

## **THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, NON-PHYSICAL WORK ENVIRONMENT, AND COMPENSATION ON EMPLOYEE JOB SATISFACTION PT. PERTA ARUN GAS (PAG) LHOKSEUMAWE**

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### **ABSTRACT**

This research was conducted to test the direct influence of Transformational Leadership, Non-Physical Work Environment, and Compensation on Employee Job Satisfaction in a company. The purpose of this research is to analyze the factors that influence of the job satisfaction of employees at PT. Perta Arun Gas (PAG) Lhokseumawe. Therefore, research was conducted using data that had been collected through direct or manual surveys with a sample size of 100 employees. To analyze the collected data, SPSS, and multiple linear regression were used. The research results show that the Transformational Leadership variable has a positive and significant effect on employee job satisfaction. Meanwhile, non-physical work environment variables do not affect employee job satisfaction. Furthermore, the compensation variable has a positive and significant effect on employee job satisfaction. These findings provide useful implications for policymakers to determine strategies related to human resource factors to increase employee job satisfaction.

**Keywords:** transformational leadership, environment non-physical work, compensation, job satisfaction.

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### **INTRODUCTION**

PT Perta Arun Gas is a company engaged in the regasification sector. Currently PT Perta Arun Gas is the only company that has regasification facilities in the Aceh and North Sumatra regions, where the company's geographical location is very strategic because it has sea transportation routes that can easily receive and distribute LNG (Liquefied Natural Gas) supplies and is supported by very adequate dock facilities. As is known, the construction of the Arun LNG Receiving & Regasification Terminal is a national infrastructure project integrated with the construction of the Arun - Belawan pipeline network to develop the economy in the Aceh and North Sumatra regions. PT Perta Arun Gas utilizes former PT Arun LNG infrastructure which is more than 40 years old and poorly maintained to support operational tasks, both regasification and treating gas in Lhokseumawe. Products resulting from operations (operated infrastructure).

Human Resources are the most important asset in an organization, both large and small scale organizations because they are the resources that move and direct the organization as well as maintain and develop the organization in the various demands of society and the times. Human Resource Management is something related to the utilization of humans in carrying out work to achieve maximum or effective and efficient levels in realizing the goals to be achieved within the company, an employee and also society (Syafrina, 2019). Employees who work with

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a high level of satisfaction will view their work as enjoyable. When employees feel satisfied, employees will be more loyal to the company, so that their discipline, enthusiasm and work morale in carrying out their duties and responsibilities will increase.

According to Komarudin (2017), job satisfaction can run well if the obstacles or problems contained in providing work motivation can be overcome. Hasibuan (2016), states that the factors that measure job satisfaction are fair and appropriate remuneration, appropriate placement according to skills, the severity of the work, the atmosphere and environment of the work, the attitude of the leader in his leadership, and the nature of the work being monotonous or no. Factors that can influence job satisfaction include transformational leadership.

According to Ramadhiansyah et al., (2022) transformational leadership is the ability of a leader to inspire followers to put aside their interests for the sake of the organization's sustainability and leaders have a big influence on each employee. Leaders play a very important role in increasing employee morale which will have an impact on job satisfaction and implications for performance (Faliza, 2023). Effective leadership in the organization will also have an impact on employee job satisfaction (Sukaarnawa, et al., 2024; Faliza et al., 2024). The next factor that can influence job satisfaction is the non-physical work environment.

According to Sedarmiyanti (2017) the Non-Physical Work Environment is all conditions that occur that are related to work relationships, both relationships with superiors, relationships between co-workers, or relationships with subordinates. Companies should be able to reflect conditions that support cooperation between superiors, subordinates and those who have the same position status in the company. The conditions that should be created are a family atmosphere, good communication and self-control. Next, the factor that can influence Job Satisfaction is Compensation.

Compensation is a term related to financial rewards received by a person through an employment relationship with an organization. In other words, compensation is an important concept in human resource management and business in general. This involves managing financial rewards and other benefits to motivate, retain and satisfy employees in the context of their employment relationship with the organization (Fitriani K, 2021).

Based on the results of observations made on several employees of PT. Perta Arun Gas (PAG), there is a phenomenon of job satisfaction which can be measured by the level of employee discipline, the level of employee discipline can be seen from the level of employee absenteeism. Discipline among employees is very important for the company because the average number of absences hinders the achievement of the company's targets and results in losses for the company which disrupts the course of production and service to the company's customers.

Apart from that, there is also the phenomenon of Transformational Leadership. The influence of organizational climate can be positive and negative, for example, a poor workspace, conflicting relationships between superiors and subordinates, high work stress due to too many overtime hours. On the other hand, if employees work in a comfortable and clean room, a conducive relationship between superiors and subordinates and loose bureaucracy, this will lead to a positive attitude, low work stress, thereby increasing performance and high job satisfaction.

Meanwhile, the phenomenon of the Non-Physical Work Environment, namely inadequate safety facilities, is a complaint expressed by employees. Employees feel that the company does not pay enough attention to safety factors in the work environment. This condition can increase the risk of accidents and injuries for employees.

Lack of initiative from employees towards their work also causes low levels of engagement and satisfaction at work. Employees may feel less motivated to put in extra effort or innovate in carrying out their tasks. This can result in a monotonous routine and a lack of sense of personal accomplishment. Working relationships formed between fellow employees

and working relationships between subordinates and superiors as well as the physical environment where employees work. This is a very important concern for PT management. Perta Arun Gas (PAG) in a supportive work atmosphere and environment to encourage employees to provide the best results. A conducive work environment can not only motivate employee work, but can also increase employee enthusiasm and work enthusiasm which can result in maximum employee productivity. However, in reality, employee work productivity is decreasing, resulting in employee labor turnover from year to year.

Regarding the compensation phenomenon, there are several main complaints, especially about employee salaries. Employees feel that the salary they receive is not commensurate with the work risks they face. This factor is mainly related to the condition of old machines and decreased productivity. Less efficient machines can increase the potential for accidents or other operational problems, which in turn can affect employee well-being. This research aims to analyze the factors that influence of the job satisfaction of employees, we hope this research has contributed to knowledge development in human resource management especially in employee behavior.

## METHOD

### Data and Sample

According to Arikunto (2017), the population is the entire research subject. If the researcher wants to examine all the elements in the research area then the research is population research. The population used in this research were employees who worked at PT. Perta Arun Gas (PAG) Lhokseumawe. The population in this study were all employees of PT—Perta Arun Gas (PAG), numbering 254 people.

According to Sugiyono (2018), a sample is part of the number and characteristics of that population. Samples taken from that population must represent or represent the population being studied. The selection of an appropriate and representative sample is crucial in scientific research as errors in sample selection can lead to inaccurate or unreliable conclusions (Toriji et al., 2023). In this research, the sample consisted of 100 employees of PT PAG Lhokseumawe.

### Measure

This study consists of four variables consisting of three independent variables, namely transformational leadership, non-physical work environment, and compensation. While job satisfaction is the dependent variable. The four variables are measured using indicators using a measurement scale of 1-5.

### Data Analysis

Multiple Linear Regression Analysis was used to analyse the research data. The multiple linear regression equation that is determined is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y	= Job satisfaction
a	= Constant Coefficient
b <sub>1</sub> , b <sub>2</sub> , b <sub>3</sub> ,	= Regression Coefficients
X <sub>1</sub>	= Transformational Leadership
X <sub>2</sub>	= Environment Non-Physical Work
X <sub>3</sub>	= Compensation
E	= Error

Ghozali, (2016) stated the determination test ( $R^2$ ) is used to determine how far the model can explain variations in the dependent variable. The  $R^2$  value ranges from  $0\% < R^2$ . The F-test statistic is to test the fit of the model in regression with the rule of thumb if the F-statistic is greater than the F-table and significant at 5%, then the regression method fits the research model. but if the F-statistic is smaller than the F-table and not significant at 5%, then the regression method does not fit the research model. researchers are advised to find another research model that fits the research model (Heinz et al., 2008).

According to Ghozali (2016), the t-test is to make conclusions regarding the influence of each independent variable (X) on the dependent variable (Y). The t-test has a significant value of  $\alpha = 5\%$ . Hypothesis testing criteria use the t-statistical test with the condition that if the t-statistic is greater than the t-table or the significant value is smaller than the alpha value. It means transformational leadership, environment non-physical work, and compensation influence job satisfaction. If the t-statistic is smaller than the t-table or the value is significantly greater than alpha, it means transformational leadership, environment non-physical work, and compensation do not influence job satisfaction. The rule of thumb is below:

1. If the significant value is  $> 0.05$  then the hypothesis is rejected. This means that the independent variable does not have a significant influence on the dependent variable.
2. If the significant value is  $< 0.05$  then the hypothesis is accepted. This means that the independent variable partially has a significant influence on the dependent variable.

## RESULTS AND DISCUSSION

Based on Table 1 the result shows that the coefficient of determination or the R Square value is 0.200, this means that the influence of transformational leadership, non-physical work environment, and compensation -  $100\% - 17,5\% = 82,5\%$  explained by other variables not examined in this study. Based on Ghozali, (2016), the determination test ( $R^2$ ) is used to determine how far the model can explain variations in the dependent variable. The  $R^2$  value ranges from  $0\% < R^2$ .

**Table 1.**  
**Coefficient of determination**

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	447	200	175		1.92832

Source: Processed Primary Data (2023)

Based on Table 2, the statistical value of the F test is an F-count of 7,981 greater than the F-value. of 2.699, with a significance level of 0.000 ( $< 0.05$ ). This shows that the variables of transformational leadership, non-physical work environment, and compensation simultaneously affect job satisfaction. This means that the regression analysis used is in accordance with this research model.

**Table 2.**  
**Statistik Uji F**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.031	3	29.677	7.981	.000 <sup>b</sup>
	Residual	356.969	96	3.718		
	Total	446	99			

Multiple linear regression analysis was used to determine the magnitude of the influence of the dependent variable, namely Employee Job Satisfaction with the independent variables, namely transformational leadership, non-physical work environment, and compensation. With data processing calculations using IBM SPSS statistics 20 with a total of 100 respondents, shown in table 2:

**Table 3.**  
**Multiple Linear Regression Analysis**

<i>Coefficients</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig
		B	<i>Std. Error</i>	Beta		
1	(Constant)	12.891	1.874	-	4.485	0,000
	Transformational Leadership	0,205	0,115	0,166	1.791	0,076
	Environment Non-Physical Work	-0,122	0,102	-0,117	1.199	0,234
	Compensation	0,472	0,112	0,416	4.201	0,000

a. Dependent Variable: Employee Job Satisfaction

Source: Processed Primary Data (2023)

Based on the table 3, the results of multiple linear regression can be as follows:  
 $Y = 12.891 + 0,205 x_1 + -0,122x_2 + 0,472 x_3 + e$

The description of the multiple linear regression equation above is as follows:

1. The regression coefficient for the Transformation Leadership variable (X1) is 0.205, meaning that if it is increased by 1 Likert scale unit, Employee Job Satisfaction (Y) will increase by 0.205.
2. The regression coefficient for the Non-Physical Work Environment variable (X2) is -0.122, meaning that if you increase it by 1 unit on the Likert scale, Employee Job Satisfaction (Y) will increase by -0.122.
3. The regression coefficient for the Compensation variable (X3) is 0.472, meaning that if it is increased by 1 Likert scale unit, Employee Job Satisfaction (Y) will increase by 0.472.

Based on the research findings in Table 2, transformational leadership influences Employee Job Satisfaction, where it can be observed that the significance value of transformational leadership is  $0.076 < 0.05$  and the calculated t-value is  $1.791 > t\text{-table } 1.665$ , thus it can be concluded that Transformational Leadership (X1) affects Employee Job Satisfaction (Y). This means that H1 is accepted, indicating that Transformational Leadership has a positive and significant impact on Employee Job Satisfaction. Employee job satisfaction is created because the leader can apply the right style and the leader can create a good situation.

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Apart from that, leaders can provide a good influence, provide attention, and always provide motivation to achieve organizational goals. A good leadership style is also able to create job satisfaction itself.

The results of this research are in line with the results of previous research conducted by Nawir, e. al., (2022) which states that transformational leadership has a positive and significant effect on job satisfaction. The results of this research are in line with the results of previous research conducted by Ritawati (2013) which stated that transformational leadership had a positive and significant effect on employee job satisfaction.

Based on the research results, the non-physical work environment does not affect employee job satisfaction, where it can be observed that the significance value) is  $0.234 > 0.05$  and the calculated t-value is  $-1.199 < t\text{-table } 1.665$ , thus it can be concluded that the non-physical work environment does not influence employee job satisfaction. This means that H2 is rejected, indicating that the Non-Physical Work Environment does not affect employee job satisfaction. A good non-physical work environment can provide encouragement and support to achieve employee job satisfaction. Therefore, a good work environment is when the company is aware of the satisfaction of its workers by improving and paying more attention to the work environment. When employees feel satisfied when doing their work, organizational goals will be achieved easily.

The results of this research are in line with the results of previous research conducted by Puspitasari, e. al., (2023) which states that the non-physical work environment has a negative and insignificant effect on job satisfaction. The results of this research contradict the results of previous research conducted by Putri, (2022) which stated that the non-physical work environment had a positive and significant effect on employee job satisfaction.

Based on the research findings, compensation influences employee job satisfaction, where it can be observed that the significance value is  $0.000 < 0.05$  and the calculated t-value is  $4.201 > t\text{-table } 1.665$ , thus it can be concluded that compensation affects employee job satisfaction. This means that H1 is accepted, indicating that compensation has a positive and significant impact on employee job satisfaction. When working at a company, employees are not solely oriented towards the compensation they receive because compensation is not the only remuneration that the company provides to employees for the work they have done. However, when employees work, it is a form of applying the knowledge that employees have to complete the work responsibilities given by the company so that employees can also see how far their level of development has been while working at the company. This will have an impact on employees' increasing skills and knowledge regarding the field of work they are engaged in. Companies are expected to continue to strive to provide fair and appropriate forms of compensation for employees by adjusting salaries according to employee needs and providing bonuses and incentives in accordance with performance achievements. This aims to increase employee job satisfaction because high job satisfaction is expected to make employees loyal to the company.

The results of this research are in line with the results of previous research conducted by Indriat, e. al., (2022) which states that compensation has a positive and significant effect on job satisfaction. The results of this research are in line with the results of previous research conducted by Rauan and Tewal (2019) which states that compensation has a positive and significant effect on employee job satisfaction.

## **CONCLUSION**

Transformational leadership affects employee job satisfaction, which means that transformational leadership has a positive and significant effect on PT employee job satisfaction. Perta Arun Gas Lhokseumawe. The non-physical work environment does not

affect employee job satisfaction, which means that the non-physical work environment does not affect the job satisfaction of PT employees. Perta Arun Gas Lhokseumawe. Compensation has an effect on job satisfaction k, which means that compensation has a positive and significant effect on the job satisfaction of PT employees. Perta Arun Gas Lhokseumawe.

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