

## **Job Satisfaction Reviewed from the Factors of Salary, Work Facilities, and Leadership**

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**Abstract:** The companies strive to achieve their goals through the individuals who are part of them. Having productive, enthusiastic, highly disciplined, and hard-working employees with a strong track record will accelerate the organization's progress toward its goals. In order to create a productive and high-performing workforce, companies need to provide commensurate rewards. Job satisfaction serves as one of the key indicators in measuring the effectiveness of human resource management. This study aims to analyze how salary, work facilities, and leadership are related to job satisfaction. Using quantitative research, data was collected through a questionnaire distributed to 174 employees of PT MIFA Bersama as the research sample. The data was compiled, processed, and analyzed using SPSS to detect relationships through multiple linear regression equations. The results of the study prove that there is a significant relationship between salary, work facilities, and leadership with job satisfaction, both partially and simultaneously. The implications of this study suggest that companies should ensure that their salary system is competitive, always considering industry standards and employee living needs. Management needs to invest in providing comfortable work facilities and training and leadership development activities for managers or supervisors need to be carried out regularly.

**Keywords:** job satisfaction, salary, work facilities, leadership

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### **INTRODUCTION**

Job satisfaction plays an important role in determining employee productivity and sustainable performance. This concept includes emotional dimensions and evaluations of the work performed. According to Sinaga & Tarigan (2024), job satisfaction is a feeling of pleasure that arises from the alignment between expectations and reality in the workplace. Furthermore, according to Fahturrohman et al. (2023), job satisfaction is a reflection of the difference between the rewards received by employees and their expectations. Job satisfaction not only reflects the work environment but also employees' personal feelings towards their work (Thanan et al., 2021).

One factor that directly affects job satisfaction is salary. Salary is a form of compensation for employees' contributions and performance. According to Thanan et al. (2021), the compensation given to employees must reflect fair recognition for what they have done and

achieved in their work. In this case, salary can be divided into extrinsic rewards, such as base salary, bonuses, and incentives, which have a significant influence on employee satisfaction.

Salary is a fundamental element in human resource management that not only rewards employee contributions but also serves as a strategic tool to encourage their performance and productivity. According to Dianto et al. (2023), salary is a form of compensation paid periodically to permanent employees with guaranteed certainty, providing income security and creating a sense of financial security for employees. Salaries not only serve as a means to meet the basic needs of employees but also influence their behavior in the workplace, such as their commitment to the organization and loyalty (Thanan et al., 2021).

Workplace facilities also play an important role in creating a work environment that supports employee performance and well-being. Workplace facilities include various resources and infrastructure provided by the company to facilitate employees in carrying out their duties and improve comfort in the workplace. According to Jayanti (2021), workplace facilities are a form of service provided by the company to employees with the aim of supporting their performance. Adequate facilities can increase employee productivity and job satisfaction, because they feel valued and cared for by the company.

Adequate and supportive work facilities can facilitate employees' tasks and responsibilities in carrying out their work. Companies that pay attention to the work facilities needed by employees will increase their enthusiasm to achieve their goals. Work facilities can be defined as all types of equipment, work supplies, and services that are the main tools in carrying out work. These facilities also include social aspects that support individual interests related to work activities. These facilities include everything that is used, worn, occupied, and enjoyed by users (Dianto et al., 2023). Well-designed work facilities not only help employees carry out their duties smoothly, but also provide long-term benefits for the company in achieving its goals.

PT MIFA Bersaudara is a subsidiary of PT Media Djaya Bersama, established in 2002, and operates in the coal mining industry in West Aceh, Indonesia. The company holds a production mining permit and oversees integrated mining operations from extraction to port. MIFA's activities include crushing, transporting, and shipping coal through a dedicated terminal. Operations began in 2012, positioning MIFA as a pioneer in the coal industry in Aceh, the company has made significant progress in infrastructure, ensuring smooth operations from mining to transportation.

Observations and interviews with PT MIFA Bersaudara employees revealed challenges related to job satisfaction. Some employees complained about working conditions that affected their motivation, with suboptimal levels of discipline. These issues were reflected in low morale and difficulties in achieving set work targets.

In addition, some employees also complained that their salaries were not commensurate with their efforts and responsibilities at work. Employees felt that the incentives provided were inadequate, salary increases were not in line with their needs, and the salary structure did not reflect the positions and roles of employees at PT MIFA Bersaudara.

Work facilities were also a concern for researchers, where noise from machinery and vehicles, poor implementation of occupational health and safety, inadequate lighting, room temperatures that were often hot due to air conditioning that did not function optimally, and untidy workspace layouts disrupted employee comfort and work effectiveness. These issues indicate a need for improvement in both the payroll system and work facilities in order to increase employee satisfaction and productivity.

From a leadership perspective, employees also complain about the lack of attention from management to the condition of available work facilities. Leadership that is unresponsive in addressing facility issues, such as an uncomfortable work environment, inadequate equipment, and substandard rest areas, can worsen employee satisfaction and motivation. This indicates the

need for improvement in leadership aspects to support better management of work facilities, thereby creating a comfortable and productive work environment for employees.

Leadership is not only related to program implementation, but also includes the ability to involve all parties in the organization to make positive contributions. In this case, leaders have a strategic role in motivating, persuading, and coordinating joint efforts to achieve common goals. (Ardiansyah et al., 2024). Leadership does not merely focus on the implementation of tasks or programs, but also involves the ability to encourage all members of the organization to participate positively. Through a combination of skills, personality traits, and an understanding of group dynamics, a leader acts as a driving force that ensures the organization's goals are achieved effectively and efficiently.

Research by Sari (2025); May and Iba (2022); Dianto et al. (2023); found that salary, leadership, work environment, and work facilities have an influence on job satisfaction. However, Ramadhan & Nugroho (2024) found that work facilities have a positive but insignificant effect on job satisfaction. Similarly, research by Trihartati et al. (2024) found that leadership and work facilities have a positive but insignificant effect on performance.

Based on the above explanation, the researcher feels it is necessary to conduct further research to determine the relationship between salary, work facilities, and leadership on job satisfaction at PT Mifa Bersaudara. The results of this study will be useful for the company in reviewing policies related to human resources.

## **METHOD**

This study is a quantitative study that aims to analyze and determine the effect of salary, work facilities, and leadership on employee job satisfaction. This study was conducted on employees of PT MIFA Bersaudara, by testing whether these variables have a significant effect on job satisfaction. The population in this study consisted of all 307 employees actively working at PT Mifa Bersaudara. Sampling was conducted using the Slovin formula, and 174 employees were selected as samples using purposive random sampling.

Data quality testing was conducted using validity and reliability tests. Next, Classical Assumption Tests are performed to ensure that the regression model formed is valid, unbiased, and consistent, through Normality Tests, Multicollinearity Tests, and Heteroscedasticity Tests. The regression equation is formed after all classical assumption tests have passed. Finally, hypothesis testing is performed to prove the validity of the model formed.

## **RESULTS AND DISCUSSION**

### ***Research Results***

#### *Validity and Reliability Test*

The validity test results for all statement items in this study showed that the calculated  $r$  value was greater than the table  $r$  value, so it can be said to be valid, because each statement item had a significant correlation with the measured variable. Meanwhile, the reliability test results showed a Cronbach's Alpha value greater than 0.6, which indicates that the instruments used in this study can be considered reliable.

#### *Classical Assumption Test*

##### *Normality Test*

The results of the normality test can be seen in the following table:

**Table 1.** Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		174
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,20403236
Most Extreme Differences	Absolute	,062
	Positive	,062
	Negative	-,060
Test Statistic		,062
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

From the table above, we can see that the value of Asymp. Sig. (2-tailed) is 0.200. This value is greater than the normal data value limit of 0.05. Therefore, the normal distribution of data in this study has been fulfilled.

*Multicollinearity Test*

The results of the multicollinearity test are shown in the following table:

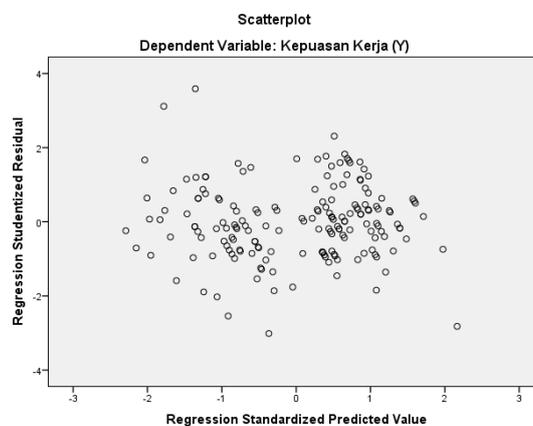
**Table 2.** Multicollinearity Test Results

Variable	Tolerance Value	VIF Value	Discription
Salary (X1)	0,584	1,713	There are no signs of multicollinearity
Work Facilities (X2)	0,305	3,277	There are no signs of multicollinearity
Leadership (X3)	0,360	2,774	There are no signs of multicollinearity

The test results shown in the table above indicate that there are no significant signs of multicollinearity in the regression model used. This is indicated by the tolerance and Variance Inflation Factor (VIF) values for each independent variable, which meet the specified criteria or are less than 10.

*Heteroscedasticity Test*

The results of the heteroscedasticity test are shown in the following figure:



**Figure 1.** Heteroscedasticity Test Results

In the scatterplot of the heteroscedasticity test results, it can be seen that the data points are scattered in such a way that they do not form a specific pattern around the X-axis, indicating that the residual variance is constant (homoscedasticity). This indicates that there are no signs of heteroscedasticity in the observed data, and therefore the regression model satisfies the assumption of homoscedasticity.

*Linear Regression Analysis*

The regression analysis results obtained in this study are shown in the following table:

**Table 3.** Multiple Linear Regression Results

<b>Coefficients<sup>a</sup></b>			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	1,094	0,735
	Salary (X1)	0,788	0,023
	Wok Facilities (X2)	0,538	0,055
	Leadership (X3)	0,255	0,027

a. Dependent Variable: Kepuasan Kerja (Y)

*Hypothesis Testing*

The first, second, and third hypotheses were tested using the t-test. The results of the calculations are shown in the following table:

**Table 4.** t-test Results

Variable	t count	t table	Sig	Alpha
Salary (X1)	34,034	1,974	0,000	0,05
Work Facilities (X2)	9,793	1,974	0,000	0,05
Leadership (X3)	9,398	1,974	0,000	0,05

Based on the t-test data in Table 4, it was found that the variables of salary (X1), work facilities (X2), and leadership (X3) had a significant partial effect on the employee job satisfaction variable at PT Mifa Bersaudara. The three independent variables have t-values that exceed the t-table value of 1.974, with a significance value (sig) of 0.000, which is lower than the significance level of  $\alpha = 0.05$ .

Meanwhile, the fourth hypothesis was tested using the F-test. The test results are shown in the following table:

**Table 5.** F-test results

F count	F table	Sig.	Alpha
619,220	2,66	0,000	0,05

The F test results in Table 5 show that there is a combined effect on the independent variables, namely salary (X1), work facilities (X2), and leadership (X3), on the dependent variable of job satisfaction (Y), as indicated by a calculated F value of 619.220. This value is much greater than the F table value of 2.66. In addition, the significance value (sig.) of this test is 0.000, which is much smaller than alpha 0.05.

### Determination Coefficient Test

The results of the determination coefficient test can be seen in Table 6 below

Table 6 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,957 <sup>a</sup>	,916	,915	2,223

a. Predictors: (Constant), Salary (X1), Work Facilities (X2), Leadership (X3)

Based on the results of the coefficient of determination analysis, the regression model used was able to explain 91.6% of the variation in the dependent variable. This shows that the combination of independent variables, namely salary, work facilities, and leadership, has a strong ability to explain changes in employee job satisfaction levels. The high Adjusted R Square value of 0.915 reinforces the indication that these three variables contribute significantly to the variation in job satisfaction that occurs.

### Discussions

#### *The Effect of Salary on Job Satisfaction*

Salary is one of the important aspects that influence employee job satisfaction. According to Thanan et al (2021), salary is included in hygiene factors, which although not directly motivating, its existence is necessary to avoid dissatisfaction. Based on the t-test results, the salary variable (X1) has a t-count value of 34.034 with a significance level of 0.000. Because the t-value is much greater than the t-table (34.034 > 1.974) and the significance is less than 0.05 (0.000 < 0.05), it can be concluded that salary has a significant partial effect on employee job satisfaction.

These results indicate that employees who are satisfied with their salary levels tend to be more motivated and have a positive attitude toward their work. This finding is in line with research conducted by Sahab (2022), which states that competitive salaries can increase employee job satisfaction because they provide a sense of appreciation and financial security.

#### *The Effect of Work Facilities on Job Satisfaction*

Adequate work facilities create a comfortable working environment and support employee productivity. Based on the t-test results, the work facilities variable (X2) has a t-count value of 9.793 with a significance level of 0.000. Since the t-value is greater than the t-table (9.793 > 1.974) and the significance is less than 0.05 (0.000 < 0.05), it can be concluded that work facilities have a significant partial effect on employee job satisfaction.

These results emphasize the importance of investing in work facilities such as comfortable workspaces, adequate equipment, and other infrastructure support. Research by Dianto et al. (2023) also found that adequate work facilities increase employee satisfaction, especially in industries that require specific and high-quality work equipment.

#### *The Influence of Leadership on Job Satisfaction*

Effective leadership contributes greatly to employee motivation and job satisfaction. Based on the t-test results, the leadership variable (X3) has a t-value of 9.398 with a significance level of 0.000. Since the t-value is greater than the t-table (9.398 > 1.974) and the significance is less than 0.05 (0.000 < 0.05), it can be concluded that leadership has a significant partial effect on employee job satisfaction.

This indicates that a supportive, communicative leadership style that provides clear direction can increase job satisfaction. Research by Sinaga et al. (2023) supports this finding,

stating that transformational leadership that involves employees emotionally and professionally has a positive impact on job satisfaction

#### *The Combined Effect of Salary, Work Facilities, and Leadership on Job Satisfaction*

A simultaneous F test was conducted to examine the combined effect of independent variables (salary, work facilities, and leadership) on employee job satisfaction. Based on the F test results, a calculated F value of 619.220 was obtained, which is much greater than the F table value of 2.66, with a significance level of 0.000 (less than 0.05). Thus, it can be concluded that simultaneously, these independent variables have a significant effect on job satisfaction.

The high coefficient of determination indicates that the combination of salary, work facilities, and leadership together contribute greatly to explaining the variation in employee job satisfaction at PT Mifa Bersaudara. This finding is consistent with research by Ardiansyah et al. (2024), which shows that intrinsic and extrinsic factors together affect employee job satisfaction.

#### *Implications of Research Findings*

Based on the results of research on the study of the influence of salary, work facilities, and leadership on employee job satisfaction at PT Mifa Bersaudara, several implications of this research can be described as follows: (1) Competitive Salary Management: The company needs to ensure that the salary system is competitive by considering industry standards and employee living needs. Periodic salary adjustments based on performance evaluations and inflation can increase employee motivation and satisfaction, thereby boosting productivity. (2) Improvement of Work Facilities: Management needs to invest in providing comfortable and supportive work facilities, such as ergonomic workspaces, updated technology, and access to health facilities. An optimal work environment not only increases satisfaction but also helps reduce employee stress levels. (3) Leadership Style Development: Leadership training and development for managers or supervisors needs to be conducted regularly. Supportive, communicative leadership that provides positive feedback can create good relationships between management and employees, thereby increasing overall job satisfaction. (4) Combination of Management Strategies: The results of the study show that these three factors have a significant simultaneous influence. Therefore, companies need to design integrated management policies that consider all these aspects holistically to achieve maximum results.

## **CONCLUSION AND RECOMMENDATIONS**

The results of this study conclude that (1) there is an influence of salary and employee job satisfaction; (2) work facilities also have a partial influence on job satisfaction; and (3) leadership has a partial influence on job satisfaction, where all can be proven by a t-value greater than the t-table value and a significance value lower than 0.05. Simultaneous test results also show a significant effect, as indicated by a calculated F value greater than the table F value and a significance value lower than 0.05.

Companies are advised to continuously monitor and adjust employee salaries in line with industry standards and inflation rates. A transparent, performance-based payroll system will increase employee trust and satisfaction. In addition, companies need to invest in comfortable work facilities, including modern technology, a safe working environment, and other supporting facilities such as adequate break rooms. To improve leadership capabilities, companies need to conduct ongoing leadership training to ensure that managers and supervisors have the skills to build harmonious working relationships and provide clear direction to employees.

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