

**EFFECT OF THE WORKING ENVIRONMENT, LEADERSHIP, AND COMPENSATION
ON EMPLOYEE SATISFACTION
(CASE STUDY ON EMPLOYEES IN QUALITY OPERATION DIVISION
PT SOHO INDUSTRI PHARMASI)**

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Abstract - *This research aims to investigate do work environmetn, leadership, and compensation influence job satisfaction at Quality Operation Division PT Soho Industri Pharmasi*

This Research was conducted at PT Soho Industri Pharmasi. The number of samples in this study were 60 respondens who were selected using purposive sampling technique. The metod used is the coefficient of determination.

The result of coefficient determination show the magnitude of the influence of the work environment on employee job satisfaction is 18,23%, the magnitude of the influence of the leadership on employee job satisfaction is 38,07%, the magnitude of the influence of compensation on employee job satisfaction is 16,56% , and collectively there is an influence of the work environment, leadership, and compensation of employee job satisfacion is 68,5%..

Keywords: *Work Environment, Leadership, Compensation, Job Satisfaction*

Abstrak– Penelitian ini bertujuan untuk mengetahui apakah lingkungan kerja, kepemimpinan, dan kompensasi mempengaruhi kepuasan kerja karyawan di Divisi Quality Operation PT Soho Industri Pharmasi.

Penelitan ini dilakukan di PT Soho Industri Pharmasi. Jumlah sampel dalam penelitian ini sebanyak 60 responden, yang dipilih dengan menggunakan teknik pengambilan sampel *purposive sampling*. Metode yang digunakan adalah koefisien determinasi.

Hasil koefisien determinasi menunjukkan besarnya pengaruh dari lingkungan kerja terhadap kepuasan kerja karyawan adalah 18,23% , besarnya pengaruh dari kepemimpinan terhadap kepuasan kerja karyawan adalah 38,07%, besarnya pengaruh dari kompensasi terhadap kepuasan kerja karyawan adalah 16,56%, dan secara bersama-sama terdapat pengaruh dari lingkungan kerja, kepemimpinan, dan kompensasi terhadap kepuasan kerja karyawan sebesar 68,5%.

Kata kunci : *Lingkungan Kerja, Kepemimpinan, Kompensasi, Kepuasan Kerja*

I. PRELIMINARY

In human life, needs are an important thing in humans, be it the need for clothing, food and shelter. In order to fulfill all of his needs, every human being needs to work. Every human being will do any work or according to his expertise in order to fulfill his needs. In the world of work, sometimes what a person expects is inversely related to reality in the world of work. A person at work has the expectation of wanting to work in accordance with their field, the work environment makes them comfortable, the compensation received is in accordance with what has been contributed, the boss encourages them to move forward, works comfortably without pressure from the boss

Based on the descriptions and explanations that have been stated, the researchers are interested in conducting research on the Quality Operation Division of PT. Soho Industri

Pharmasi about the effect of work environment, leadership, and compensation on employee job satisfaction.

TABLE 1.1. Employee absenteeism data
Quality Operation Division of PT. SOHO PHARMACEUTICAL INDUSTRY

Year	total Employees	Step back Self	Without Information	Come Late	total
2016	67 people	3 people	1 person	7 people	11 people
2017	70 people	5 people	3 people	10 people	18 people
2018	70 people	8 people	5 people	16 people	29 people

Source: HRD PT. Soho Pharmasi Industry

From the table above it can be interpreted that during the last three (3) years, namely 2016, 2017, and 2018 the level of job absenteeism of employees in the Quality Operation Division of PT Soho Industri Pharmasi has always increased.

1.1. Formulation of the problem

Based on the background that has been stated above, it can be seen that the main problems in this study can be formulated as follows:

1. How much influence does the work environment have on employee job satisfaction in the QO Division of PT Soho Industri Pharmasi?
2. How much influence does leadership have on employee job satisfaction in the QO Division of PT Soho Industri Pharmasi?
3. How much influence does compensation have on employee job satisfaction in the QO Division of PT Soho Industri Pharmasi?
4. How much influence does the work environment, leadership, and compensation have on employee job satisfaction in the QO Division of PT Soho Industri Pharmasi?

1.2. Research purposes

Based on the background and problem formulations that have been stated above, this study aims to provide evidence for:

1. The magnitude of the influence of the work environment on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi.
2. The amount of leadership influence on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi.
3. The magnitude of the effect of compensation on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi.
4. The magnitude of the influence of the work environment, leadership, and compensation on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi.

II. LITERATURE REVIEW

2.1. Human Resources

Human resource management is an activity that deals with problems in the scope of labor, labor, managers and employees. Human resource management is very important for the activities of an organization or agency so that the goals of the organization or agency can be achieved

2.2. Work environment

According to Sedarmayanti (2017: 25) that the work environment is the entire tooling and materials that are faced, the environment where a person works, his work methods, and work arrangements both as an individual and as a group

2.3. Leadership

Leadership is a factor that is no less important in organizations or companies. According to Dr. Stogdi In M. Sutikno (2014: 15) there are almost as many definitions of leadership as the number of people who have defined it. Stogdi stated that leadership as a management concept can be formulated in various definitions depending on where the starting point of thought is

2.4. Compensation

According to Suparyadi (2015: 258), compensation is a reward given by an organization or company as remuneration or an award for contributions made by employees to efforts to achieve organizational or company goals.

2.5. Job satisfaction

According to Robbins (translated by Wibowo, 2017: 170) states that job satisfaction is a general attitude towards a person's job as the difference between the amount of reward received by workers and the number of rewards that are believed to be received

2.6. Relationship Between Variables

In this case, the researcher wants to show the process and mechanism of the relationship between the research variables based on the theoretical basis used in a logical relationship between one study and another.

1 The influence of the work environment on employee job satisfaction

The work environment is one of the considerations for employees in choosing a workplace and doing a job. Every employee who works in a company must expect a supportive work environment so that employees feel comfortable and safe in completing their duties and work optimally. Adequate work environment will increase effectiveness at work. If employees feel comfortable with their work environment, satisfaction will arise in the employee.

The influence of the work environment on employee job satisfaction is strengthened in a research journal researched by Putranto et al. (2012) entitled "The Effect of Internal Communication, Compensation, and Work Environment on Employee Job Satisfaction at PT Kimia Farma Plant Semarang. The result of this research is that work environment variables have a significant effect on employee job satisfaction.

2 The influence of leadership on employee job satisfaction

Leadership leadership shown and applied in organizations is one of the factors in improving employee performance, because it is basically the backbone of organizational development in encouraging and influencing good morale to subordinates. For that leaders need to think about and show the right leadership style in its application. If employee performance increases, job satisfaction with these employees will also increase.

The influence of leadership on employee job satisfaction is highlighted in a research journal researched by Yan and Majidul Islam, Journal of Accounting & Organizational Change (2012), entitled "The Influence of Transformational leadership on Job satisfaction of the top four pharmacy companies in Taiwan". The results showed that there was an effect that achieved significant results between transformational leadership on job satisfaction but they found that group maintenance, group goal

attainment behavior, and their complementarity actually helped improve employee job satisfaction.

3 Effect of compensation on employee job satisfaction

Every employee who works in a company must expect a reward for the hard work that has been given to the company. Compensation is a factor that becomes employee consideration in determining and performing a job.

According to Handoko (2014: 41) the provision of compensation aims to provide remuneration to employees, the greater the compensation provided by the company, the higher the employee's motivation to work and create job satisfaction.

The effect of compensation on employee job satisfaction is strengthened in the research journals researched by Wahyuni and Irfani, Universitas Putra Indonesia "YPTK" Padang, Journal of PSYCHE 165 Faculty of Psychology, Vol 12, No. January 1, 2019, ISSN 2088-5326, e-ISSN 2502-8766 with the title "The Effect of Compensation and Workload on Job Satisfaction in Improving Employee Performance of PT Kepsindo Indra Utama Padang". The results showed that there was a positive and significant effect of compensation on job satisfaction.

2.7. Hypothesis

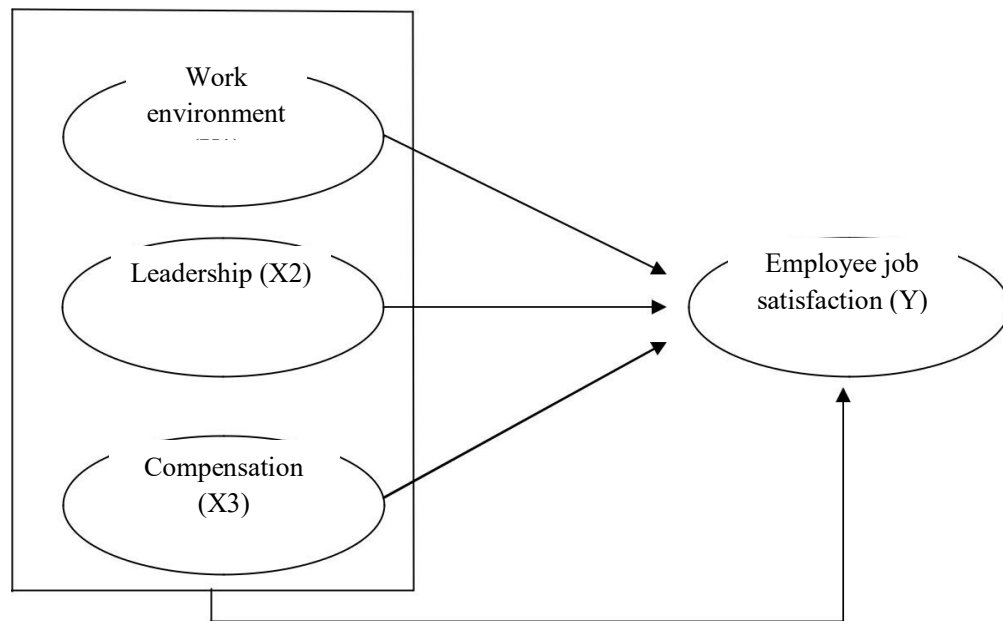
The hypothesis is a temporary answer to the research problem from the research framework until it is proven through the collected data. From the main problems stated above, the following hypothesis is presented as an answer or provisional assumption in this study, namely as follows:

1. H1: The work environment affects the job satisfaction of employees of the Quality Operation Division of PT Soho Industri Pharmasi.
2. H2: Leadership affects job satisfaction of employees of the Quality Operation Division of PT Soho Industri Pharmasi.
3. H2: Kompenasai affects employee satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi.
4. H3: Work environment, leadership, and compensation have an effect on job satisfaction of employees of the Quality Operation Division of PT Soho Industri Pharmasi.

2.8. Research Conceptual Framework

Based on previous research and the relationship between variables, it can be concluded that work environment, leadership, and compensation play an important role in employee job satisfaction. Companies must be able to create a work environment, have good leaders, and set appropriate compensation to create job satisfaction for employees. Then the schematic framework of this research can be seen in the following figure:

Figure 2.1. Research conceptual framework



III. RESEARCH METHOD

3.1. Research Strategy

The research strategy used is an associative strategy. According to Sugiyono (2017: 57), associative strategy is research that aims to determine the relationship between two or more variables.

The use of associative strategies in this study is intended to obtain explanations and information regarding the influence of the work environment, leadership, and compensation on job satisfaction of employees of the Quality Operation Division of PT Soho Industri Pharmasi.

3.2. Population and Sample Research

The population in this study is the target population, where the intended targets are employees in the Quality Operation Division at PT SOHO Industri Pharmasi, totaling 70 employees obtained from HRD data.

According to Sugiyono (2017: 81) the sample is part of the number and characteristics of the population. The sample is a subset of the population, consisting of several members of the population. The sample was conducted because the researcher had limitations in conducting research both in terms of time and data obtained. In this study, the sample taken based on certain considerations or sampling technique was positive sampling, meaning that the respondent (subject) was chosen intentionally or specifically with certain considerations. The considerations used are respondents who have worked for at least 1 year and are not top managers in the Quality Operation Division of PT Soho Industri Pharmasi. Based on these considerations, researchers took a sample of 60 employees.

3.3. Data Analysis Method

The analysis method can be interpreted as an effort to process data into information, so that the characteristics or properties of the data can be easily understood and useful for answering problems related to research activities. The statistical analysis in this study uses

the coefficient of determination to see the influence between variables simultaneously or partially. This is because the analysis of the coefficient of determination allows the researcher to test the theoretical proportions of the causal relationship. The coefficient of determination is a regression expansion model used to test the alignment of the correlation matrix with two or more causal relationships compared by researchers, the model is depicted in the form of boxes and arrows, where a single arrow indicates the cause.

3.3.1. Data Processing Method

Data processing in this study used a computer with the Microsoft Excel program and the assistance of the Statistical Product Service Solution (SPSS) software program version 22.0. SPSS is used in order to obtain accurate and fast calculation results in data processing.

3.3.2. How to Present Data

The data obtained in this study will be presented in tabular form to make it more systematic in understanding and analyzing it.

3.3.3. Statistical Analysis of Data

3.3.3.1. Analysis of the coefficient of determination (KD)

According to Ghozali (2016: 98), the purpose of the coefficient of determination (R^2) on the core measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is zero and one. The small value of R^2 means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable.

In order to measure the influence of the independent variable on the dependent variable simultaneously or partially, the coefficient of determination (KD) will be used with the formula:

- 1 Partial determination between X_1 to Y (X_2 and X_3 constant)
 $KDY1.23 = rY1.232 \times 100\%$
- 2 Partial determination between X_2 to Y (X_1 and X_3 constant)
 $KDY2.13 = rY2.132 \times 100\%$
- 3 Partial determination between X_3 to Y (X_1 and X_2 constant)
 $KDY3.12 = rY3.122 \times 100\%$
- 4 Multiple determinations between X_1 , X_2 , and X_3 against Y
 $KDY1.2.3 = rY1.2.32 \times 100\%$

3.3.3.2. Hypothesis test

Hypothesis testing of p is used to determine the significance of the relationship of the independent variables (X_1 , X_2 , X_3) to the dependent variable (Y) partially or simultaneously. The steps of testing the hypothesis in this study are:

1) Partial Hypothesis Testing

Hypothesis testing steps partially, as the end:

- 1 Effect of work environment X_1 with Y Job satisfaction employees.
 $H_0: = 0 \rho_{Y1.23}$ (Partial correlation coefficient between work environment and employee job satisfaction is not significant)
 $H_a: \rho_{Y1.23} \neq 0$ (coefficient of partial correlation between work environment and significant employee job satisfaction)
- 2 The influence of X_2 leadership with Y employee job satisfaction.
 $H_0: = 0 \rho_{Y2.13}$ (The partial correlation coefficient between leadership and employee job satisfaction is not significant)
 $H_a: \rho_{Y2.13} \neq 0$ (partial correlation coefficient between leadership and significant employee job satisfaction).
- 3 Effect of X_3 compensation with Y employee job satisfaction.
 $H_0: = 0 \rho_{Y3.12}$ (partial correlation coefficient between compensation against employee job satisfaction is not significant)

$H_a: \rho_{Y3.12} \neq 0$ (partial correlation coefficient between compensation against significant employee job satisfaction)

To test the effect of the independent variable with the dependent variable partially seen the real level α ($5\% = 0.05$). The test criteria are:

H_0 is rejected, if the significance of $T \leq 0.05$

H_a is accepted, if the significance of $T > 0.05$

2) Simultaneous Hypothesis Testing

Hypothesis testing is used to test the correlation coefficient simultaneously. The hypotheses to be tested in this study are:

$H_0: \rho_{Y123} = 0$ (simultaneous correlation coefficients between work environments, leadership, and compensation for employee job satisfaction is not significant)

$H_a: \rho_{Y123} \neq 0$ (simultaneous correlation coefficient between work environments, leadership, and compensation for significant employee job satisfaction)

To test the effect of the independent variable and the dependent variable simultaneously, it is seen from the value of significance F compared to the real level α ($5\% = 0.05$), the test criteria are:

H_0 is rejected, if the significance $F \leq 0.05$

H_a is accepted, if the significance of $F > 0.05$

IV. RESULTS AND DISCUSSION

4.1. Description of Research Object

PT Soho Industri Pharmasi is a leading healthcare provider company with a history and competence of more than 70 years in the field of natural / herbal health care products and services.

In 1946, Tan Tjhoen Lim founded the NV Ethica Handel Maatschappij company (now PT Ethica Industri Pharmaceutical) as pharmaceutical company focused on injection products. SOHO Pharmaceutische Industrie en Handel Maatschappij (now PT SOHO Industri Pharmasi) was founded as a pioneer and pioneer in the use of natural products in the prescription drug market in 1951. The name SOHO is taken from SOCIETAS HONORABILIS, a Latin term meaning society of respectable people. Furthermore, in 1956, PT Parit Padang was established to serve distribution for the group and its related businesses. Currently, PT Parit Padang has 25 branches in Indonesia

4.2. Respondent Description

The following is the respondent's data obtained from research in the Quality Operation Division of PT Soho Industri Pharmasi. The number of respondents was 60 people. The respondent's description includes gender, age and occupation.

1. Gender

Table 4.1. Characteristics of respondents based on Gender

No.	Gender	total	Percentage (%)
1	Male	32	53.34%
2	Women	28	46.6%
Total		$\Sigma 60$	100%

Source: *Processed by the author (2019)*

Table 4.1. is a description of respondents based on gender explaining that of the 60 people who became respondents, it was known that male respondents had the highest number of 32 people or 53.34% compared to female respondents who had 28 people or 46.6 %.

From the table above, it can be concluded that male respondents are more dominant in influencing job satisfaction of employees in the Quality Operation Division of PT Soho Industri Pharmasi.

2. Age

Table 4.2. Characteristics of respondents based on age

No.	Gender	total	Percentage (%)
1	18-20 years	2	3.3%
2	20-25 years	17	28.4%
3	26 - 30 years	24	40%
4	31 - 35 years	9	15%
5	> 35 years	8	13.3%
Total		Σ60	100%

Source: Processed by the author

Table 4.2. is a description of respondents based on age explaining that of the 60 people who become respondents it is known that respondents aged 26-30 years have the highest number of 24 people or by 40% and respondents aged > 20 years have the lowest number of 2 people or as large as 3.3 %.

From the table above, it can be concluded that respondents aged 26-30 years have more dominant influence on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi.

3. last education

Table 4.3. Characteristics of respondents based on recent education

No.	The last education	total	Percentage (%)
1	SMK / SMF	34	56.7%
2	D3	2	3.3%
3	Bachelor	22	33.3%
4	Postgraduate	2	6.7%
Total		Σ60	100%

Source: Processed by the author

Table 4.3. is a description of the respondent based on the latest education explaining that of the 60 people who became respondents it is known that the respondents whose most recent education was SMK / SMF had the highest number of 34 people or 56.7% and respondents whose last education was Postgraduate had the lowest number of 2 people or by 6,7%.

From the table above, it can be concluded that respondents with the last education of SMK / SMF are more dominant in influencing job satisfaction of employees in the Quality Operation Division of PT Soho Industri Pharmasi.

4.3. Results of Testing Research Instruments

4.3.1. Validity test

To determine whether the statement of the research instrument is valid or not, the validity test must be carried out per item which is processed using a computer using the help of the SPSS 22.0 program. The research instrument can be said to be valid (accurate) for research if it has a validity value of less than 0.30. And vice versa, the research instrument can be said to be invalid (inaccurate) if the validity value is less than 0.30.

Table 4.4. Instrument Validity Per Item Work Environment Variable (X1)

Variable (X1)	Statement Item	rhitung	critical	Result
Work	1	0.711	0.30	VALID

environment	2	0.404	0.30	VALID
	3	0.305	0.30	VALID
	4	0.386	0.30	VALID
	5	0.316	0.30	VALID
	6	0.711	0.30	VALID
	7	0.391	0.30	VALID
	8	0.410	0.30	VALID
	9	0.315	0.30	VALID

Source: Data processed with SPSS version 22.0 (2019)

Table 4.4 shows the results of data processing for all statements in the work environment instrument which consists of 9 (nine) question items. For work environment variables (X1) based on data processing (attachment 7) and validity test calculations, the results show that the rcount is greater than 0.30 so that the statement can be used in data collection in this study.

Table 4.5. Instrument Validity Per Item Leadership Variable (X2)

Variable (X2)	Statement Item	rhitung	critical	Result
Leadership	1	0.601	0.30	VALID
	2	0.334	0.30	VALID
	3	0.311	0.30	VALID
	4	0.719	0.30	VALID
	5	0.702	0.30	VALID
	6	0.499	0.30	VALID
	7	0.568	0.30	VALID
	8	0.606	0.30	VALID
	9	0.468	0.30	VALID
	10	0.719	0.30	VALID
	11	0.455	0.30	VALID
	12	0.618	0.30	VALID

Source: Data processed with SPSS version 22.0 (2019)

Table 4.5. shows the results of data processing for all statements in the leadership instrument which consists of 12 (twelve) question items. For the leadership variable (X2) based on data processing (appendix 8) and the calculation of the validity test, it was found that the rcount value was greater than 0.30 so that the statement could be used in data collection in this study.

Table 4.6. Instrument Validity Per Item Variable Compensation (X3)

Variable (X3)	Statement Item	rhitung	critical	Result
Compensation	1	0.505	0.30	VALID
	2	0.523	0.30	VALID
	3	0.413	0.30	VALID
	4	0.674	0.30	VALID
	5	0.626	0.30	VALID
	6	0.547	0.30	VALID
	7	0.651	0.30	VALID
	8	0.371	0.30	VALID

Source: Data processed with SPSS version 22.0 (2019)

Table 4.6. shows the results of data processing for all statements in the compensation instrument consisting of 8 (eight) questions. For the compensation variable (X3) based on data processing (attachment 9) and the calculation of the validity test, the results show that

the rcount value is greater than 0.30 so that the statement can be used in data collection in this study.

Table 4.7. Instrument Validity Per Item Variable Job Satisfaction (Y)

Variable (X3)	Statement Item	rhitung	critical	Result
Job Satisfaction	1	0.515	0.30	VALID
	2	0.628	0.30	VALID
	3	0.444	0.30	VALID
	4	0.529	0.30	VALID
	5	0.494	0.30	VALID
	6	0.418	0.30	VALID

Source: Data processed with SPSS version 22.0 (2019)

While table 4.7. shows the results of data processing for all statements in the leadership instrument which consists of 6 (six) question items. For the employee job satisfaction variable (Y) based on data processing (attachment 10) and the calculation of the validity test, the results show that the rcount value is greater than 0.30 so that the statement can be used in data collection in this study.

4.3.2. Reliability Test

After the validity test is carried out, the reliability test will then be carried out. The reliability of the statement is said to be good if the ri value is > 0.60 . Based on the results of data processing work environment, leadership, compensation and job satisfaction of employees processed using SPSS version 22.0, the following output results are obtained:

1. Work environment (X1)

For the work environment variable (X1) the reliability test results are in the following table:

Table 4.8. Reliability of work environment variables (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.679	9

Source: data processed with SPSS version 22.0 (2019)

Table 4.8. The reliability of the work environment variable (X1) above shows that the reliability value of the work environment variable (X1) is obtained by the cronboarch's alpha method of 0.679 (attachment 11). Because $0.679 > 0.60$, the statements on the work environment variable (X1) are said to be reliable.

2. Leadership (X2)

For the leadership variable (X2) the reliability test results are in the following table:

Table 4.9. Leadership variable reliability (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.788	12

Source: data processed with SPSS version 22.0 program

Table 4.9. the reliability of the leadership variable (X2) above shows that the reliability value of the leadership variable (X2) obtained by the Cronboarch's alpha method is 0.788 (attachment 12). Because $0.788 > 0.60$, the statements on the leadership variable (X2) are said to be reliable.

3. Compensation (X3)

For the compensation variable (X3) the reliability test results are in the following table:

Table 4.10. Reliability variable compensation (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.656	8

Source: data processed with SPSS version 22.0 program

Table 4.10. the reliability of the compensation variable (X3) above shows that the reliability value of the compensation variable (X3) obtained by the cronboarch's alpha method is 0.656 (attachment 13). Because $0.656 > 0.60$ then the statements on compensation (X3) are said to be reliable.

4. Employee Job Satisfaction

For the employee job satisfaction variable (Y) the reliability test results are in the following table:

Table 4.11. Reliability variable job satisfaction (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.678	6

Source: data processed with SPSS version 22.0 program

Table 4.11. The reliability of the employee job satisfaction variable (Y) above shows that the reliability value of the employee job satisfaction variable (Y) is obtained by the cronboarch's alpha method of 0.678 (attachment 14). Because $0.678 > 0.60$, the statements on employee job satisfaction (Y) are said to be reliable.

4.4. Statistical Analysis of Data

4.5.1 Hypothesis test

4.5.1.1 Partial Testing

Based on the results of data processing, the partial results obtained are as follows:

1. Effect of X1 on Y

Ho: $= 0 \rho_{Y1.23}$ (coefficient of partial correlation between work environments

on job satisfaction is not significant)

Ha: $\rho_{Y1.23} \neq 0$ (coefficient of partial correlation between work environments

significant employee job satisfaction)

Table 4.12. Partial Correlation of Work Environment (X1) with Job Satisfaction

Correlations			Work Environment X1	Satisfaction .Krja.Y
Control Variables Leadership X2 & Compensation X3	Work Environment X1	Correlation	1,000	.427
		Significance (2-tailed)	.	.001
		Df	0	56
	Satisfaction.Krja.Y	Correlation	.427	1,000
		Significance (2-tailed)	.001	.
		Df	56	0

Source: Data Processed with SPSS version 22.0 (2019)

Significant value $t = 0.001$ smaller than 0.05, so H_0 is rejected (attachment 15) in other words the partial correlation coefficient between Work Environment (X1) and Job Satisfaction (Y) in the Quality Operation Division of PT Soho Industri Pharmasi is significant, so the correlation coefficient is can be used to determine the coefficient of determination.

2. Effect of X2 on Y

Ho: $= 0 \rho_{Y2.13}$ (partial correlation coefficients between leadership on job satisfaction is not significant)

Ha: $\rho_{Y2.13} \neq 0$ (coefficient of partial correlation between leadership significant employee job satisfaction)

Table 4.13. Partial Correlation of Leadership (X2) with Job Satisfaction (Y)

Correlations			Leadership. X2	Satisfaction. Krja.Y
Control Variables				
Environment, Work, X1, and Compensation, X3	Leadership. X2	Correlation	1,000	.617
		Significance (2-tailed)	.	.000
		Df	0	56
	Satisfaction.Krja.Y	Correlation	.617	1,000
		Significance (2-tailed)	.000	.
		Df	56	0

Source: Data Processed with SPSS version 22.0 (2019)

The significant value $t = 0.000$ is less than 0.05 then H_0 is rejected (attachment 16) in other words the partial correlation coefficient between leadership (X2) and Job Satisfaction (Y) in the Quality Operation Division of PT Soho Industri Pharmasi is significant, so that the correlation coefficient can be used to determine the coefficient of determination.

3. Effect of X3 on Y

$H_0: = 0 \rho_{Y3.12}$ (partial correlation coefficient between compensation on job satisfaction is not significant)

$H_a: \rho_{Y3.12} \neq 0$ (coefficient of partial correlation between compensation significant employee job satisfaction)

Table 4.14 Partial Correlation of Compensation (X3) with Job Satisfaction (Y)

Correlations			Compensation. X3	Satisfaction .Krja.Y
Control Variables				
Environment, Work, X1, & Leadership, X2	Compensation. X3	Correlation	1,000	.407
		Significance (2-tailed)	.	.002
		Df	0	56
	Satisfaction.Krja.Y	Correlation	.407	1,000
		Significance (2-tailed)	.002	.
		Df	56	0

Source: Data Processed with SPSS version 22.0 (2019)

Significant value $t = 0.002$ smaller than 0.05, so H_0 is rejected (attachment 17) in other words the partial correlation coefficient between compensation (X3) and Job Satisfaction (Y) in the Quality Operation Division of PT Soho Industri Pharmasi is significant, so that the correlation coefficient can be used to determine the coefficient of determination.

4.5.1.2 Simultaneous Testing

The results of data processing, obtained the results of the ANOVA table simultaneous test as follows:

Table 4.15. ANOVA test results

ANOVAa		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	268,827	3	89,609	40,543	.000b
	Residual	123,773	56	2,210		
	Total	392,600	59			

a. Dependent Variable: Satisfaction.Krja.Y

b. Predictors: (Constant), Compensation, X3, Environment, Work, X1, Leadership, X2

Source: SPSS Output Annex (2019)

$H_0: = 0 \rho_{Y1.2.3}$

(the simultaneous correlation coefficient between work environment, leadership and compensation with job satisfaction of employees in the Quality Operation Division of PT Soho Industri Pharmasi is not significant)

$H_a: \rho_{Y1.2.3} \neq 0$

(the simultaneous correlation coefficient between work environment, leadership and compensation with job satisfaction of

employees in the Quality Operation Division of PT Soho Industri Pharmasi is significant)

Significant Value (attachment 18) F table 4.15. of $0.000 < 0.05$, then H_0 is rejected, it can be concluded that the simultaneous correlation coefficient between work environment, leadership, and compensation with employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi is significant. This means that the better the work environment, leadership, and compensation implemented at PT Soho Industri Pharmasi's Quality Operation, the more satisfied employees will be at work. So that the correlation coefficient can be used to determine the coefficient of determination.

4.5.2 Analysis of the coefficient of determination (KD)

4.5.2.1 Partial Determination Coefficient

1. Coefficient partial determination of the work environment (X1) on employee job satisfaction (Y)

Based on the results of data processing using SPSS version 22.0 software, the partial correlation coefficient between work environment (X1) and job satisfaction (Y) is 0.427, so the coefficient of determination of work environment on job satisfaction can be calculated as follows:

$$\begin{aligned} \text{KD}_{123} &= r_{Y1.232}^2 \times 100\% \\ &= 0.427^2 \times 100\% \\ &= 18.23\% \end{aligned}$$

The coefficient of determination above states that the effect of the work environment on employee job satisfaction is 18.23%, meaning that 18.23% of employee job satisfaction can be explained by the work environment. While the remaining 81.77% is influenced by other factors.

2. The coefficient of determination of partial leadership (X2) on employee job satisfaction (Y)

Based on the results of data processing using SPSS version 22.0 software, the partial correlation coefficient between leadership (X2) and job satisfaction (Y) is 0.617, so the coefficient of determination of leadership on job satisfaction can be calculated as follows:

$$\begin{aligned} \text{KD}_{123} &= r_{Y2.132}^2 \times 100\% \\ &= 0.617^2 \times 100\% \\ &= 38.07\% \end{aligned}$$

The coefficient of determination above states that the effect of compensation on employee job satisfaction is 38.07%, meaning that 38.07% of employee job satisfaction can be explained by compensation. While the remaining 61.93% is influenced by other factors.

3. The coefficient of determination of partial compensation (X3) on employee job satisfaction (Y)

Based on the results of data processing using SPSS version 22.0 software, the partial correlation coefficient between compensation (X3) and job satisfaction (Y) is 0.407, so the coefficient of determination of compensation on job satisfaction can be calculated as follows:

$$\begin{aligned} \text{KD}_{123} &= r_{Y1.232}^2 \times 100\% \\ &= 0.407^2 \times 100\% \\ &= 16.56\% \end{aligned}$$

The coefficient of determination above states that the effect of compensation on employee job satisfaction is 16.56%, meaning that 16.56% job satisfaction can be explained by compensation. While the remaining 83.44% is influenced by other factors.

4.5.2.2 Multiple Coefficient of Determination

The multiple coefficient of determination aims to determine the magnitude of the influence between variables together (simultaneously). From the calculations that have been done, paired data obtained between variables X1, X2, X3 and Y. After processing the data with SPSS version 22.0, the multiple coefficient of determination is obtained as follows:

Table 4.16. Multiple Correlation of Work Environment (X1), Leadership (X2), and Compensation (X3) on Job Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.827 ^a	.685	.668	1,487	.685	40,543	3	56	.000

a. Predictors: (Constant), Compensation, X3, Environment, Work, X1, Leadership, X2

Based on the results of data processing (attachment 19) in table 4.16 above, the value of the multiple determination coefficient is 0.685, from this value it is declared significant, then the coefficient of multiple determination of work environment, leadership, and compensation for employee job satisfaction can be calculated as follows:

$$\begin{aligned}
 \text{KD}_{123} &= r^2_{Y1.2.32} \times 100\% \\
 &= 0.685 \times 100\% \\
 &= 68.5\%
 \end{aligned}$$

The coefficient of determination above explains that the effect of work environment, leadership, and compensation on employee job satisfaction is 68.5%. This means that 68.5% of job satisfaction can be explained by work environment, leadership, and compensation.

4.5. Research Findings

4.5.1. The influence of the work environment on employee job satisfaction

The results of partial hypothesis testing in this study found that partially showed a positive and significant influence between the work environment (X1) on employee job satisfaction (Y). The results of this study are in line with research conducted by Danang Indra Putranto, Sri Suryoko, Handoyo Djoko W (2012) who concluded that the work environment has a significant effect on employee job satisfaction. This shows that the work environment in the Quality Operation Division of PT Soho Industri Pharmasi is what employees want so that it becomes a factor that affects employee satisfaction at work.

4.5.2. The influence of leadership on employee job satisfaction

The results of partial hypothesis testing in this study found that partially showed a positive and significant influence between leadership (X2) on employee job satisfaction (Y). The results of this study are in line with research conducted by Yi-Feng Yan, Majidul Islam, Journal of Accounting & Organizational Change (2012) which concluded that leadership has a significant effect on job satisfaction. This shows that leadership in the Quality Operation Division of PT Soho Industri Pharmasi has an effect on employee job satisfaction.

4.5.3. Effect of compensation on employee job satisfaction

The results of partial hypothesis testing in this study found that partially showed a positive and significant influence between compensation (X3) on employee job satisfaction (Y). The results of this study are in line with research conducted by Rika Wahyuni, Hadi Irfani, (2019) who concluded that compensation has a positive and significant effect on

employee job satisfaction. This shows that the compensation determined by PT Soho Industri Pharmasi affects employee job satisfaction.

4.5.4. The influence of work environment, leadership, compensation on employee job satisfaction

The results of simultaneous hypothesis testing in this study found that simultaneously there was a positive and significant influence on the work environment (X1), leadership (X2), and compensation (X3) on employee job satisfaction (Y). This shows that the job satisfaction created by employees of the Quality Operation Division of PT Soho Industri Pharmasi is influenced by the work environment, leadership and compensation.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the research that has been done, it can be concluded as follows:

1. The results showed that the work environment had an effect on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi. This shows that the work environment created in the Quality Operation Division of PT Soho Industri Pharmasi is in accordance with employee expectations so that it has an impact on employee job satisfaction.
2. From the results of the research shows that leadership on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi. This shows that the way the boss leads each employee who is applied in the company will have an impact on employee job satisfaction.
3. The results showed that compensation had an effect on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi. This shows that all forms of benefits and facilities received by employees are considered by employees and will have an impact on employee job satisfaction.
4. The results of the study show that together the work environment, leadership, and compensation have an effect on employee job satisfaction in the Quality Operation Division of PT Soho Industri Pharmasi. This means that these three variables affect employees on employee job satisfaction.

5.2. Suggestion

Based on the results of the above conclusions, the job satisfaction felt by employees in the Quality Operation Division of PT Soho Pharmaceutical Industry is influenced by the work environment, leadership, and compensation. Therefore, researchers suggest that PT Soho Industri Pharmasi continue to carry out evaluations either through coaching and mentoring or through employee engagement surveys in order to maintain, maintain and increase employee job satisfaction.

5.3. Limitations and Further Research Development

Based on the research that has been done, future researchers are expected to be able to provide quality results because this study has several limitations including the following:

1. In this study, employees who were taken as respondents were only on a small scale, namely 60 respondents who worked more than 1 year and were not top managers. For further researchers, it can be developed by assigning top managers as respondents.
2. In this study, it only focuses on employees who are in the Quality Operation Division of PT Soho Industri Pharmasi, for further research it can expand to other divisions at PT Soho Industri Pharmasi.

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