

BAB V

PENUTUP

5.1. Kesimpulan

Penelitian ini bertujuan untuk meneliti lebih lanjut mengenai pengaruh langsung Kepemimpinan, kebutuhan penghargaan dan jam kerja, serta hubungan antar rekan kerja terhadap kepuasan kerja karyawan. Temuan hasil analisis dalam penelitian ini dengan cara menyebarkan kuesioner menggunakan *google form* terhadap 52 responden dan dengan alat analisis SPSS 24. Hasil penelitian yang telah dilakukan sebagai berikut:

1. Kepemimpinan berpengaruh positif terhadap kepuasan kerja secara signifikan pada karyawan PT. Liebra Permana
2. Kebutuhan penghargaan dan jam kerja berpengaruh positif terhadap kepuasan kerja secara signifikan pada karyawan PT. Liebra Permana
3. Hubungan antar rekan kerja berpengaruh positif terhadap kepuasan kerja secara signifikan pada karyawan PT. Liebra Permana

5.2. Implikasi Manajerial

Dari hasil penelitian ini, menunjukkan hasil bahwa Kepemimpinan berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan PT. Liebra Permana. Kepemimpinan atau kepemimpinan merupakan aktivitas apa pun dari seorang pemimpin yang mencari kerja sama dari karyawannya untuk mencapai tujuan dan sasaran perusahaan. Dapat dilihat dari analisis deskriptif, pada indikator ke-empat terdapat nilai *mean* tertinggi, yaitu supervisor memiliki tanggung jawab

langsung terhadap karyawan. Maka, perusahaan dapat membentuk Kepempimpinan dengan baik, terutama atasan langsung bertanggung jawab terhadap kinerja karyawan secara langsung. Selain itu, Kepempimpinan dapat memberikan harapan kerja yang masuk akal kepada karyawan perusahaan. Hal tersebut dapat meningkatkan kepuasan kerja karyawan.

Hasil temuan juga menunjukkan bahwa kebutuhan penghargaan dan jam kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Kebutuhan penghargaan adalah elemen kolektif dari pencapaian, pekerjaan, pengakuan dan peluang untuk pertumbuhan dan kemajuan pribadi (faktor motivasi). Karyawan yang memiliki kecocokan waktu kerja lebih cenderung memiliki tingkat kepuasan kerja yang lebih tinggi dibandingkan dengan karyawan yang benar-benar bekerja dengan jam kerja yang tidak diinginkan. Dapat dilihat dari analisis deskriptif, bahwa indikator ke-lima memiliki nilai *mean* tertinggi, yaitu saya merasa puas dengan peran dan komunikasi bagian manajemen sumber daya manusia kepada karyawan. Maka, perusahaan dapat membentuk manajer sumber daya manusia yang komunikatif kepada karyawan di perusahaan, selain itu manajemen sumber daya manusia dapat melakukan dan bertanggung jawab atas tugasnya dengan baik. Dengan begitu, karyawan akan merasa dekat dan bisa bekerja sama dengan baik dengan atasannya, sehingga kepuasan kerja karyawan juga dapat meningkat.

Selain itu, penelitian ini menunjukkan bahwa hubungan antar rekan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Kepuasan kerja merupakan suatu perasaan yang menyokong atau tidak pada diri pegawai yang berhubungan antar pekerjaannya maupun dengan kondisi dirinya. Dapat dilihat dari

analisis deskriptif, bahwa terdapat dua indikator yang memiliki nilai *mean* tertinggi, yaitu saya merasa puas dengan aktivitas kerja sehingga menjadi peluang untuk meningkatkan tingkat kompetensi karyawan dan juga saya merasa puas dengan bantuan yang diberikan rekan kerja saya bila diperlukan. Maka, perusahaan dapat membagikan pekerjaan kepada karyawannya dan memberikan kesempatan dalam hal pekerjaan atau aktivitas yang baru. Dengan begitu, karyawan akan memiliki rasa kompetensi dengan karyawan lainnya agar dapat terus berkembang dengan aktivitas kerja yang ada. Selain itu, perusahaan dapat menciptakan lingkungan kerja yang baik dan memberikan arahan untuk saling membantu antar karyawannya. Sehingga karyawan akan merasa terbantu dan tingkat kepuasan kerja karyawan akan meningkat.

5.3. Kelemahan Penelitian dan Saran untuk Penelitian Berikutnya

Penelitian ini berhasil dilakukan, namun peneliti menemukan beberapa kelemahan penelitian. Beberapa kelemahan yang ada dapat menjadi beberapa faktor untuk lebih diperhatikan bagi peneliti-peneliti yang akan datang, terlebih dalam menyempurnakan penelitiannya. Kelemahan penelitian tersebut terletak pada kuesioner, yaitu “supervisor” pada indikator pernyataan di kepemimpinan yaitu untuk menilai kepemimpinan pada perusahaan tersebut yang merupakan atasan langsung dari staff atau operator, dan terjemahan dari kuesioner yang asli ke dalam Bahasa Indonesia yang kurang pas sehingga multitafsir bagi responden pada saat mengisi kuesioner tersebut.

Berdasarkan temuan ini, dengan mempertimbangkan keterbatasan tersebut maka akan lebih baik untuk penelitian berikutnya peneliti menggunakan “Supervisor” langsung pada judul penelitian dengan jurnal acuan yang sama, dan untuk menerjemahkan kuesioner tersebut ke dalam Bahasa Indonesia yang mudah dimengerti.

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LAMPIRAN

KUESIONER PENELITIAN (GOOGLE FORM)

Pengaruh Manajemen Puncak, Kebutuhan Penghargaan dan Jam Kerja, dan Hubungan Antar Rekan Kerja terhadap Kepuasan Kerja Karyawan pada PT. Liebra Permana

Dengan hormat, perkenalkan saya Bimantaka Alfian Dwi Putra, mahasiswa dari Universitas Atma Jaya Yogyakarta, Progam Studi Manajemen, Fakultas Bisnis dan Ekonomika, meminta kesediaan Anda untuk berpartisipasi dalam mengisi dan menjawab seluruh pertanyaan yang ada dalam kuesioner ini.

Penelitian ini digunakan untuk menyusun skripsi dengan judul "Pengaruh Manajemen Puncak, Kebutuhan Penghargaan dan Jam Kerja, dan Hubungan Antar Rekan Kerja terhadap Kepuasan Kerja Karyawan pada PT. Liebra Permana". Informasi yang diperoleh melalui kuesioner ini hanya akan digunakan untuk kepentingan penelitian dan tidak untuk kepentingan di luar penelitian, sehingga akan saya jaga kerahasiaannya sesuai dengan etika penelitian. Untuk itu diharapkan para responden dapat memberikan jawaban yang sebenar-benarnya demi membantu penelitian ini. Atas waktu dan kesediaan Anda, saya ucapkan terima kasih.

bimantaka0106@gmail.com [Ganti akun](#)



Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Apakah anda merupakan karyawan tetap di PT. Liebra Permana? *

Ya

Tidak

Apakah Anda sudah bekerja di PT. Liebra Permana lebih dari 1 (satu) tahun? *

Ya

Tidak

Apakah anda merupakan staff atau operator di PT. Liebra Permana ? *
(jika bukan, dimohon tidak melanjutkan pengisian)

Ya

Tidak

Berikutnya Kosongkan formulir

Data Responden

Jenis Kelamin *

Laki-laki

Perempuan

Usia *

20 - 30 tahun

31 - 40 tahun

Lebih dari 40 tahun

Lama Bekerja *

1 - 2 tahun

3 - 5 tahun

Lebih dari 5 tahun

Kembali Berikutnya Kosongkan formulir

Secara keseluruhan supervisor saya memiliki tanggung jawab yang baik di perusahaan tempat saya bekerja *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

[Kembali](#) [Berikutnya](#) [Kosongkan formulir](#)

Kebutuhan Penghargaan dan Jam Kerja

Responden dapat memberikan jawaban yang dianggap paling sesuai dengan perasaan, pendapat, dan keadaan Anda yang sebenarnya.

Keterangan Alternatif Jawaban :

1 = Sangat Tidak Setuju (STS)
2 = Tidak Setuju (TS)
3 = Netral (N)
4 = Setuju (S)
5 = Sangat Setuju (SS)

Pelatihan di perusahaan tempat saya bekerja dapat membantu dalam kemajuan karir saya *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Pelatihan di perusahaan tempat saya bekerja dapat membantu meningkatkan efisiensi kerja *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa dapat menyelesaikan waktu kerja dengan baik dan berkualitas *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa bahwa lingkungan kerja di perusahaan tempat saya bekerja sesuai * dengan harapan

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya memiliki kepercayaan yang baik dengan karyawan lainnya *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

[Kembali](#) [Berikutnya](#) [Kosongkan formulir](#)

Hubungan Antar Rekan Kerja

Responden dapat memberikan jawaban yang dianggap paling sesuai dengan perasaan, pendapat, dan keadaan Anda yang sebenarnya.

Keterangan Alternatif Jawaban :

1 = Sangat Tidak Setuju (STS)
2 = Tidak Setuju (TS)
3 = Netral (N)
4 = Setuju (S)
5 = Sangat Setuju (SS)

Supervisor saya memiliki kemampuan yang baik untuk memberikan solusi dan menyelesaikan konflik yang ada *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Perusahaan tempat saya bekerja memberikan peluang peningkatan karir atau kompetensi karyawan secara umum dengan baik *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Supervisor saya mempunyai kemampuan manajemen dan keterampilan professional *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Komunikasi antara supervisor dan karyawan di perusahaan tempat saya bekerja berjalan dengan baik *

1 2 3 4 5

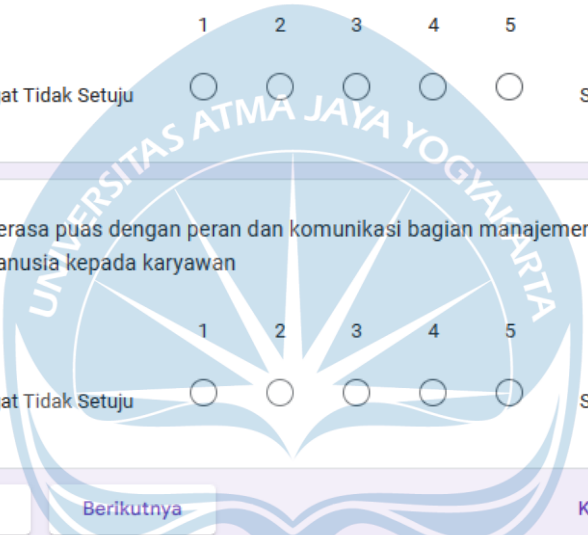
Sangat Tidak Setuju Sangat Setuju

Saya merasa puas dengan peran dan komunikasi bagian manajemen sumber daya manusia kepada karyawan *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

[Kembali](#) [Berikutnya](#) [Kosongkan formulir](#)



Kepuasan Kerja

Responden dapat memberikan jawaban yang dianggap paling sesuai dengan perasaan, pendapat, dan keadaan Anda yang sebenarnya.

Keterangan Alternatif Jawaban :

1 = Sangat Tidak Setuju (STS)

2 = Tidak Setuju (TS)

3 = Netral (N)

4 = Setuju (S)

5 = Sangat Setuju (SS)

Saya merasa puas dengan kondisi kerja fisik di perusahaan *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa puas terhadap aspek pemeliharaan gedung tempat saya bekerja saat ini *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa puas terhadap pemeliharaan kebersihan yang baik di tempat saya bekerja *

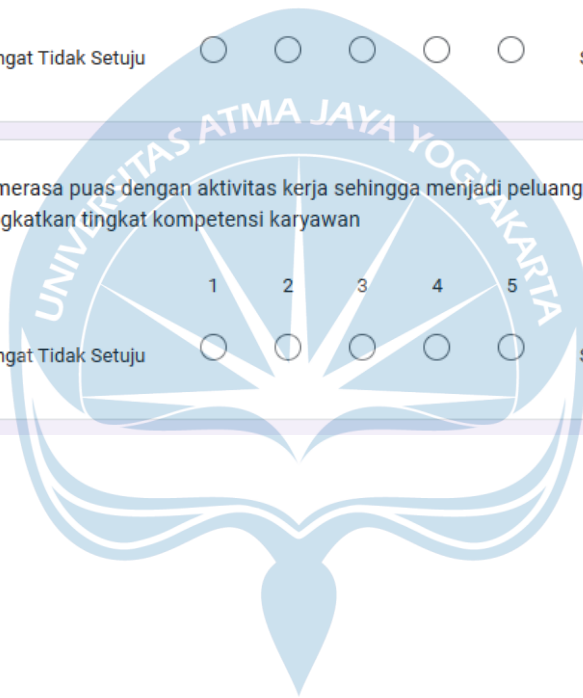
1 2 3 4 5
Sangat Tidak Setuju Sangat Setuju

Saya merasa puas dengan jam kerja saat ini *

1 2 3 4 5
Sangat Tidak Setuju Sangat Setuju

Saya merasa puas dengan aktivitas kerja sehingga menjadi peluang untuk meningkatkan tingkat kompetensi karyawan *

1 2 3 4 5
Sangat Tidak Setuju Sangat Setuju



Saya merasa puas dengan tersedianya peralatan yang diperlukan untuk melakukan pekerjaan saya *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa puas dengan kesempatan pelatihan di perusahaan *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa puas dengan adanya kerja sama tim yang baik di perusahaan *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Saya merasa puas dengan bantuan yang diberikan rekan kerja saya bila diperlukan *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

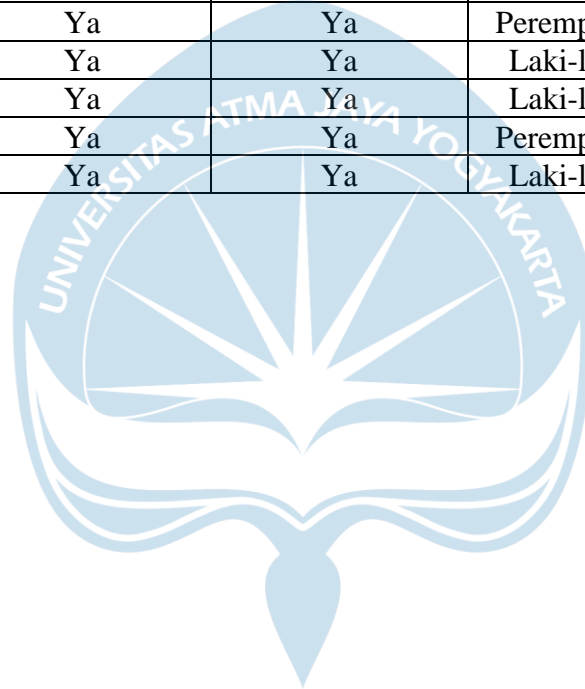
[Kembali](#) [Kirim](#) [Kosongkan formulir](#)

JAWABAN KUESIONER

No.	Timestamp	Apakah anda merupakan karyawan tetap di PT. Liebra Permana?	Apakah Anda sudah bekerja di PT. Liebra Permana lebih dari 1 (satu) tahun?	Apakah anda merupakan staff atau operator di PT. Liebra Permana? (jika bukan, dimohon tidak melanjutkan pengisian)	Jenis Kelamin	Usia	Lama Bekerja
1.	8/9/2023 10:34:44	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
2.	8/9/2023 10:47:41	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
3.	8/9/2023 10:50:46	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	1 - 2 tahun
4.	8/9/2023 11:51:52	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
5.	8/9/2023 12:22:58	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
6.	8/9/2023 12:54:02	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
7.	8/9/2023 13:55:04	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
8.	8/10/2023 10:56:01	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
9.	8/10/2023 12:56:53	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
10.	8/10/2023 13:07:50	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
11.	8/10/2023 13:18:49	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
12.	8/10/2023 13:39:42	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
13.	8/10/2023 13:50:44	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
14.	8/10/2023 13:51:41	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
15.	8/10/2023 13:54:34	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
16.	8/10/2023 13:55:26	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
17.	8/10/2023 14:04:32	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun

18.	8/10/2023 14:25:35	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
19.	8/10/2023 14:36:29	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	3 - 5 tahun
20.	8/10/2023 14:47:23	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
21.	8/10/2023 14:58:22	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
22.	8/10/2023 16:09:17	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
23.	8/11/2023 13:10:47	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
24.	8/11/2023 13:14:43	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	Lebih dari 5 tahun
25.	8/11/2023 13:22:43	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
26.	8/11/2023 13:26:47	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
27.	8/11/2023 13:44:47	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
28.	8/11/2023 13:47:47	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
29.	8/13/2023 12:56:46	Ya	Ya	Ya	Perempuan	31 - 40 tahun	3 - 5 tahun
30.	8/13/2023 14:17:43	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
31.	8/13/2023 15:18:37	Ya	Ya	Ya	Perempuan	31 - 40 tahun	Lebih dari 5 tahun
32.	8/13/2023 15:23:06	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun
33.	8/13/2023 15:24:10	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
34.	8/13/2023 15:42:08	Ya	Ya	Ya	Perempuan	31 - 40 tahun	Lebih dari 5 tahun
35.	8/13/2023 15:49:13	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	3 - 5 tahun
36.	8/13/2023 15:55:15	Ya	Ya	Ya	Perempuan	31 - 40 tahun	Lebih dari 5 tahun
37.	8/13/2023 15:58:34	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	Lebih dari 5 tahun
38.	8/13/2023 15:59:32	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
39.	8/13/2023 16:30:31	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	3 - 5 tahun
40.	8/13/2023 17:31:20	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
41.	8/14/2023 11:57:42	Ya	Ya	Ya	Perempuan	31 - 40 tahun	Lebih dari 5 tahun
42.	8/14/2023 12:01:42	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	3 - 5 tahun
43.	8/14/2023 12:34:37	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
44.	8/14/2023 12:36:53	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun

45.	8/14/2023 12:48:50	Ya	Ya	Ya	Perempuan	20 - 30 tahun	1 - 2 tahun
46.	8/14/2023 12:52:45	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	Lebih dari 5 tahun
47.	8/14/2023 12:38:53	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	3 - 5 tahun
48.	8/14/2023 12:51:02	Ya	Ya	Ya	Perempuan	20 - 30 tahun	3 - 5 tahun
49.	8/14/2023 13:41:06	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	3 - 5 tahun
50.	8/15/2023 10:49:01	Ya	Ya	Ya	Laki-laki	31 - 40 tahun	3 - 5 tahun
51.	8/15/2023 11:43:01	Ya	Ya	Ya	Perempuan	31 - 40 tahun	3 - 5 tahun
52.	8/15/2023 12:53:12	Ya	Ya	Ya	Laki-laki	20 - 30 tahun	1 - 2 tahun



VARIABEL KEPEMIMPINAN

No.	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6
1.	4	4	3	5	3	4
2.	4	4	5	4	4	5
3.	3	4	4	5	3	3
4.	4	4	4	4	4	4
5.	3	2	3	4	4	4
6.	4	4	5	4	4	4
7.	4	4	3	5	4	4
8.	5	5	4	5	5	5
9.	4	4	4	4	4	4
10.	5	4	5	4	4	4
11.	4	4	4	5	4	4
12.	4	5	5	5	5	4
13.	5	5	4	5	5	5
14.	5	5	4	5	5	5
15.	5	5	5	5	5	5
16.	4	5	5	5	5	4
17.	5	5	4	5	4	4
18.	5	5	4	5	4	4
19.	5	5	4	5	5	4
20.	4	4	2	5	4	3
21.	4	4	2	5	4	3
22.	4	5	5	5	5	4
23.	4	4	3	4	4	4
24.	4	5	2	5	4	4
25.	5	5	4	5	4	4
26.	3	3	3	3	3	3
27.	4	4	4	4	4	4
28.	5	5	5	5	5	5
29.	4	4	3	4	4	4
30.	2	2	5	3	3	3
31.	5	5	4	5	5	4
32.	4	4	2	4	4	4
33.	4	5	2	5	3	3
34.	4	4	4	5	5	4
35.	3	4	4	5	4	3
36.	4	4	2	4	4	2
37.	5	5	5	5	5	5
38.	4	5	4	5	5	4
39.	5	5	4	5	4	4
40.	5	5	5	5	5	5
41.	4	4	5	4	4	4
42.	4	5	4	5	5	5

43.	4	5	4	4	4	4
44.	5	4	3	5	3	2
45.	4	5	4	5	5	4
46.	4	5	4	5	4	4
47.	4	5	5	5	5	5
48.	4	5	5	4	3	5
49.	3	4	2	4	3	2
50.	4	5	5	5	5	3
51.	5	5	5	5	4	3
52.	5	5	4	4	4	5



VARIABEL KEBUTUHAN PENGHARGAAN DAN JAM KERJA

No.	X2.1	X2.2	X2.3	X2.4	X2.5
1.	4	4	5	4	4
2.	4	4	5	5	4
3.	2	2	3	3	2
4.	3	4	5	4	4
5.	2	1	5	1	1
6.	4	4	4	4	4
7.	4	2	2	3	4
8.	4	2	4	4	4
9.	4	4	4	4	4
10.	5	2	5	4	4
11.	3	3	4	4	3
12.	5	4	5	5	5
13.	4	4	5	4	5
14.	5	4	4	4	5
15.	5	4	5	4	5
16.	4	2	4	4	5
17.	4	2	4	4	4
18.	5	4	5	5	5
19.	4	4	4	4	4
20.	4	2	4	4	4
21.	4	2	4	4	4
22.	5	4	4	4	4
23.	4	2	4	2	3
24.	4	2	4	4	5
25.	4	4	4	4	4
26.	3	3	3	3	3
27.	4	4	3	3	4
28.	5	5	5	5	3
29.	3	2	2	2	2
30.	3	3	3	4	4
31.	4	4	4	4	4
32.	4	2	4	4	4
33.	4	2	5	4	3
34.	4	3	4	4	4
35.	4	3	5	4	3
36.	4	1	5	4	4
37.	4	4	5	5	5
38.	5	4	5	4	3
39.	4	4	5	4	4
40.	5	5	4	4	4
41.	5	4	5	5	5
42.	5	4	5	4	5

43.	4	5	5	5	5
44.	3	3	4	4	4
45.	4	4	5	5	4
46.	5	3	5	4	5
47.	5	5	5	4	5
48.	4	4	5	3	5
49.	3	2	4	3	4
50.	4	4	5	4	5
51.	5	5	4	4	5
52.	5	4	4	4	5



VARIABEL HUBUNGAN ANTAR REKAN KERJA

No.	X3.1	X3.2	X3.3	X3.4	X3.5
1.	5	5	5	5	5
2.	4	4	4	5	5
3.	5	5	5	5	5
4.	5	5	4	5	5
5.	5	5	5	5	5
6.	4	4	4	4	4
7.	1	3	3	3	4
8.	5	2	4	4	4
9.	4	4	4	4	4
10.	5	5	5	5	4
11.	4	4	5	4	4
12.	5	5	5	5	5
13.	5	5	5	5	5
14.	5	5	5	5	5
15.	5	5	5	5	5
16.	5	5	5	5	5
17.	5	5	5	5	5
18.	5	5	5	5	5
19.	4	5	5	5	5
20.	4	5	5	5	5
21.	4	5	5	5	5
22.	5	5	5	5	5
23.	4	4	4	4	4
24.	4	5	4	5	5
25.	4	5	5	5	5
26.	3	3	3	3	3
27.	4	4	4	4	4
28.	5	5	5	5	4
29.	5	4	4	4	4
30.	3	3	4	3	3
31.	5	5	5	5	5
32.	4	4	5	5	5
33.	5	5	4	5	5
34.	5	5	5	4	4
35.	5	4	5	4	5
36.	5	4	4	5	5
37.	4	4	4	4	5
38.	4	5	5	5	5
39.	5	5	4	5	5
40.	5	5	5	5	5
41.	5	4	4	5	5
42.	4	5	4	4	5

43.	4	4	5	5	5
44.	4	5	5	5	5
45.	3	4	4	5	5
46.	5	5	5	4	5
47.	4	4	3	4	5
48.	4	5	4	5	5
49.	4	4	4	4	5
50.	5	4	4	4	5
51.	5	4	3	4	4
52.	5	5	5	4	5



VARIABEL KEPUASAN KERJA

No.	X3.1	X3.2	X3.3	X3.4	X3.2	X3.3	X3.4	X3.5	X3.5
1.	5	5	5	5	5	5	5	5	5
2.	4	4	4	5	4	4	5	5	5
3.	5	5	5	5	5	5	5	5	5
4.	5	5	4	5	5	4	5	5	5
5.	5	5	5	5	5	5	5	5	5
6.	4	4	4	4	4	4	4	4	4
7.	1	3	3	3	3	3	3	4	4
8.	5	2	4	4	2	4	4	4	4
9.	4	4	4	4	4	4	4	4	4
10.	5	5	5	5	5	5	5	4	4
11.	4	4	5	4	4	5	4	4	4
12.	5	5	5	5	5	5	5	5	5
13.	5	5	5	5	5	5	5	5	5
14.	5	5	5	5	5	5	5	5	5
15.	5	5	5	5	5	5	5	5	5
16.	5	5	5	5	5	5	5	5	5
17.	5	5	5	5	5	5	5	5	5
18.	5	5	5	5	5	5	5	5	5
19.	4	5	5	5	5	5	5	5	5
20.	4	5	5	5	5	5	5	5	5
21.	4	5	5	5	5	5	5	5	5
22.	5	5	5	5	5	5	5	5	5
23.	4	4	4	4	4	4	4	4	4
24.	4	5	4	5	5	4	5	5	5
25.	4	5	5	5	5	5	5	5	5
26.	3	3	3	3	3	3	3	3	3
27.	4	4	4	4	4	4	4	4	4
28.	5	5	5	5	5	5	5	4	4
29.	5	4	4	4	4	4	4	4	4
30.	3	3	4	3	3	4	3	3	3
31.	5	5	5	5	5	5	5	5	5
32.	4	4	5	5	4	5	5	5	5
33.	5	5	4	5	5	4	5	5	5
34.	5	5	5	4	5	5	4	4	4
35.	5	4	5	4	4	5	4	5	5
36.	5	4	4	5	4	4	5	5	5
37.	4	4	4	4	4	4	4	5	5
38.	4	5	5	5	5	5	5	5	5
39.	5	5	4	5	5	4	5	5	5
40.	5	5	5	5	5	5	5	5	5
41.	5	4	4	5	4	4	5	5	5
42.	4	5	4	4	5	4	4	5	5

43.	4	4	5	5	4	5	5	5	5
44.	4	5	5	5	5	5	5	5	5
45.	3	4	4	5	4	4	5	5	5
46.	5	5	5	4	5	5	4	5	5
47.	4	4	3	4	4	3	4	5	5
48.	4	5	4	5	5	4	5	5	5
49.	4	4	4	4	4	4	4	5	5
50.	5	4	4	4	4	4	4	5	5
51.	5	4	3	4	4	3	4	4	4
52.	5	5	5	4	5	5	4	5	5



UJI VALIDITAS DAN RELIABILITAS

Variabel Kepempimpinan

		Correlations					
		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6
X1.1	Pearson Correlation	1	.818**	.168	.602**	.654**	.663**
	Sig. (2-tailed)		.000	.374	.000	.000	.000
	N	30	30	30	30	30	30
X1.2	Pearson Correlation	.818**	1	.208	.763**	.686**	.524**
	Sig. (2-tailed)	.000		.269	.000	.000	.003
	N	30	30	30	30	30	30
X1.3	Pearson Correlation	.168	.208	1	-.075	.361	.415*
	Sig. (2-tailed)	.374	.269		.695	.050	.023
	N	30	30	30	30	30	30
X1.4	Pearson Correlation	.602**	.763**	-.075	1	.524**	.308
	Sig. (2-tailed)	.000	.000	.695		.003	.098
	N	30	30	30	30	30	30
X1.5	Pearson Correlation	.654**	.686**	.361	.524**	1	.678**
	Sig. (2-tailed)	.000	.000	.050	.003		.000
	N	30	30	30	30	30	30
X1.6	Pearson Correlation	.663**	.524**	.415*	.308	.678**	1
	Sig. (2-tailed)	.000	.003	.023	.098	.000	
	N	30	30	30	30	30	30
Total_X1	Pearson Correlation	.848**	.875**	.516**	.657**	.848**	.781**
	Sig. (2-tailed)	.000	.000	.004	.000	.000	.000
	N	30	30	30	30	30	30

Reliability Statistics

Cronbach's Alpha	N of Items
.829	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	20.93	7.237	.761	.767
X1.2	20.83	6.764	.790	.757
X1.3	21.20	8.510	.254	.893
X1.4	20.53	8.533	.527	.816
X1.5	20.93	7.651	.776	.771
X1.6	21.07	8.064	.690	.789

Variabel Kebutuhan Penghargaan dan Jam Kerja

Correlations

		X2.1	X2.2	X2.3	X2.4	X2.5	Total_X2
X2.1	Pearson Correlation	1	.479**	.390*	.628**	.716**	.815**
	Sig. (2-tailed)		.007	.033	.000	.000	.000
	N	30	30	30	30	30	30
X2.2	Pearson Correlation	.479**	1	.366*	.604**	.414*	.756**
	Sig. (2-tailed)	.007		.046	.000	.023	.000
	N	30	30	30	30	30	30
X2.3	Pearson Correlation	.390*	.366*	1	.463**	.297	.635**
	Sig. (2-tailed)	.033	.046		.010	.112	.000
	N	30	30	30	30	30	30
X2.4	Pearson Correlation	.628**	.604**	.463**	1	.713**	.876**
	Sig. (2-tailed)	.000	.000	.010		.000	.000
	N	30	30	30	30	30	30
X2.5	Pearson Correlation	.716**	.414*	.297	.713**	1	.806**
	Sig. (2-tailed)	.000	.023	.112	.000		.000
	N	30	30	30	30	30	30
Total_X2	Pearson Correlation	.815**	.756**	.635**	.876**	.806**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30

Reliability Statistics

Cronbach's	
Alpha	N of Items
.833	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	14.80	8.786	.711	.782
X2.2	15.63	8.309	.576	.821
X2.3	14.67	9.747	.454	.846
X2.4	14.97	8.102	.793	.755
X2.5	14.87	8.257	.672	.789

Variabel Hubungan antar Rekan Kerja

Correlations

		X3.1	X3.2	X3.3	X3.4	X3.5	Total_X3
X3.1	Pearson Correlation	1	.561**	.686**	.729**	.501**	.809**
	Sig. (2-tailed)		.001	.000	.000	.005	.000
	N	30	30	30	30	30	30
X3.2	Pearson Correlation	.561**	1	.772**	.872**	.772**	.900**
	Sig. (2-tailed)	.001		.000	.000	.000	.000
	N	30	30	30	30	30	30
X3.3	Pearson Correlation	.686**	.772**	1	.802**	.651**	.882**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	30	30	30	30	30	30
X3.4	Pearson Correlation	.729**	.872**	.802**	1	.883**	.968**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	30	30	30	30	30	30
X3.5	Pearson Correlation	.501**	.772**	.651**	.883**	1	.848**
	Sig. (2-tailed)	.005	.000	.000	.000		.000
	N	30	30	30	30	30	30
Total_X3	Pearson Correlation	.809**	.900**	.882**	.968**	.848**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30

Reliability Statistics

Cronbach's	
Alpha	N of Items
.919	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	18.10	6.438	.670	.935
X3.2	18.00	6.207	.828	.894
X3.3	17.93	7.099	.825	.898
X3.4	17.90	6.507	.950	.871
X3.5	17.93	7.237	.776	.906

Variabel Kepuasan Kerja

Correlations

		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y1.7
Y1.1	Pearson Correlation	1	.332	.646**	.392*	.407*	.498**	.507**
	Sig. (2-tailed)		.073	.000	.032	.026	.005	.004
	N	30	30	30	30	30	30	30
Y1.2	Pearson Correlation	.332	1	.539**	.328	.612**	.330	.357
	Sig. (2-tailed)	.073		.002	.077	.000	.075	.053
	N	30	30	30	30	30	30	30
Y1.3	Pearson Correlation	.646**	.539**	1	.537**	.674**	.463*	.571**
	Sig. (2-tailed)	.000	.002		.002	.000	.010	.001
	N	30	30	30	30	30	30	30
Y1.4	Pearson Correlation	.392*	.328	.537**	1	.598**	.348	.403*
	Sig. (2-tailed)	.032	.077	.002		.000	.060	.027
	N	30	30	30	30	30	30	30
Y1.5	Pearson Correlation	.407*	.612**	.674**	.598**	1	.491**	.626**
	Sig. (2-tailed)	.026	.000	.000	.000		.006	.000
	N	30	30	30	30	30	30	30
Y1.6	Pearson Correlation	.498**	.330	.463*	.348	.491**	1	.693**
	Sig. (2-tailed)	.005	.075	.010	.060	.006		.000
	N	30	30	30	30	30	30	30
Y1.7	Pearson Correlation	.507**	.357	.571**	.403*	.626**	.693**	1
	Sig. (2-tailed)	.004	.053	.001	.027	.000	.000	
	N	30	30	30	30	30	30	30
Y1.8	Pearson Correlation	.359	.604**	.456*	.467**	.634**	.656**	.465**
	Sig. (2-tailed)	.052	.000	.011	.009	.000	.000	.010
	N	30	30	30	30	30	30	30
Y1.9	Pearson Correlation	.382*	.575**	.503**	.342	.685**	.664**	.527**
	Sig. (2-tailed)	.037	.001	.005	.064	.000	.000	.003
	N	30	30	30	30	30	30	30
Total_Y1	Pearson Correlation	.689**	.665**	.799**	.687**	.841**	.752**	.757**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	30	30	30	30	30	30	30

Reliability Statistics

Cronbach's Alpha	N of Items
.895	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1.1	31.63	20.930	.573	.892
Y1.2	31.20	23.131	.595	.888
Y1.3	31.77	21.495	.740	.877
Y1.4	32.43	20.530	.557	.897
Y1.5	31.27	21.099	.792	.873
Y1.6	31.43	22.047	.687	.881
Y1.7	31.40	21.559	.685	.881
Y1.8	31.33	21.126	.712	.878
Y1.9	31.27	21.237	.712	.879

ANALISIS DESKRIPTIF

Variabel Kepempimpinan

Descriptive Statistics

	N	Mean
X1.1	52	4.19
X1.2	52	4.44
X1.3	52	3.90
X1.4	52	4.62
X1.5	52	4.19
X1.6	52	3.94
Valid N (listwise)	52	

Variabel Kebutuhan Penghargaan dan Jam Kerja

Descriptive Statistics

	N	Mean
X2.1	52	4.08
X2.2	52	3.31
X2.3	52	4.31
X2.4	52	3.90
X2.5	52	4.06
Valid N (listwise)	52	

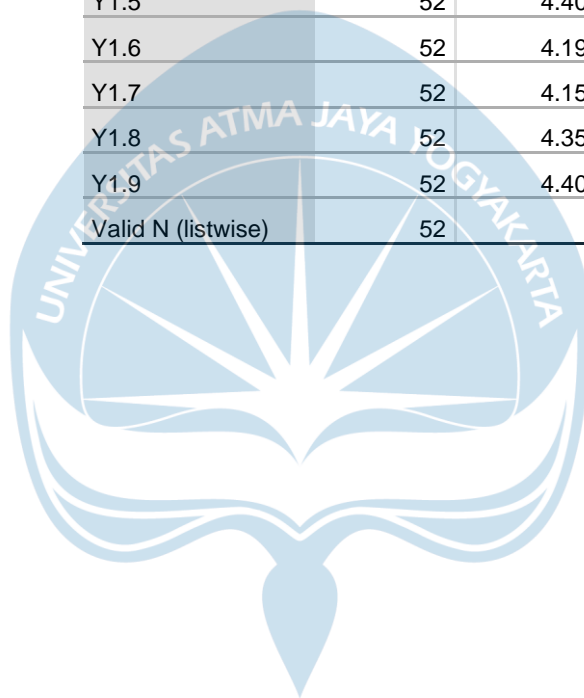
Variabel Hubungan antar Rekan Kerja

Descriptive Statistics

	N	Mean
X3.1	52	4.42
X3.2	52	4.48
X3.3	52	4.46
X3.4	52	4.56
X3.5	52	4.69
Valid N (listwise)	52	

Variabel Kepuasan Kerja**Descriptive Statistics**

	N	Mean
Y1.1	52	3.96
Y1.2	52	4.33
Y1.3	52	3.79
Y1.4	52	3.23
Y1.5	52	4.40
Y1.6	52	4.19
Y1.7	52	4.15
Y1.8	52	4.35
Y1.9	52	4.40
Valid N (listwise)	52	



ANALISIS REGRESI LINEAR BERGANDA

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.714	.696	2.869

a. Predictors: (Constant), Total_X3, Total_X2, Total_X1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	987.000	3	329.000	39.972	.000 ^b
	Residual	395.077	48	8.231		
	Total	1382.077	51			

a. Dependent Variable: Total_Y1

b. Predictors: (Constant), Total_X3, Total_X2, Total_X1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.280	4.088		-.068	.946
	Total_X1	.497	.177	.307	2.811	.007
	Total_X2	.834	.168	.526	4.951	.000
	Total_X3	.360	.165	.180	2.180	.034

a. Dependent Variable: Total_Y1

TABEL DISTRIBUSI R 5%

Tabel Distribusi R

Df	5%	DF	5%	DF	5%	DF	5%
1	0.997	51	0.271	101	0.194	151	0.159
2	0.950	52	0.268	102	0.193	152	0.158
3	0.878	53	0.266	103	0.192	153	0.158
4	0.811	54	0.263	104	0.191	154	0.157
5	0.754	55	0.261	105	0.190	155	0.157
6	0.707	56	0.259	106	0.189	156	0.156
7	0.666	57	0.256	107	0.188	157	0.156
8	0.632	58	0.254	108	0.187	158	0.155
9	0.602	59	0.252	109	0.187	159	0.155
10	0.576	60	0.250	110	0.186	160	0.154
11	0.553	61	0.248	111	0.185	161	0.154
12	0.532	62	0.246	112	0.184	162	0.153
13	0.514	63	0.244	113	0.183	163	0.153
14	0.497	64	0.242	114	0.182	164	0.152
15	0.482	65	0.240	115	0.182	165	0.152
16	0.468	66	0.239	116	0.181	166	0.151
17	0.456	67	0.237	117	0.180	167	0.151
18	0.444	68	0.235	118	0.179	168	0.151
19	0.433	69	0.234	119	0.179	169	0.150
20	0.423	70	0.232	120	0.178	170	0.150
21	0.413	71	0.230	121	0.177	171	0.149
22	0.404	72	0.229	122	0.176	172	0.149
23	0.396	73	0.227	123	0.176	173	0.148
24	0.388	74	0.226	124	0.175	174	0.148
25	0.381	75	0.224	125	0.174	175	0.148
26	0.374	76	0.223	126	0.174	176	0.147
27	0.367	77	0.221	127	0.173	177	0.147
28	0.361	78	0.220	128	0.172	178	0.146
29	0.355	79	0.219	129	0.172	179	0.146
30	0.349	80	0.217	130	0.171	180	0.146
31	0.344	81	0.216	131	0.170	181	0.145
32	0.339	82	0.215	132	0.170	182	0.145
33	0.334	83	0.213	133	0.169	183	0.144
34	0.329	84	0.212	134	0.168	184	0.144
35	0.325	85	0.211	135	0.168	185	0.144
36	0.320	86	0.210	136	0.167	186	0.143
37	0.316	87	0.208	137	0.167	187	0.143
38	0.312	88	0.207	138	0.166	188	0.142
39	0.308	89	0.206	139	0.165	189	0.142
40	0.304	90	0.205	140	0.165	190	0.142
41	0.301	91	0.204	141	0.164	191	0.141
42	0.297	92	0.203	142	0.164	192	0.141
43	0.294	93	0.202	143	0.163	193	0.141
44	0.291	94	0.201	144	0.163	194	0.140
45	0.288	95	0.200	145	0.162	195	0.140
46	0.285	96	0.199	146	0.161	196	0.139
47	0.282	97	0.198	147	0.161	197	0.139
48	0.279	98	0.197	148	0.160	198	0.139
49	0.276	99	0.196	149	0.160	199	0.138
50	0.273	100	0.195	150	0.159	200	0.138

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Procedia Economics and Finance 23 (2015) 717 – 725

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2nd GLOBAL CONFERENCE on BUSINESS, ECONOMICS, MANAGEMENT and
TOURISM, 30-31 October 2014, Prague, Czech Republic

Impact of Working Environment on Job Satisfaction

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Abstract

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to analyse the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated survey. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. The results indicates a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

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Selection and/ peer-review under responsibility of Academic World Research and Education Center

Keywords: Working Environment ; Job satisfaction

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1. Introduction

Many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing upto the level of their full potential. The objective of this research paper is to analyse the impact of working environment on employee job satisfaction.

1.1. Job Satisfaction

According to Vroom (1964) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance. Many people have defined job satisfaction over the years. Hoppok & Spielgler (1938) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization.

Clark (1997) argue that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve.

1.2. Working Environment

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction. Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazizoglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008).

Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization.

Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) argue that in organizations, can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviours to employees due to which they are not comfortable to share good and innovative ideas with their

supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance.

Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization.

Based on the above discussion, the objective of this paper is to determine the relationship between the working environment and employee job satisfaction.

2. Literature Review

Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. The findings of a Danish study suggest that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity (Buhai, Cottini, & Nielsen, 2008).

Herzberg et al. (1959) developed motivational model for job satisfaction and through research he found that the job related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation, whereas motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase.

Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959).

Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees.

The supervisors' availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Schroffel, 1999).

Another study by Catillo & Cano (2004) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise.

Bakotic & Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

A study in telecom sector by Tariq et al (2013) revealed that there are different variables like workload, salary, stress at work place and conflicts with family due to job leads an employee towards dissatisfaction that further

results in turnover. At final stage these independent factors impacts negatively on organizational performance which is negatively influenced by these factors.

Chandrasekar (2011) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era.

Based on the above literature, the conceptual model tested in this paper is presented in Fig 1. The independent variable in this research is the working environment in which the employees are working within an organization and the dependent variable is the Job satisfaction of employees. Working environment includes the working hours, job safety, job security, relationship among employees, esteem needs of employees and the influence of top management on the work of employees.

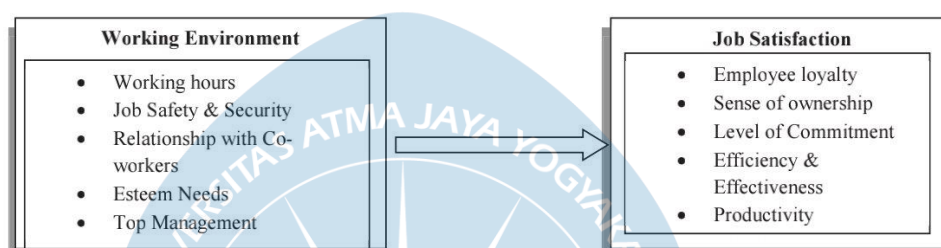


Fig 1: A conceptual model of Working Environment and Job Satisfaction

This research study will test the relationship between working conditions and the job satisfaction. The hypothesis below is developed to analyze the relationship between the variables.

H₁: The better working environment will lead to increased job satisfaction.

3. Methodology

3.1. Population and Sample size

The purpose of the study is to study the relationship between working environment and job satisfaction. The data is gathered randomly from the employees of banks, telecommunication sector and universities in the city of Quetta Pakistan, through survey questionnaire. From each sector, 70 respondents were chosen that allow us to get 210 responses from employees working in different institutions through the use of self-administered questionnaires. As evidence suggest that self-administered questionnaire, distributed by hand and via emails, is most suitable in many researches (Werner & Eleanor, 1993). The main aim of selecting employees from various fields is to get opinion from a diverse group of people so that the results can be generalized on the vast group of population.

3.2. Data Instrument and Data Analysis Technique

The 33 items questionnaire adapted from State Statistical Office (SSO, 2009) comprised of questions regarding esteem needs, job safety and security, working hour, trust, relationship with co-workers and Supervisor, and Nature of work to find the impact of overall working environment on employee job satisfaction. A 5-point Likert scale is used to evaluate answer ranging from not at all satisfied, dissatisfied, neither, somewhat satisfied and completely satisfied. Many scholars believe that statistical packages are the most suitable and most consistent instruments for comprehensively analyzing large set of data (Buglear, 2005). So, all statistical analysis is performed through the help of software "Statistical Package for Social Sciences" (SPSS). Factor analysis is also performed as it can be used

for the data consisting of sample size $n \geq 5$ (Hair et al., 2010). The hypothesis of the study was work environment impacts job satisfaction, so regression analysis was suitable for this research.

When we want to study that how does a variable related to another variable? We use simple regression (Robson, 2008 cited in Saunder et al., 2009).

4. Results

The valuable opinion of employees is displayed below through various statistical tables and graphs that show their responses on the topic about importance of work environment for employee job satisfaction. The Cronbach's Alpha shows the reliability of the data used in the questionnaire. The Table 1 shows that for 15 questions of the questionnaire about working environment, the consistency was 77.1 % whereas for Job satisfaction the value was 81.6%. It makes the responses collected more valuable as the data is proper to analyze the impact of work environment on job satisfaction.

Table 1: Descriptive and Reliability statistics table:

	Frequency	Percentage	No of Items	Cronbach's Alpha
Age				
21-30	133	63.3		
31-40	77	36.7		
Gender				
Male	160	76.2		
Female	50	23.8		
Occupation				
Banks	70	33.3		
Universities	70	33.3		
Telecommunication	70	33.3		
Working Environment			24	0.816
Job Satisfaction			6	0.771

The data consist of 210 employees 63.3% of them belong to age group 21-30 whereas remaining 36.7 percent were from age group 31-40. Out of 210, 76.2% were males and 23.8% were females. Occupation wise 33.3% respondents were from all three sectors. Therefore we accept our alternative hypothesized notion that working environment impacts job satisfaction.

Table 2: Rotated component matrix for Working Environment and Job Satisfaction variables

	Job Satisfaction	Top Management & Esteem needs	Job safety, security & work hours	Relationship with co-workers
Satisfaction with physical working conditions	.954			
Satisfaction with current maintenance of the building	.897			
The hygiene maintenance in the Organization	.846			
Satisfaction with Current fixed working hours	.840			
The work activities compared to your skills and the opportunities for improving your competence level	.814			
Access to equipment necessary for performing your tasks	.799			
Satisfaction with the training opportunities in the Organization	.736			
Team work in the institution	.730			
Possibilities to receive assistance from co-workers when necessary	.715			
Supervisor provides me with sufficient information related to work		.878		
Supervisor has reasonable expectations of work		.856		

Immediate supervisors' trust in fellow co-workers	.849		
Responsibility of immediate supervisors toward employees	.704		
Opinion regarding the Trust in the Head of the Department	.658		
Responsibility in the organization as a whole	.611		
Training helped in advancement of career		.872	
Training helped to improve work efficiency		.819	
How employees spend their working time?		.805	
Organization as a work environment meet expectations		.776	
Trust among employees in general		.752	
Conflict resolution skills of immediate supervisor			.910
The career advancement opportunities or your competence in general			.718
Management and professional skills of immediate supervisor			.716
Communication between the immediate supervisor and employees			.690
Satisfaction with the human resources management and the communication between employees			.614

There were five questions that were deleted from the factor matrix due to single factor loading. The nine questions significantly loaded on job satisfaction. The next six factors were significantly loaded on top management. Furthermore, five factors were significantly loaded on Esteem needs and work hours within organization and work hours. Finally, the remaining five factors were significantly loaded on relationship with co-workers.

The questionnaire used for the study was tested for reliability having both major variables. The cronbach alpha for working environment was 0.82 and job satisfaction was 0.77 that is why the data collected using the questionnaire has provided valuable information about the opinions of employees about the variables

Table 3: Correlation matrix for Working Environment and Job Satisfaction

Correlation	Job Satisfaction	Top Management & Esteem Needs	Job Safety, security and work hours	Relationship with co-workers
Job Satisfaction	1.000			
Top Management & Esteem needs	.283*	1.000		
Job safety, security & work hours	.268*	.168*	1.000	
Relationship with co-workers	.137*	.170	.253*	1.000

$P < 0.05^*$

Correlation analysis was conducted to determine the relationship of working environment components (i.e. top management, esteem needs and work hours, and job security, safety and workplace relationships) and job satisfaction which revealed that top management has significant positive relation with the job satisfaction as $r_1 = 0.283$, $p < 0.05$, also for esteem needs and work hours relationship is both significant and positive that is $r_2 = 0.268$ at $p < 0.05$. For relationship with co-workers the value is significant and positive $r_3 = 0.137$.

Table 4: Regression Analysis on Working Environment (Dependent Variable= Job Satisfaction)

Variable	Coefficient	Standard Error	Standardized Beta
Intercept	.948*	.042	—
Top Management & Esteem needs	.290*	.080	.240
Job safety, security & work hours	.232*	.073	.217

Relationship with co-workers	.052	.086	.041
Note: R ² =13.2, F= 10.42 P < 0.05*			

The regression analysis is performed to determine the impact of top management, esteem needs and work hours, job security and safety and workplace relations on job satisfaction. The regression result reveals that work environment has a statistically significant impact on job satisfaction, R=0.363, $\beta_0=0.948$, t=2.335, $p < 0.05$.

The value of R 36.3% showing that there is a positive linear relationship between working environment and job satisfaction. Furthermore, the result also shows that the work environment explains 13.2% proportion of variation in job satisfaction that is R². The value of F=10.421 is statistically significant as P<0.05. And the value of t=2.335 is also statistically significant so we will reject our null hypothesis.

The regression equation that can be formulated based on the information obtained is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E \quad (1)$$

Where

Y= Job Satisfaction X1= Top Management X2= Esteem needs & work hours

X3= Relationship with co-workers E= Error term

As X₃ had insignificant result that is $\beta_3=0.137$ at $p>0.05$ so our equation has reduced to following

$$Y = 0.948 + 0.240X_1 + 0.217X_2 + 0.402 \quad (2)$$

$$\text{Job Satisfaction} = 0.924 + 0.240 (\text{Top Management}) + 0.217 (\text{Esteem needs \& work hours}) + 0.402 \quad (3)$$

5. Discussion

The results of the study have shown a positive relationship between working environment and job satisfaction. The employees working in all three sectors (that are banking, university and telecommunication) have agreed that working environment plays a vital role in attaining job satisfaction. As the competition has increased and business environment is dynamic and challenging, so different organizations in order to operate up to their maximum potential, have to ensure that their employees are working in a conducive and friendly environment. Employees are becoming concerned about the working environment which includes working hours, job safety & security, relationship with co-worker, esteem needs and top management as mentioned in this study.

The regression analysis result showed that working environment has positive impact on job satisfaction as R² =13.2% therefore organizations must pay attention towards this element of the job. The results are supported by Lee and Brand (2005) as their study also had shown that job satisfaction is increased by conducive working environment. Whereas the results of this study contradicted with the study results of Tokuda et al. (2009) and Rafiq et al. (2012) that working environment is negatively associated with employees' job satisfaction whereas extrinsic rewards are the best motivator to cause job satisfaction.

As Kinzl et al. (2005) concluded that job satisfaction has positive relationship with opportunities provided to employees by the organization. In our study, it has been represented by esteem needs which also has a significant relationship with the job satisfaction (As correlation coefficient value was 0.268 at $p<0.05$). Babin & Boles (1996), argued that supervisory support and worker involvement decreases the work stress however; it is helpful in increasing job satisfaction and job performance. The study showed that top management support is positively related to job satisfaction, however relationship with co-workers doesn't turn out to have significant relationship with the job satisfaction.

In the modern era, management of workforce has become more difficult because employees are highly qualified and aware of their rights while working in an organization. Therefore, it is imperative that the organizations identify the needs of their employees and satisfy them to ensure effective accomplishment of its goals and objectives. Good working environment increases employee loyalty, level of commitment, efficiency & effectiveness, productivity, and also develops a sense of ownership among employees which ultimately increases organizational effectiveness as well as reduces prohibit cost emerging as a result of dissatisfied employees.

6. Conclusion

Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficult to acquire since the employees of some organizations were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue has not been considered previously therefore, now firms have an opportunity to utilize the information from this research paper to design their future line of action that can help them ensure their long-term success.

Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

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SURAT IZIN PERUSAHAAN



**FAKULTAS BISNIS
DAN EKONOMIKA**
UNIVERSITAS ATMA JAYA YOGYAKARTA

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Hal : Pencarian data dan penyebaran
kuesioner untuk penulisan skripsi.

Kepada:
Pimpinan PT. Liebra Permanali
di Jl. Raya Solo - Wonogiri No.KM. 08, Nambangan, Kec. Selogiri, Kabupaten Wonogiri, Jawa Tengah 57652

Dengan hormat,
Sehubungan dengan penulisan Skripsi yang berjudul "Pengaruh Manajemen Puncak, Kebutuhan Penghargaan dan Jam Kerja, dan Hubungan Antar Rekan Kerja terhadap Kepuasan Kerja Karyawan Pada PT. Liebra Permana" yang dilakukan oleh mahasiswa kami dengan identitas:

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Kami mohon Bapak/Ibu berkenan memberikan ijin kepada mahasiswa tersebut di atas untuk menyebarkan kuesioner di lingkungan instansi Bapak/Ibu dan mendapatkan data yang diperlukan.

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Demikian, atas perhatian dan kerjasamanya, kami mengucapkan terima kasih.

Yogyakarta 07 Juli 2023

Dekan,


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