

# The Influence of Leadership Style, Compensation, and Work Culture on Employee Job Satisfaction: A Study of Employees at PT Narumi Manufacturing Indonesia

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## ABSTRAK

*This study aims to analyze the effect of leadership style, compensation, and work culture on employee job satisfaction at PT Narumi Manufacturing Indonesia. The research uses a quantitative method with a survey approach. Data were collected through questionnaires distributed to all permanent employees totaling 63 respondents using a Likert scale and analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS. The results show that leadership style, compensation, and work culture simultaneously have a positive and significant effect on employee job satisfaction with an R-Square value of 0.591. Partially, work culture is the most dominant variable influencing job satisfaction, followed by leadership style and compensation. These findings provide important implications for the company in formulating human resource management policies that align with Sustainable Development Goals (SDGs) point 8.*

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## 1. INTRODUCTION

The automotive component manufacturing industry in Indonesia is required to have human resources who are adaptive, capable of being creative, and able to utilize digital advancements amidst the modern industrial era and the Society 5.0 concept to enhance productivity and workplace innovation. Under these conditions, the sustainability of organizational achievement is shaped by a combination of technological competence and the extent to which human resources can translate humanitarian values into organizational practices. Corporate sustainability heavily relies on the establishment of conducive working conditions through effective leadership, fair compensation systems, and a positive work culture, as job satisfaction serves as a fundamental foundation in realizing performance stability and organizational operational continuity [1].

This research is grounded in a strategic human resource management approach, where good managerial aspect management directly impacts employee perception and work experience. A sustainable organization is not defined solely by its economic and environmental performance; its

sustainability also depends on the extent to which workplace conditions promote fairness, safety, and the well-being of employees [2].

PT Narumi Manufacturing Indonesia was selected as the research object because it is an automotive component manufacturing company located in the GIC Delta Mas industrial area, Cikarang Pusat, Bekasi Regency, with a total of 63 permanent employees. As part of the automotive industry supply chain, the company is required to maintain productivity, quality, and production process precision. However, amidst these demands, the company faces challenges in the form of indications of potential declines in employee job satisfaction.

The phenomenon underlying this research is evident from the company's internal survey data showing that the level of employee job satisfaction has not reached its optimal point. In-depth interview results with the HR Manager confirmed indications of declining work morale due to an inconsistent performance appreciation system and less stable workflow instructions. Furthermore, pre-survey results involving 31 employees indicated that the three main heavily complained-about factors were leadership style at 80%, compensation at 77%, and work culture at 73%. Employees perceived that superiors were sometimes less prompt in decision-making, reward systems and facilities did not fully meet expectations, and the work environment was suboptimal in fostering innovation.

Complaints regarding leadership style are reflected in previous studies showing that appropriate leadership styles can enhance job satisfaction, though results remain varied; several studies stated a positive and significant effect [3], [4], while other studies found insignificant results [5]. Similarly, the compensation variable is supported by [6] and [7], yet differs from the findings of [8]. Likewise, the work culture variable is supported by [9] and [10], but contradicts the findings of [24]. The contrasting findings from various prior studies indicate a research gap, and further empirical assessment is needed to clarify whether leadership style, compensation, and work culture contribute to differences in employees' levels of job satisfaction.

The scope of Human Resource Management extends beyond administrative workforce functions by ensuring that employee roles and interpersonal relationships are effectively directed toward fulfilling the interests of the organization, its employees, and society [11]. Human Resource Management encompasses a series of strategic activities ranging from planning, organizing, directing, to controlling the workforce to deliver optimal contributions [12]. Within the context of organizational behavior, understanding individual and group impacts on work dynamics is critical to improving overall organizational effectiveness [13].

The concept of job satisfaction encompasses how employees perceive and assess their work, including the positive or negative emotions and personal attitudes that arise from their experience in the workplace [14]. The way individuals perceive and respond to their work provides an indication of their overall level of job satisfaction, indicating the discrepancy between rewards received and what is believed should be received [15]. Job satisfaction holds a crucial role because it directly impacts productivity and corporate sustainability [16]. Its dimensions cover satisfaction with leadership, compensation, working conditions, coworkers, and recognition [17].

Leadership style is a pattern of behavior, attitude, and strategy of a leader in directing, influencing, and motivating subordinates to achieve organizational goals [18]. Effective leadership involves the process of influencing shared understanding regarding what needs to be done and how to do it cooperatively [19]. In this study, the dimensions of leadership style are adopted from the transformational leadership framework in [17], which is characterized by several interconnected dimensions, including idealized influence, inspirational motivation, intellectual stimulation, problem-solving leadership, and individualized consideration. Furthermore, leadership behavior can also be observed through task orientation and relationship orientation [20].

Employee compensation consists of both monetary and non-monetary rewards that organizations provide in return for the contributions and performance demonstrated by their employees [6], [21].

Referring to the perspective of Hasibuan (2017) as cited in [22], compensation is divided into direct compensation (salaries, wages, incentives) and indirect/supplementary compensation (allowances, facilities) [23]. This component is reinforced by dimensions from [17], which include salary levels, incentives/bonuses, allowances, as well as compensation fairness and adequacy.

Work culture is a set of value systems, norms, beliefs, and habits agreed upon and followed by all organizational members in conducting daily work activities [24], [9]. Within an organization, culture develops through shared assumptions that enable members of a group to respond to challenges arising from both external adaptation and internal integration [25]. A strong work culture serves as a behavioral guideline as well as a vital variable that strengthens the relationship between leadership, compensation, and job satisfaction [17]. Its characteristics include behavioral regularity, work norms, dominant values, organizational philosophy, and organizational climate.

Leadership style is a crucial factor determining employee perception and attitude toward their working environment. Supportive leaders capable of providing clear directions and paying attention to subordinate development will create a conducive work atmosphere, thereby fostering trust and psychological satisfaction for employees. This is reinforced by empirical findings from [3], [4], and [17], which indicate that the way leadership is exercised is positively and significantly associated with employees' job satisfaction. On the basis of the preceding theoretical rationale and empirical evidence, H1 is formulated to predict a positive and significant effect of leadership style on employee job satisfaction.

Compensation holds a strategic role in fulfilling employees' economic and psychological needs. A fair, competitive compensation system that matches workload will generate a sense of being valued, thereby enhancing employee satisfaction and commitment to the company [21]. Research findings in [6], [7], and [26] consistently reveal that the compensation received by employees is significantly and positively associated with their level of job satisfaction. Accordingly, the evidence underlying the proposed relationship supports H2, which posits a positive and significant effect of compensation on employee job satisfaction.

A positive work culture shapes interaction patterns and habits that support comfort and productivity within the company. Organizational values upholding cooperation and openness will encourage positive employee attitudes toward their tasks. This is supported by research findings from [10], [9], and [27], which suggest that employees' perceptions of their work culture are associated with higher levels of job satisfaction. These theoretical arguments, together with the supporting empirical evidence, provide the basis for H3, proposing that work culture exerts a positive and significant effect on employee job satisfaction.

The proposed model positions employee job satisfaction as the outcome variable shaped by three organizational factors, namely leadership style, compensation, and work culture. These relationships are derived from the theoretical arguments and previous empirical findings that form the basis of the study. Accordingly, the investigation at PT Narumi Manufacturing Indonesia seeks to clarify the contribution of each factor to employees' job satisfaction, while the resulting evidence is intended to extend Human Resource Management knowledge and inform managerial practices aimed at developing a sustainable and decent workplace consistent with SDG 8 concerning Decent Work and Economic Growth.

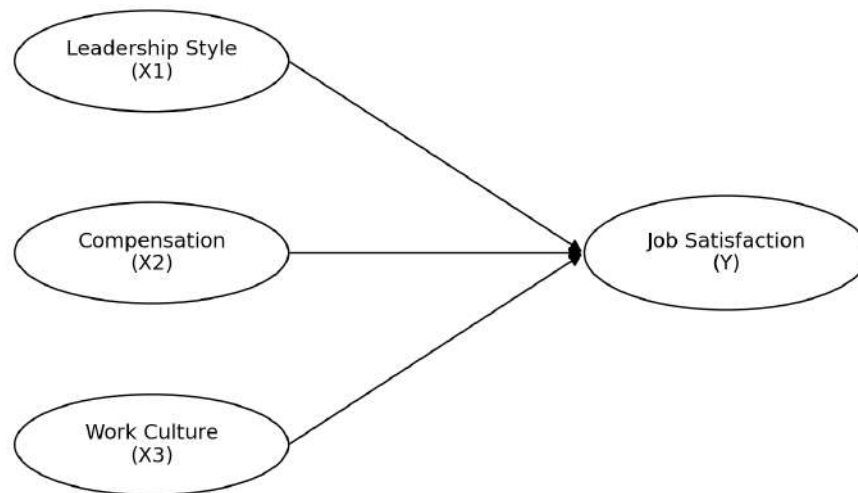


Figure 1. Conceptual Framework

## 2. METHOD

Using a survey as the primary data collection method, this study applies a quantitative research framework to assess the causal contribution of three organizational factors to employee job satisfaction. The factors examined are leadership style, compensation, and work culture, which are positioned as explanatory variables in relation to job satisfaction as the outcome. A quantitative approach was chosen because this research focuses on measuring variables using numerical data and statistically testing hypotheses through SEM-PLS. The survey method is used to collect data from respondents by distributing a set of questions (questionnaires) [28]. These questionnaires are designed to measure operationalized research variables. The collection of primary data relied on field research supported by a survey-based approach. Respondents provided their responses through a questionnaire administered via Google Forms, which was used as the medium for distributing the research instrument [28]. The research population comprises all permanent employees of PT Narumi Manufacturing Indonesia, totaling 63 individuals from various divisions. Considering the manageable number of individuals within the target population, the study involved the entire population in the sampling process rather than selecting only a portion of its members. Accordingly, *Non-Probability Sampling* was implemented using a saturated sampling technique (*Total Sampling*), as the complete population could be reached by the researcher. Therefore, all 63 permanent employees were included as respondents, ensuring that the research findings are expected to accurately represent the company's condition and reduce sampling error risks.

## 3. RESULTS AND DISCUSSION

### 3.1 Respondent Profile

A total of 63 respondents, representing all employees of PT Narumi Manufacturing Indonesia, were analyzed in this study. The majority of respondents were male, numbering 38 individuals (60.3%), compared to 25 female respondents (39.7%). Based on age, the largest group fell within the 26–30 years range (36.5%), indicating that most employees are of productive age with optimal working capabilities and good adaptability. From an educational standpoint, the majority held a bachelor's degree (42.9%) and high school/vocational school (41.3%), reflecting a combination of professional and operational workforces that support work effectiveness. Regarding tenure, the majority of respondents had a tenure of 5–6 years (49.2%), signifying that employees possess sufficient work experience and a deep understanding of the company's systems and culture.

Table 1. Summary of Respondent Characteristics (n = 63)

| Characteristic | Category               | Total | Percentage |
|----------------|------------------------|-------|------------|
| Gender         | Male                   | 38    | 60,3%      |
|                | Female                 | 25    | 39,7%      |
| Age            | 20–25 Years            | 8     | 12,7%      |
|                | 26–30 Years            | 23    | 36,5%      |
|                | 31–35 Years            | 13    | 20,6%      |
|                | 36–40 Years            | 9     | 14,3%      |
|                | > 40 Years             | 10    | 15,9%      |
| Education      | High School/Vocational | 26    | 41,3%      |
|                | D3                     | 3     | 4,8%       |
|                | S1 (Bachelor's)        | 27    | 42,9%      |
|                | S2 (Master's)          | 7     | 11,1%      |
|                |                        |       |            |
| Tenure         | 1–2 Years              | 1     | 1,6%       |
|                | 3–4 Years              | 17    | 27,0%      |
|                | 5–6 Years              | 31    | 49,2%      |
|                | > 6 Years              | 14    | 22,2%      |

*Source: Data processed from questionnaires, 2026*

### 3.2 Measurement Model (Outer Model)

Assessment of the measurement model focuses on establishing the validity and reliability of the indicators in representing their respective latent constructs.

#### 3.2.1 Convergent Validity Test Results

Initial convergent validity testing indicated that several indicators still possessed loading factor values below 0.70, such as indicator KI6 on compensation and BK3 on work culture.

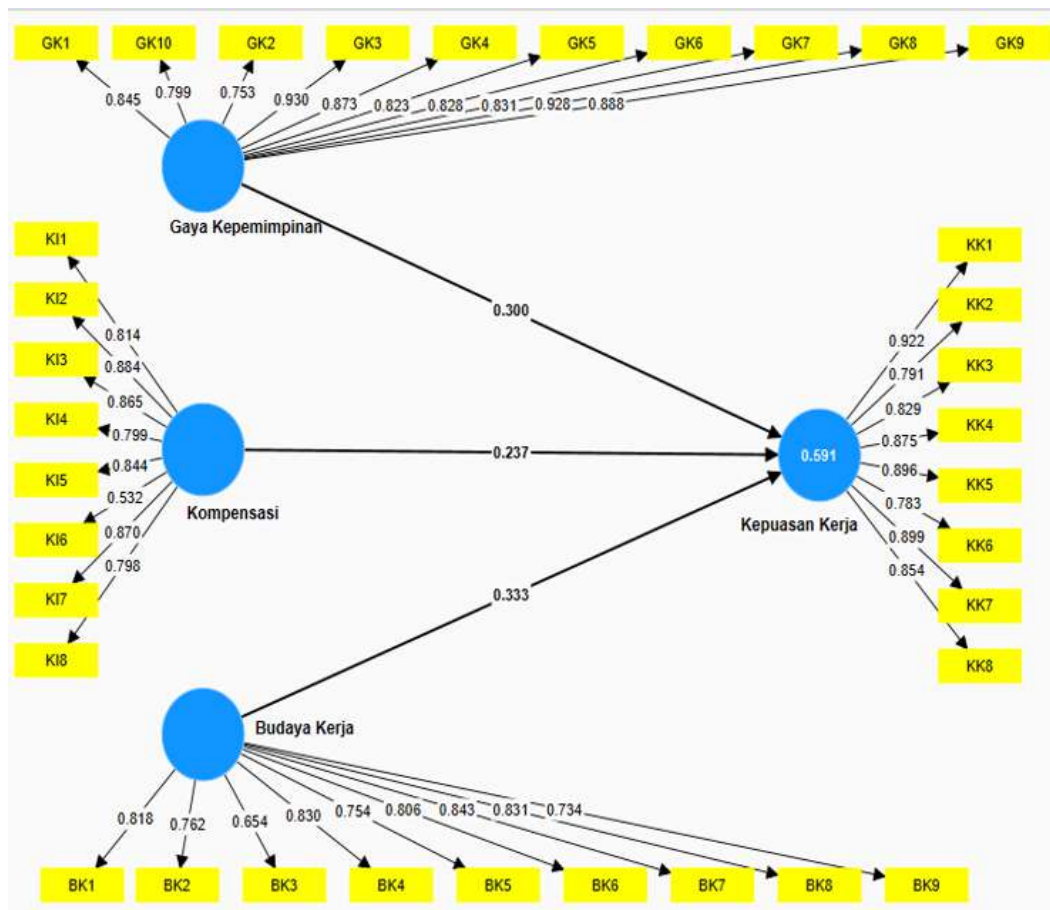


Figure 2. SmartPLS Algorithm Results (Initial)

Source: SmartPLS Output, 2026

Following the elimination of invalid indicators, re-testing (modification) was performed. After modification, all indicators met the convergent validity criteria by possessing factor loading values above 0.70, making the measurement model more consistent and reliable.

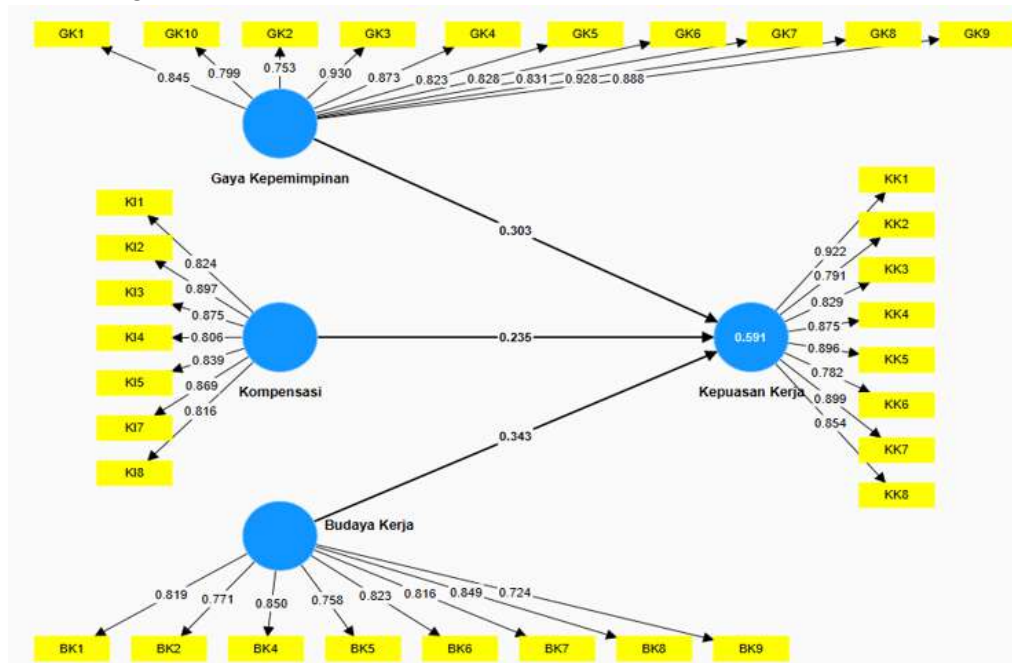


Figure 3. SmartPLS Algorithm Results (Modified)

### 3.2.2 Average Variance Extracted (AVE) Test Results

The assessment of convergent validity, as reflected by the Average Variance Extracted (AVE), is summarized in Table 2. Each construct produced an AVE greater than the minimum threshold of 0.50, indicating an adequate level of convergent validity within the measurement model.

Table 2. Average Variance Extracted (AVE) Test Results

| Variable         | Average Variance Extracted (AVE) | Description |
|------------------|----------------------------------|-------------|
| Leadership Style | 0,725                            | Valid       |
| Compensation     | 0,735                            | Valid       |
| Work Culture     | 0,644                            | Valid       |
| Job Satisfaction | 0,718                            | Valid       |

Source: SmartPLS Output, 2026

### 3.2.3 Discriminant Validity Test Results

Discriminant validity was determined based on the Fornell-Larcker approach, which requires the square root of each construct's AVE to be greater than the corresponding correlation coefficients involving other constructs.

Table 3. Discriminant Validity Test Results (Fornell-Larcker)

| Variable         | Leadership Style | Compensation | Work Culture | Job Satisfaction |
|------------------|------------------|--------------|--------------|------------------|
| Leadership Style | 0,851            | -            | 0,776        | -                |
| Compensation     | 0,534            | 0,847        | 0,554        | 0,587            |
| Work Culture     | -                | -            | 0,802        | -                |
| Job Satisfaction | 0,694            | -            | 0,708        | 0,857            |

Source: SmartPLS Output, 2026

### 3.2.4 Reliability Test (Cronbach's Alpha and Composite Reliability)

The internal consistency of the measurement instruments was established through reliability assessment. Both reliability measures produced values above their respective acceptable thresholds across all variables, as Cronbach's Alpha exceeded 0.70 and Composite Reliability was greater than 0.80. These results indicate that the constructs used in the measurement model possess adequate reliability.

Table 4. Cronbach's Alpha and Composite Reliability Test Results

| Variable         | Cronbach's Alpha | Composite Reliability | Description |
|------------------|------------------|-----------------------|-------------|
| Leadership Style | 0,957            | 0,960                 | Reliable    |
| Compensation     | 0,934            | 0,938                 | Reliable    |
| Work Culture     | 0,921            | 0,923                 | Reliable    |
| Job Satisfaction | 0,948            | 0,955                 | Reliable    |

Source: SmartPLS Output, 2026

## 3.3 Structural Model (Inner Model)

### 3.3.1 R-Square (R<sup>2</sup>) Test Result

The R<sup>2</sup> value is utilized to measure the extent to which variations in the dependent variable can be explained by independent variables. Based on Table 5, an R<sup>2</sup> value of 0.591 was obtained, indicating that 59.1% of the variation in employee job satisfaction can be explained by leadership style,

compensation, and work culture, while the remaining 40.9% is influenced by other factors outside the research model.

Table 5. Endogenous Variable R-Square Values

| Endogenous Variable | R-square | R-square adjusted |
|---------------------|----------|-------------------|
| Job Satisfaction    | 0,591    | 0,575             |

Source: SmartPLS Output, 2026

### 3.3.2 Goodness of Fit/Q-Square ( $Q^2$ ) Test Result

The predictive relevance ( $Q^2$ ) value was calculated to examine the predictive capability of the model:  $Q^2 = 1 - (1 - R^2)$ , so  $Q^2 = 1 - (1 - 0.591) = 0.591$ . A  $Q^2$  value of 0.591 indicates that the model possesses robust predictive relevance and is capable of explaining the job satisfaction variable well since it exceeds 0.

### 3.4 Hypothesis Testing

Hypothesis testing was conducted via bootstrapping procedures in SmartPLS based on criteria where t-statistic > 1.645 or p-value < 0.05.

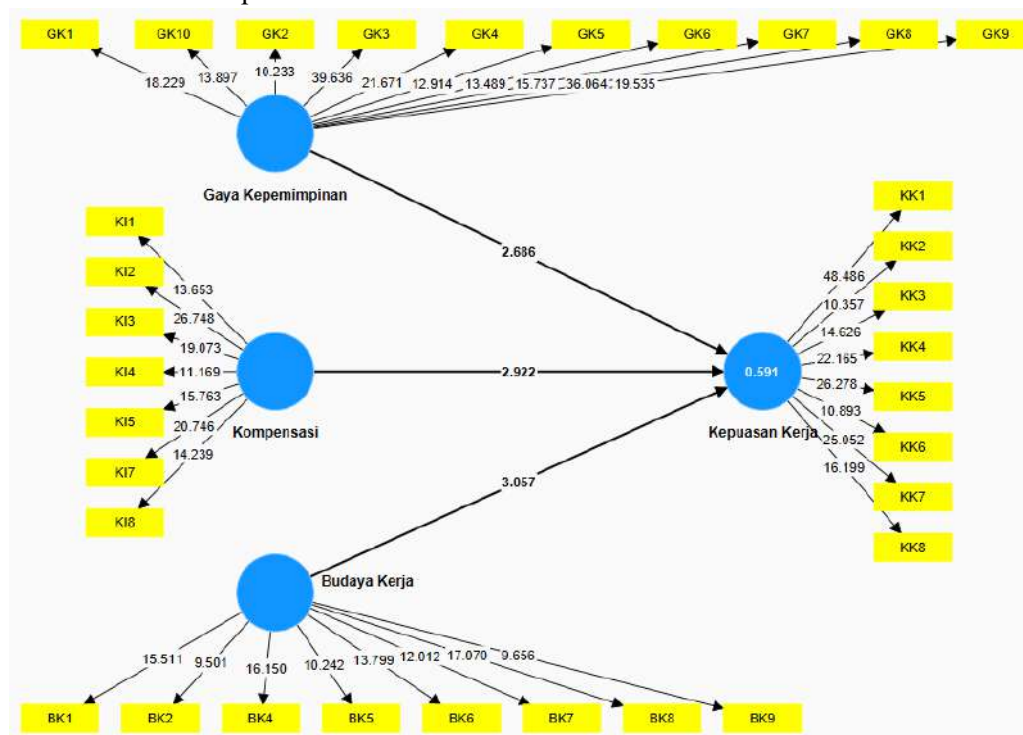


Figure 4. Bootstrapping Test Results

Source: SmartPLS Output, 2026

Table 6. Hypothesis Testing Results

| Variable                            | Original Sample (O) | Sample Mean (M) | Standard Deviation | T Statistics | P Values | Description |
|-------------------------------------|---------------------|-----------------|--------------------|--------------|----------|-------------|
| Leadership Style → Job Satisfaction | 0,303               | 0,299           | 0,113              | 2,686        | 0,007    | Valid       |



| Variable                           | Original<br>Sample (O) | Sample<br>Mean (M) | Standard<br>Deviation | T<br>Statistics | P<br>Values | Descriptio<br>n |
|------------------------------------|------------------------|--------------------|-----------------------|-----------------|-------------|-----------------|
| Compensation → Job<br>Satisfaction | 0,235                  | 0,222              | 0,081                 | 2,922           | 0,003       | Valid           |
| Work Culture → Job<br>Satisfaction | 0,343                  | 0,367              | 0,112                 | 3,057           | 0,002       | Valid           |

*Source: SmartPLS Output, 2026*

### 3.5 Research Results Discussion

#### 3.5.1 The Influence of Leadership Style on Employee Job Satisfaction

Employee job satisfaction appears to increase as the quality of leadership improves. Empirical support for this relationship is reflected in the positive path coefficient of 0.303, with a t-statistic of  $2.886 > 1.645$  and a p-value of  $0.007 < 0.05$ . The statistical evidence therefore confirms the positive and significant influence of leadership style on employee job satisfaction. Conceptually, an effective and supportive leadership style enables leaders to provide clear direction, build strong communication, and create a conducive work environment so that employees feel comfortable and valued in performing their duties.

#### 3.5.2 The Influence of Compensation on Employee Job Satisfaction

Compensation has a positive and significant effect on job satisfaction, with a path coefficient of 0.235, a t-statistic of  $2.922 > 1.645$ , and a p-value of  $0.003 < 0.05$ . This finding demonstrates that compensation is a strategic factor in fulfilling employees' economic and psychological needs to foster job satisfaction. A fair and proper compensation system, both financial and non-financial, directly contributes to enhanced feelings of appreciation, motivation, and employee loyalty toward the company.

#### 3.5.3 The Influence of Work Culture on Employee Job Satisfaction

Work culture has a positive and significant effect on job satisfaction, with a path coefficient of 0.343, a t-statistic of  $3.057 > 1.645$ , and a p-value of  $0.002 < 0.05$ . This signifies that the implementation of an orderly, disciplined work culture supported by harmonious inter-employee relationships serves as a primary foundation in shaping positive employee perceptions of their working environment. A strong organizational culture is capable of directing consistent work behavior patterns, thereby creating a comfortable and satisfying work atmosphere.

Overall, the hypothesis testing results show that leadership style ( $T = 2.686$ ;  $P = 0.007$ ), compensation ( $T = 2.922$ ;  $P = 0.003$ ), and work culture ( $T = 3.057$ ;  $P = 0.002$ ) have a positive and significant effect on employee job satisfaction. Therefore, all research hypotheses (H1, H2, and H3) are accepted.

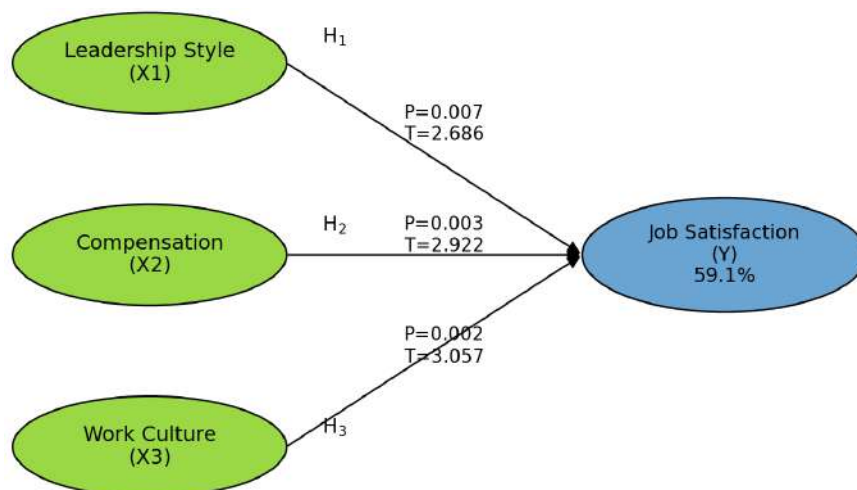


Figure 5. Research Results Framework

Source: Processed data by researcher, 2026

#### 4. CONCLUSION

This study proves that leadership style, compensation, and work culture have a positive and significant influence on employee job satisfaction at PT Narumi Manufacturing Indonesia. Effective, communicative, and supportive leadership styles can enhance comfort, trust, and employee job satisfaction within the workplace. Compensation functions as a strategic factor in meeting employees' economic and psychological needs; when perceived as fair and aligned with workload, it fosters motivation, loyalty, and long-term job satisfaction. Furthermore, work culture is proven to be the most dominant variable influencing employee job satisfaction, recording the highest path coefficient of 0.343 compared to leadership style (0.303) and compensation (0.235). The implementation of discipline, teamwork, accountability, and harmonious working relationships forms a vital foundation for creating optimal job satisfaction within the organization.

Based on the analysis results, this study proves that leadership style, compensation, and work culture have a positive and significant effect on employee job satisfaction at PT Narumi Manufacturing Indonesia, with work culture emerging as the most dominant variable. Therefore, the company is recommended to continuously enhance leadership quality through situational training, evaluate the compensation system to be fairer and performance-based, and strengthen discipline and teamwork that have been well established to safeguard employee work stability and comfort. The company is also advised to align corporate policies with the principles of Sustainable Development Goals (SDGs) point 8 concerning the creation of decent work for all employees.

Given the limitations of this study which is confined solely to permanent employees at PT Narumi Manufacturing Indonesia with a small sample size (63 respondents) and utilizes only three independent variables explaining 59.1% of job satisfaction variation via self-reported questionnaire data, future researchers are recommended to broaden sample coverage and involve different industry sectors so that research findings can be generalized more broadly. Additionally, future researchers need to incorporate other independent variables such as work engagement or work environment, and apply mixed methods to avoid subjective bias from questionnaire data. Subsequent researchers are also advised to conduct a more in-depth study regarding the relationship between sustainable employee job satisfaction and aspects of the Sustainable Development Goals (SDGs).

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