervisors, and work-life balance in the manufacturing sector.

Although the literature extensively explores factors affecting job satisfaction, few studies comprehensively integrate compensation, work environment, relationships with supervisors, and work-life balance in the context of manufacturing companies in Indonesia. Additionally, the application of a quantitative approach using multiple linear regression to identify dominant factors remains underexplored in this setting. This study addresses this gap by providing data-driven insights to inform human resource policies in the manufacturing sector.

This research contributes a novel perspective by integrating an in-depth analysis of the effects of compensation, work environment, relationships with supervisors, and work-life balance on job satisfaction. Its focus on a local manufacturing company offers a unique context compared to prior studies, which often concentrate on the service or knowledge-based sectors. Moreover, the identification of work-life balance as the most dominant factor reflects its growing relevance in today's workforce dynamics.

This research provides a novel perspective by integrating an in-depth analysis of the effects of compensation, work environment, relationships with supervisors, and work-life balance on job satisfaction, with a unique focus on a local manufacturing company, setting it apart from prior studies that predominantly explore the service or knowledge-based sectors. By identifying work-life balance as the most dominant factor, the study

underscores its increasing relevance in today's workforce dynamics. The research offers theoretical contributions by providing conceptual insights into human resource management, particularly in understanding job satisfaction. Practically, it delivers actionable guidance for PT XXX to optimize key factors influencing job satisfaction and improve workplace conditions. Furthermore, it has a significant social impact by enhancing employee well-being through supportive policies, fostering greater productivity and loyalty within the organization.

This study aims to analyze the factors that affect the job satisfaction of permanent employees at PT. XXX, including to determine the significant influence of compensation, work environment, relationships with employers, and work-life balance on job satisfaction. In addition, this study also aims to identify the most dominant factors in influencing job satisfaction. Theoretically, the results of this research are expected to make a conceptual contribution to the development of human resource management science, especially related to employee job satisfaction. Meanwhile, practically, this study provides information and recommendations for PT. XXX in managing factors that affect job satisfaction to create better working conditions for the organization and employees.

**METHOD**

The study employs a quantitative research approach using multiple linear regression analysis to test the hypothesis regarding the influence of four independent variables—compensation (X1), work environment (X2), relationship with supervisors (X3), and work-life balance (X4)—on the dependent variable of employee job satisfaction (Y). Data is collected via online questionnaires using Google Forms, analyzed using the SPSS software. The research spans from October 2024 until completion, targeting a population of 199 employees at PT. XXX's operational unit, with a sample of 133 respondents determined using Slovin's formula. Operational definitions categorize the dependent variable as job satisfaction (measured on a Likert scale), and the independent variables include factors like compensation and work-life balance. A structured questionnaire covers these variables with a Likert scale response format. The study employs data validity and reliability tests, classical assumption tests, and multiple linear regression analysis to examine relationships and the significance of findings, with interpretations provided through coefficients and p-values.

**RESULTS AND DISCUSSION**

**1. Validity and reliability test**

**a. Validity Test**

According to (Rampen et al., 2022)), it shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher. This validity test is carried out to measure whether the data obtained after the research is valid data or not, using the measurement tool used (questionnaire).

**1) Results of the Validity Test of Compensation Variables (X1)**

Based on a theoretical study on Compensation, statements have been obtained that are made into 3 statements in the form of questionnaires given to 136 respondents to answer them. After checking the incoming questionnaire and calculating by correlating the score of each statement item with the number of scores, the results can be seen in the following table.

**Table 1. Validity Test Results of Compensation Variables (X1)**

It	r-count
X1.1	0,634
X1.2	0,635
X1.3	0,651

Source: SPSS Data Processing Results (2024)

Based on Table 4.1, the questionnaire on Compensation consisting of 3 statements was declared valid because the r-calculated value was greater than the critical r-value of 0.300.

**2) Results of the Validity Test of Work Environment Variables (X2)**

Based on a theoretical study of the Work Environment, statements have been obtained which are made into 3 statements in the form of questionnaires given to 136 respondents to answer them. After checking the incoming questionnaire and calculating by correlating the score of each statement item with the number of scores, the results can be seen in the following table.

**Table 2. Validity Test Results of Work Environment Variables (X2)**

It	r-count
X2.1	0,668
X2.2	0,469
X2.3	0,714

Source: SPSS Data Processing Results (2024)

Based on Table 4.2, the questionnaire on the Work Environment consisting of 3 statements was declared valid because the r-calculation value was greater than the critical r-value of 0.300.

**3) Results of the Validity Test of Relationship Variables with Superiors (X3)**

Based on a theoretical study of the Relationship with Superiors, statements have been obtained which are made into 3 statements in the form of questionnaires given to 136 respondents to answer them. After checking the incoming questionnaire and calculating by correlating the score of each statement item with the number of scores, the results can be seen in the following table.

**Table 3 . Results of the Validity Test of Variables in Relationship with Superiors (X3)**

It	r-count
X3.1	0,709
X3.2	0,664
X3.3	0,649

*Source: SPSS Data Processing Results (2024)*

Based on Table 4.3, the questionnaire on Relationship with Superiors consisting of 3 statements was declared valid because the r-calculation value was greater than the critical r-value of 0.300.

**4) Results of the Validity Test of Work & Personal Life Balance Variables (X4)**

Based on a theoretical study of Work & Personal Life Balance, statements have been obtained which are made into 3 statements in the form of questionnaires given to 136 respondents to answer them. After checking the incoming questionnaire and calculating by correlating the score of each statement item with the number of scores, the results can be seen in the following table.

**Table 4 Results of the Validity Test of Work & Personal Life Balance Variables (X2)**

It	r-count
X4.1	0,712
X4.2	0,641
X4.3	0,690

*Source: SPSS Data Processing Results (2024)*

Based on Table 4.4, the questionnaire on Work-Life Balance consisting of 3 statements was declared valid because the r-count value was greater than the critical r-value of 0.300.

**5) Results of the Validity Test of Job Satisfaction Variables (Y)**

Based on a theoretical study of Job Satisfaction, statements were obtained which were made into 3 statements in the form of questionnaires given to 136 respondents to answer them. After checking the incoming questionnaire and calculating by correlating the score of each statement item with the number of scores, the results can be seen in the following table.

**Table 5. of Validity Test Results of Job Satisfaction Variables (Y)**

It	r-count
Y.1	0,855
Y.2	0,886
Y.3	0,881

*Source: SPSS Data Processing Results (2024)*

Based on Table 4.5, the questionnaire on Job Satisfaction consisting of 3 statements was declared valid because the r-calculation value was greater than the critical r-value of 0.300.

**b. Reliability Test**

According to (Rampen et al., 2022) stated that the reliability test is the extent to which the measurement results using the same object, will produce the same data. This reliability test was carried out on 136 respondents, using questions that have been declared valid in the validity test and will be determined for reliability.

**Table 6. Reliability Test Results Table**

Variable	Cronbach's Alpha
Compensation	0,865
Work Environment	0,751
Relationship with Boss	0,880
Work-Life Balance	0,849
Job Satisfaction	0,844

*Source: SPSS Data Processing Results (2024)*

Based on the results of the reliability test above, the reliability value for the reliability coefficient value of the research instrument is greater than 0.600, which means that all research variables are declared reliable or meet the requirements (Sujarweni, 2019). Because the validity test and reliability test

state that all variables are valid and reliable, it means that the instrument (questionnaire) used is valid and reliable.

**2. Classical Assumption Test**

**a. Multicollinearity Test**

Multicollinearity shows symptoms of a linear relationship or a definite relationship between independent variables (*explanatory variables*) in a regression model. One symptom of multicollinearity in the model is when the R2 value of the regression result is very high but most of the independent variables do not explain a significant relationship to the variable described. Referring to (Ghozali, 2016), multicollinearity is related to "*micronumerosity*" or *smallness sample of size*.

Multicollinearity detection can also be done using a matrix of correlation coefficients between independent variables (Purnama & Lestari, 2023)). Correlation coefficient values greater than 0.8 indicate serious multicollinearity.

**Figure 1. Detection of Multicollinearity Against Regression Equations**

**Correlations**

		Kompensasi	Lingkungan Kerja	Hubungan Dengan Atasan	Keseimbangan Kerja & Kehidupan Pribadi
Kompensasi	Pearson Correlation	1	.766**	.712**	.646**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	136	136	136	136
Lingkungan Kerja	Pearson Correlation	.766**	1	.760**	.697**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	136	136	136	136
Hubungan Dengan Atasan	Pearson Correlation	.712**	.760**	1	.677**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	136	136	136	136
Keseimbangan Kerja & Kehidupan Pribadi	Pearson Correlation	.646**	.697**	.677**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	136	136	136	136

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In the figure 1. above, it is known that the value of the correlation coefficient between Compensation (X1), Work Environment (X2), Relationship with Boss (X3) and Work-Life Balance (X4) shows a number smaller than 0.8. This implies the absence of multicollinearity among these independent variables so that it can be concluded that in this regression equation there is no problem of multicollinearity.

**b. Heteroscedasticity Test**

The heteroscedasticity test serves to detect whether there is an unevenness in the variance of the residual between several observations or not. According to (Ghozali, 2016)), a good regression model is one in which heteroskesdasticity does not occur. There are various ways to detect the existence of heteroscedasticity. One way that can be used is the Glacier test. According to Gujarati in (Ghozali, 2016)), glacier analysis regresses residual absolute values to independent variables. When the probability of significance is above the confidence level of 5%, it can be concluded that there is no heteroskedasticity in the regression model.

**Figure 2. Heteroscedasticity Results Table**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.280E-15	.409		.000	1.000		
	Kompensasi	.000	.057	.000	.000	1.000	.364	2.750
	Lingkungan Kerja	.000	.070	.000	.000	1.000	.296	3.374
	Hubungan Dengan Atasan	.000	.057	.000	.000	1.000	.356	2.809
	Keseimbangan Kerja & Kehidupan Pribadi	.000	.054	.000	.000	1.000	.450	2.221

a. Dependent Variable: Standardized Residual

*Source: SPSS Data Processing Results (2024)*

Based on the results of the heteroscedasticity test in table 4.8, it can be seen that the Sig. value of the unstandardized residual for the Compensation variable is 1,000; for the Work Environment variable is 1,000; for the Boss Relationship variable is 1,000 and for the Work-Life Balance variable is 1,000. From

these results, it can be concluded that the regression equation model does not experience heteroscedasticity. This is because the value of each variable is not significant, or the value of Sig. is greater than 0.05.

**c. Normality Test**

The normality test is carried out to determine the normality of the distribution of data. Whether it is normal or not is seen from the comparison between the data owned and the normally distributed data that have the same mean and standard deviation. The normality test was carried out using *the Kolmogorov-Smirnov one-sample* formula whose calculation was assisted by *SPSS 27.0 for windows software*. If the significance level is  $\geq 0.05$ , the data is declared normally distributed (Rampen et al., 2022)).

**Figure 3. Normality Test Results**

**One-Sample Kolmogorov-Smirnov Normal Test Summary**

Total N		136
Most Extreme Differences	Absolute	.101
	Positive	.101
	Negative	-.079
Test Statistic		.101
Asymptotic Sig. (2-sided test) <sup>a</sup>		.080

a. Lilliefors Corrected

Source: SPSS Data Processing Results (2024)

Based on the results of the normality test presented through Table 4.9, the model multivariates to meet the assumption of normality, where the probability value of *Asymp. The Sig (2-tailed)* obtained was greater than the set significance level (0.05). Thus, it can be concluded that the data to be processed is data that has a normal distribution.

**3. Multiple Linear Regression Test Results**

**a. Linear Regression Test**

**Figure 4. Multiple Linear Regression Test Results Table**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.432	.526		.821	.413		
	Kompensasi	.157	.073	.162	2.152	.033	.364	2.750
	Lingkungan Kerja	.230	.090	.213	2.564	.011	.296	3.374
	Hubungan Dengan Atasan	.216	.073	.224	2.952	.004	.356	2.809
	Keseimbangan Kerja & Kehidupan Pribadi	.375	.069	.367	5.443	<.001	.450	2.221

a. Dependent Variable: Kepuasan Kerja

Source: SPSS Data Processing Results (2024)

From table 4.10 above, the values listed are used to illustrate the following regression equations:

$$Y = 0.432 + 0.157(X1) + 0.230(X2) + 0.216(X3) + 0.375(X4) + e$$

**Job Satisfaction = 0.432 + 0.157(Compensation) + 0.230(Work Environment) + 0.216(Relationship with Employer) + 0.375(Work-Life and Personal Balance) + e**

Based on the equation above, it can be explained that:

- 1) The constant 0.432 states that if the variables of all independent variables are considered Constant (fixed), the value of Job Satisfaction will increase by 0.432 units.
- 2) The Compensation regression coefficient (X1) of 0.157 states that every increase in one unit of Compensation will increase Job Satisfaction by 0.157 units. And vice versa, a decrease of one unit of compensation each will reduce Job Satisfaction by 0.157 units.
- 3) The regression coefficient of the Work Environment (X2) of 0.230 states that every increase in one unit of the Work Environment will increase Job Satisfaction by 0.230 units. And vice versa, a decrease in one unit of Work Environment will decrease Job Satisfaction by 0.230 units.
- 4) The regression coefficient of Relationship with Boss (X3) of 0.216 states that every increase in one unit of Relationship with Boss will increase Job Satisfaction by 0.216 units. And vice versa, a decrease in one unit of Relationship with Superiors will decrease Job Satisfaction by 0.216 units.

- 5) The regression coefficient of Work-Life Balance (X4) of 0.375 states that every increase in one unit of Work-Life Balance will increase Job Satisfaction by 0.375 units. And vice versa, a decrease of one unit of Work and Personal Life Balance will decrease Job Satisfaction by 0.375 units.

4. Coefficient of Determination Test

Figure 5. Determination Coefficient Test Results

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.855 <sup>a</sup>	.731	.723	1.28548	2.267

a. Predictors: (Constant), Keseimbangan Kerja & Kehidupan Pribadi, Kompensasi, Hubungan Dengan Atasan, Lingkungan Kerja

b. Dependent Variable: Kepuasan Kerja

Source: SPSS Data Processing Results (2024)

Based on the results of the determination coefficient test in table 4.11 above, it can be seen that the value of the determination coefficient in R-Square is 0.731, which means that the ability of the explanatory variable to explain the response variable is 73.1%, while the remaining 26.9% is influenced by other variables outside the regression model.

5. Test F

The F-statistical test is used to measure the influence of free variables together on the movement of non-free variables. Thus the following tests apply: Ho is accepted if F-stat < F table

Figure 6. Results of Simultaneous Tests of Compensation, Work Environment, Relationship with Boss and Work-Life Balance on Job Satisfaction

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	589.103	4	147.276	89.125	<.001 <sup>b</sup>
	Residual	216.472	131	1.652		
	Total	805.575	135			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Keseimbangan Kerja & Kehidupan Pribadi, Kompensasi, Hubungan Dengan Atasan, Lingkungan Kerja

Source: Data processing results (2024)

The regression model equation of the Influence of Compensation, Work Environment, Relationship with Boss and Work and Personal Life Balance on Job Satisfaction has an F-count value of 89.125 and this equation is proven to be significant at the confidence level of 5% because it is greater than the F-table which is 2.6737. In other words, the variables Compensation, Work Environment, Relationship with Employer and Work-Life Balance together significantly influenced the direction of Job Satisfaction at  $\alpha = 0.05$

6. Test t

The partial significance test is used to see the influence of each independent variable individually on its dependent variables. For this reason, the test statistics used are t-test or t-test statistics. The decision-making criteria are: (a) if  $t_{counts} < t_{table}$ , then the independent variable does not have a significant effect on the dependent variable; (b) If  $t_{counts} > t_{table}$ , then the independent variable has a significant effect on the dependent variable. Or it can also be by looking at the p-value, (a) if the Sig > 0.05 then the hypothesis is not tested; (b) if Sig < 0.05 then the hypothesis is tested.

Table 7. Results of Partial Test of Compensation, Work Environment, Relationship with Boss and Work-Life Balance and Personal Life on Job Satisfaction

Variable	Regression Coefficient	t-count	t-table	Conclusion
Compensation	0,157	2,152	1,9782	<b>H0 is rejected</b> , there is a significant effect of Compensation on Job Satisfaction
Work Environment	0,230	2,564	1,9782	<b>H0 is rejected</b> , there is a significant influence of the Work Environment on Job Satisfaction
Relationship with Boss	0,216	2,952	1,9782	<b>H0 is rejected</b> , there is a significant influence of Relationship with Boss on Job Satisfaction
Work-Life Balance	0,375	5,443	1,9782	<b>H0 is rejected</b> , there is a significant influence of Work and Personal Life Balance on Job Satisfaction

Source: Data processing results (2024)

For the coefficient of the X1 path to Y = 0.157, a calculated t-value of 2.152 is obtained by taking a  $\alpha$  significance level of 5%, then the t-table value or  $t_{0.05.136} = 1.9782$ , so because  $t_{count} = 2.152$  is greater than  $t_{table} = 1.9782$ , then  $H_0$  is rejected or in other words Compensation affects Job Satisfaction by 0.157 so that every increase in Compensation will increase Job Satisfaction by 0.157 units.

For the coefficient of the X2 path to Y = 0.230, a calculated t-value of 2.564 is obtained by taking a  $\alpha$  significance level of 5%, then the t-table or  $t_{0.05.136} = 1.9782$ , so because  $t_{count} = 2.564$  is greater than  $t_{table} = 1.9782$ , then  $H_0$  is rejected or in other words the Work Environment affects Job Satisfaction by 0.230 so that every increase in the Work Environment will increase Job Satisfaction by 0.230 units.

For the coefficient of the X3 path to Y = 0.216, a calculated t-value of 2.952 is obtained by taking a  $\alpha$  significance level of 5%, then the value of t-table or  $t_{0.05.136} = 1.9782$ , so because  $t_{count} = 2.952$  is greater than  $t_{table} = 1.9782$ , then  $H_0$  is rejected or in other words the Work Environment affects Job Satisfaction by 0.216 so that every increase in the Work Environment will increase Job Satisfaction by 0.216 units.

For the coefficient of the X4 path to Y = 0.375, a calculated t-value of 5.443 is obtained by taking a  $\alpha$  significance level of 5%, then the t-table or  $t_{0.05.136} = 1.9782$ , so because  $t_{count} = 5.443$  is greater than  $t_{table} = 1.9782$ , then  $H_0$  is rejected or in other words the Work Environment affects Job Satisfaction by 0.375 so that every increase in the Work Environment will increase Job Satisfaction by 0.375 units.

## Discussion

This study aims to find out Compensation, Work Environment, Relationship with Boss and Work Balance and Personal Life on Job Satisfaction using a questionnaire distributed to 136 respondents. This study uses multiple linear regression, namely independent variables of Compensation, Work Environment, Relationship with Boss and Work-Life Balance while the dependent variable is Job Satisfaction. The data analysis methods used were validity test, reality test, multiple linear regression analysis, partial test (t-test) and simultaneous test.

The most powerful indicator of the Compensation variable is the first statement with an average value of 3,206. Based on the frequency analysis of 3 statements for the variable Compensation respondents stated that they were satisfied with the salary received. This is supported by the condition in the company that the company has provided salaries in accordance with the rules and competencies of employees. In addition, the company implements an overtime work system, which is an average of 2 hours every day. This is very helpful in increasing employee salaries. Another thing is that employees receive their salaries on time with weekly periods. And the company also provides opportunities for employees to express their voices if the calculation of the salary received is not appropriate.

The strongest Work Environment indicator is the second statement with an average score of 3,375. Based on the 3 statements for the Work Environment variable, respondents stated that they have a good working relationship with colleagues. An average employee's tenure of more than 10 years creates a strong sense of family. Where fellow employees have a good relationship. In addition, if there is a problem among employees, the company's personnel department immediately takes action to solve the problem and support fellow employees so that the problem does not drag on. The company's leadership system also prioritizes harmony among colleagues and creates kinship.

The strongest indicator of Relationship with Boss is the third statement with an average score of 3,333. Based on the 3 statements for the variable Relationship with Superiors, respondents stated that they had communication with their superiors taking place effectively. This is supported by conditions in the company environment that implement a system of superiors as teachers and employees as students and provide opportunities for employees to have an opinion while still applying good manners. Employers are also open to criticism and suggestions from employees. Employees who have experience have the opportunity to provide input to superiors, especially new superiors while still paying attention to the company's operational standards.

The most powerful indicator of Work-Life Balance is the third statement with an average score of 3,676. Based on the 3 statements for the Work-Life Balance variables, respondents stated that they had sufficient rest time. This is supported by the condition of companies that implement a working hour system according to the rules, which is 40 hours of work in 1 week. Where the division of working hours Monday – Friday, 7 hours of work and 1 hour of rest and Saturday 5 hours of work. On weekends are closed. In addition, on Fridays, the company provides an additional 1-hour break to carry out Friday prayers. The company also provides employee rest rights according to the rules. During working hours, the company also gives permission to employees if there are important family needs by providing clear information. Working hours can be communicated with the boss if there is a family event or family interest.

While the 3 statements for the Job Satisfaction variable the strongest indicator is the first statement with an average value of 3,280. This states that they feel satisfied working in the company.

Based on the test criteria that have been explained earlier, it can be seen that the *value of the Compensation* variable is in the zero hypothesis rejection area ( $1.9782 < 2.152$ ). This indicates that  $H_0$  is rejected and  $H_1$  is accepted, meaning that Compensation has a significant partial effect on Job Satisfaction.

Based on the test criteria that have been explained earlier, it can be seen that the value of the Work Environment variable is in the zero hypothesis rejection area ( $1.9782 < 2.564$ ). This indicates that H0 is rejected and H1 is accepted, meaning that the Work Environment has a significant partial effect on Job Satisfaction.

Based on the test criteria that have been explained earlier, it can be seen that the value of the variable of Relationship with Superiors is in the zero hypothesis rejection area ( $1.9782 < 2.952$ ). This indicates that H0 is rejected and H1 is accepted, meaning that the Relationship with the Employer has a significant partial effect on Job Satisfaction.

Based on the test criteria that have been explained earlier, it can be seen that the calculated value of the Work-Life Balance variable is in the zero hypothesis rejection area ( $1.9782 < 5.443$ ). This indicates that H0 is rejected and H1 is accepted, meaning that Work-Life Balance has a partially significant effect on Job Satisfaction.

Based on the results of multiple regression tests, it is known that Compensation, Work Environment, Relationship with Employer and Work-Life Balance have a significant influence on Job Satisfaction. The total contribution made by Compensation, Work Environment, Relationship with Employer and Work Balance and Personal Life to Job Satisfaction is 0.731 or 73.1%. Compensation variables, Work Environment, Relationship with Boss and Work-Life Balance have an influence value on Job Satisfaction which is included in the Strong category because it is in the range of 60% to 80%.

## **CONCLUSION**

Based on the results of the study, it can be concluded that the factors that affect the job satisfaction of permanent employees at PT. XXX includes compensation, work environment, relationships with employers, and work-life balance. These four factors significantly contributed to job satisfaction with a total influence of 73.1%. Among these factors, work-life balance is the most dominant factor in influencing employee job satisfaction. This research provides an important overview for companies to increase job satisfaction through optimal management of these factors. As a suggestion for future research, it is recommended to add other independent variables, such as leadership, workload, or other relevant variables, to provide a more comprehensive understanding of employee job satisfaction.

## REFERENCES

- Apriyani, P. W., & Chandra, R. (n.d.). Afandi, P.(2018). Manajemen Sumber Daya Manusia (Teori, Konsep, dan Indikator). Riau: Zanafa Publishing. Aisah.(2023). Pengaruh Beban Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bank Perkreditan Rakyat Kawan Malang. *Jurnal Ahli Muda Indonesia*, 19-25. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 1, 15.
- Ghozali, I. (2016). *Aplikasi analisis multivariete dengan program IBM SPSS 23*.
- Giacomelli, G., Annesi, N., & Barbieri, M. (2024). Telework and job satisfaction in knowledge-intensive public organizations: a quali-quantitative analysis from an environmental protection agency in Italy. *Journal of Public Budgeting, Accounting & Financial Management*, 36(5), 617–635.
- Hamali, A. Y. (2016). Pemahaman sumber daya manusia. *Yogyakarta: Caps*.
- Hasibuan, M. S. P. (2008). *Manajemen sumber daya manusia*.
- Kouchaki, M., & Smith, I. H. (2024). Moral decision-making in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 12.
- Morris, C. (2024). *The Impact of Employee and Organisational Purpose Alignment: Improving Employee Wellbeing and Engagement through Purpose Congruence*.
- Ndife, E. O. (2024). *Health Care Leaders' Effective Strategies for Improved Employment Satisfaction and Quality Patient Care*. Walden University.
- Purnama, S. I., & Lestari, N. D. (2023). ANALISIS PRODUK DOMESTIK BRUTO TERHADAP JUMLAH UANG BEREDAR DI ASEAN-5. *The Asia Pacific Journal of Management Studies*, 10(3).
- Putri, G. V. (2019). *Dampak kepuasan kerja terhadap kinerja pegawai*.
- Rampen, S. J., Suoth, H., & Pandowo, A. (2022). Pengaruh Kualitas Pelayanan Dan Persepsi Harga Terhadap Kepuasan Pelanggan Di Alfamart Kakas Minahasa. *Jurnal Manajemen Dan Bisnis*, 7(2).
- Rees, P., Wohland, P., Norman, P., & Boden, P. (2012). Ethnic population projections for the UK, 2001–2051. *Journal of Population Research*, 29, 45–89.
- Sujarweni, V. W. (2019). *Metode penelitian bisnis dan ekonomi yogyakarta*. Pustaka baru press.
- Thompson, A. N. (2024). *Motivator and Hygiene Factors that Impact the Job Satisfaction of Nursing Faculty: A Narrative Inquiry*. Southern Nazarene University.
- Wandelt, S., & Wang, K. (2024). Towards solving the airport ground workforce dilemma: A literature review on hiring, scheduling, retention, and digitalization in the airport industry. *Journal of the Air Transport Research Society*, 100004.