

The Effect of Work Culture, Work Environment, and Leadership Style on Employee Job Satisfaction

I Wayan Gede Yustiardika Diputra and I Gusti Made Suwandana

ABSTRACT

The company has the most important asset that helps in achieving its goals, namely employees. However, several things cause employee satisfaction to decrease, such as a work culture that is not internalized, an inadequate work environment, and an unsupportive leadership style. This study aims to explain the influence of work culture, work environment, and leadership style on employee job satisfaction at Office Krisna Oleh-Oleh Bali. The number of samples used is 50 employees, with the sampling technique used being saturated sampling. Collecting data in this study using a questionnaire, and the data in this study were analyzed using multiple linear regression analysis techniques. The theory used in this research is Social Exchange Theory. The results of this study indicate that work culture has a positive and significant effect on the job satisfaction of employees of Office Krisna Oleh-Oleh Bali. The work environment has a positive and significant effect on the job satisfaction of Krisna Oleh-Oleh Bali office employees. Leadership style has a positive and significant effect on employee job satisfaction at Office Krisna Oleh-Oleh Bali.

Keywords: Job Satisfaction, Leadership Style, Work Culture, Work Environment.

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I. INTRODUCTION

A company certainly has a goal to be achieved together. This goal is achieved or not of course on the quality of the company's resources. Company resources can be divided into four parts, namely financial, human, physical, and technology. Human resources are employees who work in a company. Human resources have a strategic position within the company, which means that employees have an important role in carrying out activities to achieve company goals, for that the existence of employees is very strong in the company (Adilase & Subrata, 2022).

Leihitu *et al.* (2022), Employees are also the main asset of a company because, without their participation, company activities will not be carried out. Therefore, of course, the company must have employees who have good job satisfaction (Iqbal *et al.*, 2021). Through job satisfaction, all employees will have an impact on companies that will succeed in achieving their goals. Employee job satisfaction is formed by how the company applies work culture, work environment, and leadership style applied by leaders to their employees so that it can affect employee job satisfaction owned by the company. So that the application of work culture, work environment, and leadership style that is applied, it can produce the expected employee job satisfaction. Employee job satisfaction can help the company in achieving its goals (Permadi *et al.*, 2018).

Work culture is a trait and behavior that is carried out from generation to generation in a company. From a good work culture born from the company, a good quality work culture will also be formed between superiors and subordinates as well as employees among other employees. So that in the company will be formed job satisfaction felt by employees.

This feeling of satisfaction will help employees in achieving company goals (Pawirosumarto *et al.*, 2017).

A comfortable work environment in the company greatly affects employees in carrying out their duties. The work environment is everything from a work environment that makes work easy or difficult, makes it fun or difficult for them, including lighting, temperature, air, ventilation, chairs, and writing desks. In line with the notion of the work environment mentioned by Sudiarditha *et al.* (2016), namely the work environment is everything that is around workers that can affect their work including lighting settings, noise control, workplace cleanliness settings, and workplace security settings. So, although the environment is not included in the process of achieving company goals, the work environment is an important driver for employees to feel job satisfaction so that they can contribute to the achievement of company goals.

The work environment can be interpreted as an environment where employees do their daily work. So the work environment must provide a sense of comfort to employees so that they can provide a sense of satisfaction to employees in carrying out their work. Paendong *et al.* (2020) suggest that a good work environment is also able to provide security and comfort for employees which will ultimately lead to feelings of satisfaction within employees.

According to Marbun & Jufrizen (2022), the work environment is everything that can support employees when carrying out their duties. When a comfortable work environment is provided by the company employees, employees will contribute to the company optimally so that they can achieve company goals (Chaudhry *et al.*, 2017). In the work environment, all aspects of the work environment, including co-workers, must work well, harmoniously, and in

synergy. Providing a good work environment within the company will lead to employee job satisfaction so that employees will try to survive in the company and become the most important asset owned by the company (Atmaja & Puspitawati, 2018).

In every company, the leader becomes the driving force in a company. So the leadership style used in driving a company should not be arbitrary and must be in line with the company's principles. According to Jayanti & Nazwirman (2020) leaders have a role or function as a giver of direction, command, and decision-makers in a company. Because using a leadership style will greatly affect the job satisfaction of employees owned by the company. The leadership style used by a leader must be able to create job satisfaction owned by employees of the company because employees are involved in carrying out and carrying out company tasks to achieve company goals.(Fouad, 2019).

Karlina & Herni (2022), Every leader has a leadership style that is different from one another, and it is not a requirement that one leadership style is better or worse than another, a leader can provide a sense of comfort in treating his employees so that employees feel satisfaction at work. So, from that, a leader will deserve to be recognized if the leader has influence and can direct his employees toward company goals. Leaders must also provide for the needs of employees, motivate employees, and provide opportunities for an opinion so that it will create a sense of employee concern for the tasks given to the company. Then, of course, employee satisfaction will be obtained (Panggabean *et al.*, 2021).

The benchmark for job satisfaction was also put forward by Astutik & Priantono (2020) who said that there is no absolute benchmark for measuring the level of employee satisfaction because each individual has different standards. In line with this opinion, according to Prayekti & Pangestu (2022) job satisfaction is a very important element in a company because it can affect employee work behavior such as being diligence, productive, obedient, and even lazy.

Kurniawan (2019), Job satisfaction is also an effective side of employee emotions resulting from activities in the company. Job satisfaction is also an action or behavior issued by employees from the remuneration provided by the company. Therefore, a company must have employees who have qualified performance to carry out the work successfully. Seeing this, the company must always improve its human resources. Increasing human resources can be done by increasing employee job satisfaction.

This study uses a theoretical basis, namely the Social Exchange Theory, a theory that looks at the relationship between the environment and human resources owned by the company where these two things influence each other. The relationship between the theory and the variables studied, namely job satisfaction is a value from employees for the company's treatment which later on employees will bring up a certain emotional over the company's treatment(Agbozo *et al.*, 2017).

This study was made to know work culture, work environment, and leadership style on employee job satisfaction in the work environment of Krisna Oleh-Oleh's office. Krisna Oleh-Oleh is a retail business that provides various kinds of Balinese souvenirs. The results of interviews conducted previously found several problems regarding the

low job satisfaction of employees at the Krisna Oleh-Oleh Bali office. Through these interviews, several employees were not happy with the work being done at this time so there was a lack of satisfaction in carrying out the tasks given by their superiors. Some employees feel that there is a lack of fairness in assigning tasks to employees which can affect job satisfaction and adversely affect the work environment of the Krisna Oleh-Oleh Bali office.

Based on problems regarding employee job satisfaction caused by work culture, work environment, and leadership style. This is in line with research conducted by Rofiq *et al.* (2021) who found work culture to have a significant influence on employee job satisfaction. Sitinjak (2018) found that the work environment has a positive effect on employee job satisfaction.

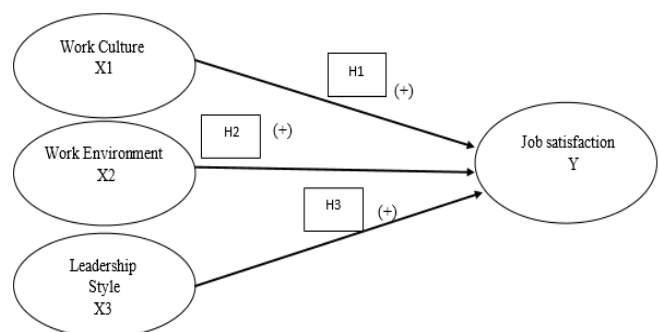


Fig. 1. Conceptual Framework

Hypothesis

- H1: Work Culture has a positive and significant effect on employee job satisfaction.
- H2: Work environment has a significant and positive effect on employee job satisfaction.
- H3: Leadership Style has a positive and significant effect on Employee Job Satisfaction.

II. METHODOLOGY

The design of this study uses a quantitative design with the approach used in this study is a quantitative approach in the form of associative.

Job satisfaction is the way a person behaves in handling his work in the company. According to Yuliantini & Santoso (2020), "the indicators are the job itself, salary/wages, promotion opportunities, co-workers".

Work culture is a pattern of shared basic assumptions that certain groups learn to deal with external adaptation and internal integration that are official and have worked well and are therefore taught/passed on to new members. According to Sari & Anitra (2020), "the indicators are Discipline, Openness, Mutual respect, Cooperation".

The work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned by the company leadership. According to Hidayat *et al.* (2021), "the indicators are Lighting, Air, Cleanliness".

Leadership style is the way a leader influences the behavior of subordinates, so they are willing to work together and want to work productively to achieve company goals. According to Herawati & Ranteallo (2020), "the indicators are the ability to make decisions, the ability to motivate, the ability to

communicate, the ability to control subordinates, responsibility, and the ability to control emotions”.

The sampling method used in this study is saturated sampling, where all members of the population are used as samples. The number of samples used was as many as 50 people. This study uses multiple linear regression analysis methods to determine the effect of work culture (X1), work environment (X2), leadership style (X3), and employee job satisfaction (Y). This method was tested using a computer system, namely SPSS.

III. RESULTS AND DISCUSSION

Characteristics of respondents were seen from 4 variables, namely gender, age, education, and years of service. The first characteristic is gender, the percentage of male respondents is 19 people or 38% and female respondents are 31 people at 62% percent. This shows that the employees of the KrisnaOleh – Oleh Bali Office are dominated by the female gender. The number of female employees is because women are considered to be able to work more neatly and regularly in the administrative field.

The second characteristic is age, the highest percentage of age is 44% with an age range of 17-26 years, while the lowest percentage is 37-46 years of 10%. This means that the employees of the Krisna Oleh-Oleh Bali Office are mostly young people with an age range of 17-26 years because they are considered to be still productive and active at work and more up to date on information and technology.

The third characteristic is education, where the respondent's last dominant education was at the undergraduate level with a percentage of 54%, while for the last education the master had the lowest percentage, which was 10%. This shows that the position of employees at the Krisna Oleh-Oleh Bali Office is mostly filled by S1 graduates because they are considered to have competencies and qualifications that are by the company's needs.

The fourth characteristic is years of service, the highest percentage of respondents' tenure is 42%in the span of >6 years, while the lowest is 1-3 years of service with a percentage of 12%. This means that the work period of the employees of the Krisna Oleh-Oleh Bali Office is dominated by a span of > 6 years. This shows that Krisna Oleh-Oleh Bali has quite several employees with more than 6 years of work experience and have experience in their work.

A. Work Culture

The distribution of respondents' answers to work culture with the highest average value of 3.92 on the statement "I feel that the work team helps complete the work" and the lowest average value of 3.32 on the statement "I feel there is no mutual respect in the work team." The average value for the work culture variable is 3.76, which is included in the good criteria, meaning that the employees of Office Krisna Oleh-Oleh Bali have a good work culture where employees always work in teams and help each other in completing work.

B. Work Environment

The distribution of respondents' answers to the work environment with the highest average value of 3.74 on the statement "The cleanliness of my workplace is very well

maintained and adequate" and the lowest average value of 3.66 on the statement "The lighting in my workspace can facilitate work.". The total average value for the work environment variable is 3.71 which is included in the good criteria, meaning that the Krisna Oleh- Oleh Bali office has a good work environment and very well maintained cleanliness.

C. Leadership Style

The distribution of respondents' answers to leadership style with the highest average value of 4.04 in the statement "I feel that the decisions taken by my leader are very influential on the completion of the work" and the lowest average value of 3.52 in the statement "My leader always scold me instead of giving proper advice" The average value for the leadership style variable is 3.77, which is included in the good criteria, meaning that the head of Office Krisna Oleh-Oleh Bali has a good leadership style and always helps employees make decisions in completing work to be better.

D. Job Satisfaction

The distribution of respondents' answers to job satisfaction with the highest average value of 4.12 on the statement " I have the opportunity to improve my ability at work" While the lowest average value of 3.80 on the statement "I feel cooperation in the work team does not appreciate one another". The total average value for the job satisfaction variable of 3.93 is included in the high criteria, meaning that the employees of Office Krisna Oleh-Oleh Bali have high job satisfaction and always have the opportunity to improve their abilities at work.

TABLE I: TEST RESULTS

TABLE 1. TEST RESULTS					
Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
	B	Std. Error			
(Constant)	0.207	0.165		1.255	0.216
work culture	0.255	0.120	0.247	2.128	0.039
1 Work environment	0.414	0.112	0.436	3.705	0.001
Leadership style	0.327	0.084	0.318	3.869	0.000
F sig	0.000				

a. Dependent Variable: Kepuasan kerja.

From the results of the SPSS calculation, it was found that the results of the sig. F of 0.000 which is smaller than the significant value of 0.05 (0.000 < 0.05). These results indicate that work culture, work environment, and leadership style have a simultaneous (together) effect on job satisfaction. The value of Adjusted R-square is 0.921, meaning that the influence of work culture, work environment, and leadership style on job satisfaction is 92.1% while the remaining 7.9% is influenced by other factors outside the model.

E. Discussion of Research Results

1) Work culture on job satisfaction

The sig.t value of the work culture variable (X1) on job satisfaction (Y) is 0.039 (0.039 < 0.05) and the 1 value of 0.255 indicates a positive direction, work culture has a positive and significant effect on job satisfaction. This means that the better the work culture in the company, the employee's job satisfaction will also increase. In this study, it

can be explained that the employees of Office Krisna Oleh-Oleh Bali have a good work culture followed by high employee job satisfaction. This is evidenced by the results of the average score of respondents' answers on the work culture variable included in the good category where employees always work in teams and help each other in completing work. Likewise, the average answer score for the job satisfaction variable is included in the high category and they always have the opportunity to improve their ability to work. These results support previous research conducted by Sudiyanto (2019) that there is a relationship between workplace culture and job satisfaction. In line with that, Rizqina *et al.* (2017) also finds that work culture also has a significant influence on job satisfaction.

2) Work environment on job satisfaction

The sig. t value of the work environment variable (X2) on job satisfaction (Y) is 0.001 ($0.001 < 0.05$) and 0.414 indicates a positive direction, work environment has a positive and significant effect on job satisfaction. This means that the better the employee's work environment, the employee's job satisfaction will increase. In this study, it can be explained that the work environment at the Krisna Oleh-Oleh Bali Office is classified as good and is followed by high employee job satisfaction. This is evidenced by the results of the average score of respondents' answers on the work environment variable included in the good category and the cleanliness of the office is very well maintained. Likewise, the average score of the answers to the job satisfaction variable is included in the high category and employees get a fair salary. These results support previous research conducted by Jasmine & Edalmen (2020) which found that the work environment had a significant and positive effect on employee job satisfaction.

3) Leadership style on job satisfaction

The sig. t-value of the leadership style variable (X3) on job satisfaction (Y) is 0.000 ($0.000 < 0.05$) and the 3 value of 0.327 indicates a positive direction, leadership style has a positive and significant effect on job satisfaction. This means that the better the leadership style of superiors to employees, the higher the job satisfaction of employees. In this study, it can be explained that the head of Office Krisna Oleh-Oleh Bali has a good leadership style followed by high employee job satisfaction. This is evidenced by the results of the average score of respondents' answers on the leadership style variable included in the good category and always helps employees make decisions in completing work to be better. Likewise, the average score of the answers to the job satisfaction variable is included in the high category where employees have received fair promotion opportunities. These results support by Paendong *et al.* (2020) which showed that leadership style had a positive and significant effect on employee job satisfaction.

F. Implication

This research has been able to explain the theoretical model used as the basis for formulating the hypothesis, namely the influence of work culture, work environment, and leadership style on job satisfaction of employees of Office Krisna Oleh-Oleh Bali. The results of the theoretical model explain that the factors that influence job satisfaction are work culture,

work environment, and leadership style. The results of this study are expected to be a reference for Krisna Oleh-Oleh Bali and other companies in utilizing indicators of work culture, work environment, and leadership style as strategies to increase job satisfaction.

This research has been proposed and carried out according to scientific procedures. However, there are still limitations to this study. The number of respondents is only 50 people and only discusses the behavior of the employees of Krisna Oleh-Oleh Bali, so the results of this study cannot be generalized to other companies. Other variables can affect job satisfaction outside the model described in this study.

IV. CONCLUSION

Based on the results of data analysis and discussion of the influence of each variable, conclusions can be drawn. Work culture has a positive and significant impact on employee job satisfaction at Krisna Oleh – Oleh Bali. This means that the better the work culture in the company, the employee's job satisfaction will also increase. The work environment has a positive and significant effect on the job satisfaction of the employees of Krisna Oleh-Oleh Bali. This means that the better the employee's work environment, the employee's job satisfaction will increase. The leadership style has a positive and significant effect on the job satisfaction of the employees of Krisna Oleh-Oleh Bali. This means that the better the leadership style of superiors to employees, the higher the job satisfaction of employees.

To increase job satisfaction, the management of Krisna Oleh-Oleh Bali Office should pay attention to the work culture in the office, such as by reminding all employees to respect each other's work teams, follow applicable regulations, and help each other. Second, Krisna Oleh-Oleh Bali should also pay attention to the work environment by paying attention to the office atmosphere to keep it comfortable, use adequate lighting, maintain office cleanliness, and provide facilities that suit the needs of employees. Third, the leaders of the Krisna Oleh-Oleh Bali Office should also pay attention to the leadership style applied so that it can be accepted by employees, such as giving constructive criticism and suggestions to employees while still using polite language, giving appreciation or appreciation to employees who have worked well, and always be fair to all employees. For the next researcher, it is necessary to consider examining other variables, factors, and indicators outside of work culture, work environment, and leadership style to increase job satisfaction. Such as compensation variables, career development, internal communication, job stress, and others.

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