

The Role of Transactional Leadership, Compensation and Working Environment on Employee Job Satisfaction in Fertilizer Industry

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Abstract:

The purpose of the study is to examine the effects of transactional leadership, the workplace, and employee compensation on employee happiness in the Indonesian fertilizer business. This study is quantitative in nature, collecting data through the use of questionnaires and supported by secondary sources of information (document). 83 employees made up the sample for this study utilizing the convenience sampling approach. Multiple linear regression is the technique analysis employed. According to the research, compensation, working conditions, and transactional leadership style all have a minimally significant impact on employee happiness. The working atmosphere, salary, and transactional leadership style all have a big impact on employee satisfaction. The working environment is the main influencing factor..

Keywords: transactional leadership style, working environment, compensation, employees satisfaction.

INTRODUCTION

The fertilizer industry in Indonesia is growing. The abundance of businesses that produce fertilizer serves as evidence of this, especially non-subsidized fertilizers, which in turn increases competition among non-subsidized fertilizer companies. To face this increasingly fierce competition, every fertilizer company is required to make several efforts to improve work performance and service for consumers. With this condition, fertilizer companies

will have the ability to compete with others. In facing such intense competition, organizations need a professional, namely someone who is not only able to master, understand, and carry out his duties on the basis of knowledge but is also able to work productively, efficiently, and innovatively. And high integrity, namely sincerity and honesty (virtue).

Human resources have a significant contribution to make in increasing the profitability of the organization. In order to attain employee effectiveness, it is necessary to make an effort to make employees aware that work is done willingly and to inculcate a sense of responsibility and belonging in each one of them. Everyone who works anticipates finding fulfillment at their place of employment. Job satisfaction is essentially a personal matter because every person will experience varying degrees of satisfaction depending on the values that pertain to them. The greater the degree of satisfaction felt, the more parts of the work that are in accordance with individual preferences. Employees play a major role in running the company. If employees have good job satisfaction, the wheels will run fast, which will eventually result in good performance. On the other hand, how can the wheels of the company run smoothly and perform well if employee job satisfaction is still lacking. Efforts from the company's management are needed to continue to maintain and increase employee job satisfaction, and among efforts to increase job satisfaction are career development and also providing motivation.

Human resources are the most important aspect of any organization or business. This factor needs consistent, integrated, and continuous coaching in order to improve its quality, and for that, an organization or company needs good management. According to Malayu S.P. Hasibuan (2012:10), the science and art of managing relationships and the workforce's function in order to achieve organizational, employee, and community goals is known as human resource management. Both the business and PT. Sri Rejeki Fertilizer take various actions to raise employee performance in an effort to better the performance of their staff members in order to achieve their goals. Employee performance can be increased by realizing employee job satisfaction, which will spur enthusiasm and achievement in carrying out their duties. To realize all of this, the company must pay attention to various internal factors that support employee job satisfaction. By paying attention to these factors, employees become comfortable and calm at work, which in the end will mutually benefit both parties: employees will get satisfaction from their work, and the company will achieve its goals, which are realized through the performance and productivity of its employees.

According to the perspectives of a number of elements that can affect job satisfaction, employee happiness can be raised through leadership attention and excellent relationships with subordinates so that workers feel that they are an important part of the work organization. Then, a positive work atmosphere offers a feeling of security and enables individuals to perform at their best. Employee emotions may be influenced by the work environment, and apart from the supporting aspects of job satisfaction that have already been mentioned, the compensation aspect is the most vital factor because, basically, one's main goal is to work to get rewards or wages. If compensation is given fairly, it will create satisfaction for employees. As made clear by online news site *ini.com*, written by Pratna Agus Setiawan, a critical problem that companies are currently facing is the high rate of employee turnover. The employee turnover rate in 2014 was above 10%, while the highest employee turnover rate in the same industrial sector was around 5% (www.inilah.com). In terms of increased job satisfaction, there are several factors that influence it. Stephen Robbins (2003:108) identified four elements that promote high levels of employee work satisfaction, including: occupations that need mental toughness. Reasonable reward. Working conditions that are favorable. Supportive coworkers.

Meanwhile, according to Hasibuan (2004:203), there are a number of factors that affect employee job satisfaction, including the following: reasonable compensation. The appropriate placement is based on expertise. Lightweight office furnishings and tools that facilitate the execution of tasks; the attitude of the leader is reflected in his leadership. From the two opinions of the experts above, it can be concluded that if employees do not get the satisfaction they expect, the company will experience employee turnover, which is oriented towards fertilizer companies. The phenomenon of employee turnover in the last six years explained that the employee turnover rate was quite high for the last six years, namely from 2009 to 2014 (until April). There is a trend of increasing employee turnover from the data for the last six years, but in 2011 there were no employees leaving the company and there was an addition of 1.12% in the head office, whereas in 2010 there was a turnover rate of 3.29% and there was no hiring new.

Several phenomena emerged from the employees after conducting preliminary research on employee job satisfaction with HRD objects and employees working in the fertilizer industry. According to HRD, it often happens that many employees resign due to a leadership style that has not been effective in carrying out their roles. Leaders only prioritize work without regard to the interests of group members at all, so that employees feel pressured by their work, and all decisions are in the hands of the leadership without any participation. Job discontent results from using employees as a tool to achieve group goals on their own, which produces employee disturbance. As stated by Robbins (2005), "leadership style" is a way that someone uses to influence a group to achieve goals. Meanwhile, according to Robbins (2010: 27), a leader with a transactional leadership style is a leader who integrates or motivates his followers towards upheld goals by clarifying the roles and objectives of the task.

With a leadership style that is not yet effective and unable to provide enthusiasm and support at work, creating a work environment with an office atmosphere that is tense and uncomfortable to work in so that it results in discomfort and does not support employee performance effectively and efficiently will result in decreased employee job satisfaction. As stated by Sedarmayanti (2011: 21), the work environment is the whole of the tools and materials encountered, the surrounding environment in which a person works, and his work arrangements both as an individual and as a group. In addition to leadership style and work environment factors, there are compensation factors; some employees state that they are not satisfied with the compensation received. The basic salary promised at the beginning by the company does not match what is received by the employees, and the work done by the employees is very hard but does not match the salary they get. Compensation, according to Hasibuan (2012: 18), is all money or items that employees receive directly or indirectly in exchange for services they provide for the business. There are two types of compensation: direct compensation, which takes the form of earnings, salaries, and incentives, and indirect compensation, which takes the shape of leave, benefits, insurance, and awards.

Meanwhile, remuneration is something that employees receive in lieu of their service contribution to the organization, according to Rivai (2003:741). Offering pay in exchange for performing organizational responsibilities is one of the implementation goals of HRM functions connected to all kinds of individual rewards. The study's authors want to "observe how the transactional leadership style, working environment, and compensation affects employees happiness in one of the fertilizer industry in Indonesia." This is based on the background of the problem as indicated above.

LITERATURE REVIEW

Organizational behavior, according to Rivai and Mulyadi (2013: 171), is a field of study that incorporates theories, methods, and principles from various disciplines to examine how individuals perceive and act when working in groups and within the organization as a whole, examine how the external environment affects organization and resources, and formulate mission, goals, and strategy. In addition, organizational behavior is a scientific discipline that examines how individuals interact inside organizations. This involves a systematic examination of organizational behavior, structure, and processes.

Management, according to Sutrisno (2014: 7), is the combined planning, organizing, directing, and managing of a company's organizational goals. Sutrisno (2014: 4) claims that human resources are a source of power that derives from people that may be used by companies. Human resources must raise their standards of excellence and competence if they are to become a strength. Sutrisno (2014: 7) defines human resource management as the planning, organizing, directing, and supervision of hiring, training, compensation, integrating, maintaining, and terminating employees with the aim of fulfilling the organizational goals of the company in an integrated manner.

Job Satisfaction

An assessment of a person's sentiments of joy or annoyance, contentment or dissatisfaction at work is called their level of job satisfaction (Rivai, 2013: 856). "Job satisfaction" is the general attitude an individual has toward the work he does, according to Stephen Robbins (2003: 91). An individual with a high level of job satisfaction has a positive attitude toward their work; an individual with a low level of job satisfaction displays a negative attitude

toward their employment. In general, when people discuss employee attitudes, they typically refer to job satisfaction. S.P. Hasibuan (2006:202) claims that an employee who is happy in their work has a positive emotional attitude toward it. Performance, discipline, and work morale all exhibit this approach. You can experience job satisfaction at work, away from work, or a combination of the two. According to the writers, an employee's attitude of contentment or unhappiness with his work in a company is referred to as job satisfaction.

Jobs that are mentally challenging are one of four criteria, per Robbins (2003:108) that contribute to high levels of employee work satisfaction. An appropriate reward. Beneficial conditions for the workplace. Friendly coworkers. Meanwhile, according to Hasibuan (2004:203), there are a number of factors that affect employee job satisfaction, including the following: fair and reasonable wage. The appropriate placement in light of skill Workplace setting and surroundings that are simple. The tools that facilitate the execution of task show the mindset of the leader in his leadership. No matter how dull the labor is.

Several well-known theories about job happiness include: the theory of disparity (Discrepancy Theory), this theory determines a person's level of job satisfaction by calculating the gap between what should be and what is really experienced. If the level of satisfaction is higher than what is wanted, people will be even more satisfied, thus there may be a disparity, but it will be in their favor. The discrepancy between what is believed to be acquired and what is actually achieved determines a person's level of job satisfaction. Theory of Justice (Equity Theory): According to this theory, whether there is justice (equity) in a situation, particularly at work, will determine whether people feel satisfied or unsatisfied. According to this idea, input, outcome, comparison, person, and equality are the five main tenets of the theory of justice. A worker's inputs are any values they receive that can help them carry out their task, such as their education, experience, talents, business, personal property, and the amount of hours they labor. According to this theory, whether employees are satisfied or not is the result of a comparison between their own inputs and outcomes with those of a comparison person. If the input, outcome, and comparison person feel balanced (equity), then the employee is satisfied, but if there is an imbalance, then the employee will feel dissatisfied.

Leadership Style

Leadership, according to Robbins (2006: 6), is the capacity to inspire team members, direct the actions of others, select the best means of communication, or settle disputes among the group's members. Leadership is what leaders do, claim Stephen P. Robbins and Mary Coulter (2012: 488). It involves leading a group and influencing them to accomplish its objectives. According to Ordway Tead in his book *The Art of Leading*, leadership is the action of persuading others to want to cooperate in order to attain the desired goals (Kartini Kartono, 2011: 57). Rivai (2003:2) defines leadership as a process of influencing in order to determine the organization, inspire followers to act in a certain way in order to accomplish goals, and influence in order to better the group and its culture. According to the authors' understanding, effective leadership is crucial for a company to succeed because it enables leaders to inspire people, establish a positive work atmosphere, and foster sensible and effective communication among staff members.

According to Robbins (2005), a "leadership style" is a strategy used to persuade a group of people to work towards a common objective. Nawawi (2003: 115) defines "leadership style" as the conduct or strategy adopted and applied by leaders in order to affect the ideas, sentiments, attitudes, and actions of members of their subordinate organizations. From the foregoing comprehension, the writers draw the conclusion that a person's behavior pattern or manner of managing a firm is to inspire and communicate effectively with subordinates so that workers can collaborate to accomplish company goals.

A leader with a transactional leadership style, according to Robbins (2010: 27), is one that integrates or inspires their followers toward goals that are enforced by outlining the roles and tasks of the work. According to Robbins (2010: 30), a transactional leadership style has the following traits: Conditional rewards: negotiating the exchange of benefits in exchange for work, making positive performance promises, and praising accomplishments Management by exception (active): keep rules and standards up to date and find storage for them; take remedial action. When standards are not reached, management by exception (passive) only intervenes. Laissez-faire: abdicating responsibility and avoiding decision-making.

According to Robbins (2006: 314), there are four categories of leadership theories: Trait theories search for

the personality, social, physical, or intellectual characteristics that set leaders apart from followers. According to this notion, a leader must possess at least six qualities to set him apart from non-leaders: drive and ambition, a desire to lead, honesty and integrity, self-assurance, intelligence, and work-related expertise. Theories about leadership's behavioral components claim that certain actions set leaders apart from followers. A leadership approach known as contingency/situational theory encourages leaders to first understand their own behavior, the conduct of their subordinates, and the settings in which they find themselves before putting a particular leadership style into practice. This strategy necessitates that managers have human relations diagnostic skills (Gibson, Ivancevich, and Donnelly, 1997:280).

Work Environment

One of the most crucial things to consider is the workplace environment in a firm. Even if a company's work environment does not directly carry out the production process, it has a significant impact on the workers who do. Employees will feel comfortable and motivated at work if their workplace is welcoming and fulfilling, which will improve their performance. In contrast, a poor work atmosphere will make employees uneasy and disinterested in their jobs, which will lower their performance. The tools and materials used, the setting in which a person works, and his or her work arrangements, both individually and collectively, all comprise the work environment, according to Sedarmayanti (2011: 21). When people can complete jobs in a safe, comfortable, and optimal manner, those working conditions are considered to be excellent or adequate. Long-term outcomes can be recognized as a result of the workplace's suitability; in addition, unattractive workplaces can necessitate more work and time and prevent the development of an effective work system.

The work environment, according to Alex S. Nitisemito in Hasibuan (2010), is everything that is present around employees that have the ability to affect themselves in carrying out the tasks assigned. Then Nitisemito continued by saying that businesses should be able to depict circumstances that encourage cooperation between supervisors, subordinates, and others in similar position standing within the organization. A sense of family, effective communication, and self-control should be fostered. The work environment can be defined as anything that is present around employees when they are at work, both physically and non-physically, that may have an impact on them and their work, based on a number of definitions given by the experts mentioned above. The corporation must take into account both the physical and non-physical environments because they have an impact on how satisfied its personnel are.

Compensation

Hasibuan (2012:118) defines compensation as all money or goods received by employees directly or indirectly in exchange for services rendered to the company. Direct compensation, which takes the form of salary, wages, and incentives, and indirect compensation, which takes the form of insurance, benefits, leave, and awards, are the two forms of compensation. Compensation is something that employees receive in place of their service contribution to the organization, according to Rivai (2003:741). Providing compensation is one of the objectives of HRM responsibilities connected to all forms of individual awards as payment for completing organizational tasks. From the above understanding, the authors conclude that compensation is a reward for the services that have been performed by employees, and the rewards given must be in accordance with their performance so that they feel valued and feel satisfied or balanced for what they have given to the company.

According to Hasibuan (2012: 121), a cooperation association is included in the objective of providing compensation (remuneration). A formal cooperative relationship is created between the employer and the employee through payment. Employers are expected to provide wages in line with the agreed-upon arrangement, and employees are required to perform their jobs appropriately. Work Contentment Employees will be able to satisfy their egoistic, social status, and bodily requirements with compensation, resulting in job happiness. Effective Purchasing. It will be simpler to find qualified personnel for the organization if the compensation package is designed to be sufficiently generous. Motivation The manager would be able to easily motivate his subordinates if the compensation offered is sufficient. Employee Consistency. Employee stability is ensured with a remuneration plan built on ethical standards, external consistency, and competitiveness because turnover is minimal. Discipline. The employee's discipline will be improved by providing a substantial enough compensation. They will be familiar with and abide by

any applicable laws. The influence of unions. A strong compensation plan will help employees focus on their work and reduce the influence of labor unions. The compensation program complies with applicable labor rules, such as the minimum pay limit, minimizing the impact of the government and enabling avoidance of government interference.

METHODOLOGY

This research was conducted at the fertilizer industry, Jl. Raya Serpong, Km. 8, No. 48, Tangerang, Indonesia. The object of this research is employees. The purpose of this study is to examine how employee job satisfaction in one of Indonesia's fertilizer sectors is affected by transactional leadership style, work environment, and salary. The fertilizer industry is the subject and location of this study. Employees make up the research population, which totals 104 people. In this case, the questionnaire was distributed to employees. With the Convenience Sampling Method, which is a sampling method based on the ease or feasibility of accessing it, the collection is non-probability sampled (Sudarmanto, 2013: 52). By comparing item scores with total scores, the Product Moment Correlation Method from Pearson was used in this study to assess the validity of the questionnaire. The Pearson Correlation value on the total score of each item in the variable shows the results of the computation of the correlation coefficient between items with a total score, which was performed using the SPSS Version 22 program. Also, a comparison between the r -count coefficient and the r -table coefficient for degree of freedom (df) = $n - 2$, where n is the number of samples, is done to determine whether an item is valid or invalid. Data analysis is the processing of data obtained by using formulas or existing rules in accordance with the research approach. Data obtained through questionnaires that will be filled out by respondents is then processed and analyzed using data processing techniques or SPSS version 22 to produce a conclusion on the problem under study. The data analysis in this study utilized descriptive statistical tests, blood quality tests, validity tests, reliability tests, and traditional assumption tests, specifically data normality tests, heteroscedasticity tests, and multicollinearity tests. Multiple linear regression should be tested.

CASE STUDIES

We derived scores for the variables of leadership style, work environment, salary, and job satisfaction based on the processing of the questionnaire and the respondents' responses to the indicators that served as the questionnaire's question items. Distribution of respondents' answers regarding transactional leadership style (X1) shows that the majority of respondents answered doubtfully (RR) or disagreed with a percentage value of 45% of 100% and the remaining 55% of other answers, namely strongly disagree (STS), disagree (TS), strongly agree (SS), and agree (S). Then from the questions on the leadership style variable, the one with the highest percentage is question number 1, which shows a percentage of 52%. Which of the following questions is included in the conditional reward indicator, in which a leader must promise rewards for good performance and recognize employee performance because if employee satisfaction in terms of rewards is met, it will increase employee performance to the maximum in achieving company goals and providing satisfaction to all parties.

According to the distribution of respondents' responses to the work environment (X2), the majority of respondents indicated they were unsure (RR) or disagreed with an average percentage value of 40% of 100%, while the remaining 64% of respondents selected one of the other four options: strongly disagree (STS), disagree (TS), strongly agree (SS), and agree (S). The question with the greatest percentage, question number 6, which is denoted by a percentage of 49%, is the one regarding the work environment variable. The non-physical work environment cannot be ignored because it also influences employee job satisfaction if question number 6 is included in the indicator of the relationship between subordinates and leaders where the company requires a cordial relationship between superiors and relationships with other coworkers.

Distribution of respondents' answers regarding compensation (X3) shows that the majority of respondents answered disagree (TS) with an average percentage of 44% of 100%, and the remaining 56% chose another answer, namely strongly disagree (STS), average (RR), strongly agree (SS), and agree (S). Then, from the questions on the compensation variable, there is the one with the highest percentage, namely, question number 5, which is indicated by a percentage of 58%. Which question number 5 is included in the leave indicator this needs

attention. Leave is an example of indirect compensation and a form of compensation other than a physical salary. Salary is a form of direct compensation. Compensation is more than just wages and salaries. Incentives and employee benefit plans are included in compensation as well (employee benefits and services). In order to ensure that workers are happy with their jobs, compensation management is a crucial task. With compensation, the organization can obtain, create, maintain, and sustain productivity.

Distribution of respondents' answers regarding job satisfaction (Y) shows that the majority of respondents answered in doubt (RR) or disagreed with an average percentage value of 45% of 100%, and the remaining 55% chose another answer, namely strongly disagree (STS), disagree (TS), strongly agree (SS), and agree (S). Then, from the statement on the job satisfaction variable, there is the highest percentage, namely, in question number 3, which is indicated by a percentage of 48%. The respondents' comments about job satisfaction (Y) are that employees are not satisfied at work either because of the work, the rewards, or the working environment circumstances, whereby question number 3 is included in the indicators of a supportive working environment.

Based on gender, men make up the majority of the replies, numbering up to 64 persons, or 77.1%, while the remaining 19 people, or 22.9%, are female. Male respondents outnumber female respondents because fertilizer manufacturing requires a large number of male employees. According to age, there are 25 respondents, or 30.1%, aged 20 to 29 years, 33 respondents, or 39.8%, aged 30-39 years, 17 respondents, or 20 years old, aged 40 to 49 years, and 8 respondents, or 9.7%, aged > 50 years. With as many as 33 respondents, or 39.8%, the majority of respondents are between the ages of 30 and 39. This demonstrates that employees in their prime represent the majority of respondents. Based on recent education, it can be seen that 41 respondents, or 49.4% of the respondents, have a bachelor's degree. The rest of the respondents who had a high school education were 19 respondents, or 22.9%; those who had a diploma education were 21 respondents, or 25.3%; and those who had a master's degree were 2 respondents, or 2.4%. This shows that almost the majority of respondents have an undergraduate or senior high school education, which means that all respondents are educated workers. Based on years of service, it can be seen that respondents who worked for less than five years, or 23, have a susceptible period of five to ten years, or as many as 56 respondents, or 67.5%, and respondents who worked for more than ten years, or 4, have a vulnerable time of four or five years. This indicates that the majority of respondents have worked for a considerable amount of time because the length of the work period affects job satisfaction; the longer the work period, the greater the job satisfaction, and the longer an individual has worked, the more skilled he will be in performing the work. Based on the work section, it was shown that the respondents were office employees, namely 41 respondents, or 49.4%, and factory employees, namely 42 respondents, or 50.6%, of the total respondents. Based on salary vulnerability, it can be seen that 53.0% of respondents, or 44 respondents, received a salary of less than IDR 3,000,000.00. As many as 33.7% or 28 respondents received a salary of between IDR 3,000,000.00 and IDR 5,000,000.00, and as many as 13.3% or 11 respondents received a salary of more than IDR 5,000,000.00. This demonstrates that the majority of respondents earn less than IDR 3,000,000.00 year and takes into account all employee benefits. Employees will be more content with their jobs if they get a higher income, and vice versa.

According to descriptive statistics, the minimum respondent answer on the leadership style variable is 6 and the maximum is 18, with an average total answer of 12.12 and a standard deviation of 2.441. In a variable work environment, the minimum answer for respondents is 14 and the maximum is 32, with an average total answer of 22.60 and a standard deviation of 4.620. Variable relating to compensation: the range of responses is 8 to 19, with an average total response of 13.53 and a standard deviation of 2.441. The minimum and highest responses for the job satisfaction variable are 8 and 19, respectively, with an average overall response of 13.53 and a standard deviation of 2.441.

We can infer that the transactional leadership style significantly affects employee job satisfaction based on the results of the t statistical test for the transactional leadership style variable (X1): $t\text{-count} = 3.231 > t\text{-table} = 1.989$ and a significant value of t (0.002) error rate ($\alpha = 0.05$). As a result, H_0 is rejected and H_a is accepted. The impact of leadership on job satisfaction, as stated by Hasibuan (2010: 203), who claims that leadership attitude has a significant impact on job satisfaction, is another factor that supports the findings of this study. Employees who actively participate in expressing their thoughts to decide corporate policies are more likely to be satisfied in their jobs. Because of autocratic leadership, there was little job satisfaction among the workforce. Employee job satisfaction will result from effective leadership since good leaders can guide the business and assist employees in finishing their

tasks. This leads to the conclusion that the transactional leadership style has a favorable and considerable impact on employees' job satisfaction.

The work environment has a significant impact on employee job satisfaction, as shown by the results of the t statistical test for work environment variables (X2): $t\text{-count} = 6.104 > t\text{-table} = 1.989$ and a significant value of t (0.000) error rate ($\alpha = 0.05$). As a result, H_0 is rejected and H_a is accepted. According to Stephen P. Robbins, the findings of this study are also confirmed by the link between the workplace and job satisfaction (2006: 122). Employees are concerned about the workplace setting, says Robbins, both for their own comfort and to make doing outstanding work simpler. Employees prefer working in environments that are safe and comfortable, according to studies. Extreme (too much or too little) environmental elements, such as excessive heat or darkness, should be avoided. In addition, the majority of workers like to operate in settings that are tidy, somewhat modern, and equipped with adequate tools. Consequently, it can be said that the working environment has a positive and considerable impact on how satisfied employees are with their jobs

When the statistical test t for the compensation variable (X3) results in $t\text{-count} = 2.089$, $t\text{-table} = 1.989$, a significant value t (0.040), and an error rate ($\alpha = 0.05$), H_0 is rejected and H_a is accepted, suggesting that remuneration significantly affects employee job satisfaction. The findings of this study are consistent with those of specialists like Rivai and Sagala (2010: 741) who assert that remuneration is what workers receive in place of their service contributions to the organization. One way that HRM functions are implemented in relation to all different kinds of individual awards given in return for completing organizational tasks is through compensation. Employees can satisfy their physical, social status, and egoistic requirements through pay (particularly money or earnings), resulting in job satisfaction. So, it can be said that employees' job happiness is positively and significantly impacted by salary.

According to the results of the determination coefficient test (R^2), the job satisfaction variable can be explained by leadership style, work environment, and pay in 50.8% of the cases. The remaining 49.2% of the cases, or 0.492, can be explained by additional factors not examined in this study. According to Darsono (2011: 217), among these include the personality, status, seniority, compatibility with interests, and life satisfaction, which all have an impact on job satisfaction.

CONCLUSION

The following conclusions can be derived from the research that has been done regarding the impact of transactional leadership style, work environment, and salary on employee job satisfaction: Transactional leadership style has a positive and substantial effect on job satisfaction of employees, where $t\text{-count} = 3.231 > t\text{-table} = 1.989$ and significant value t (0.002) < error rate ($\alpha = 0.05$), then H_0 is rejected and H_a is accepted. When the work environment has a positive and substantial impact on employees' job satisfaction, H_0 is rejected and H_a is approved ($t\text{-count} = 6.104 > t\text{-table} = 1.989$ and significant value t (0.000) error rate ($\alpha = 0.05$). Employees' job satisfaction is positively and significantly influenced by compensation when t-count and t-table values are 2.089 and 1.989, respectively. When these values are met, H_0 is rejected and H_a is accepted. When the value of f-count = 29.272 > f-table value = 2.720 and significant value t (0.000) error rate ($\alpha = 0.05$, then H_0 is rejected and H_a is accepted. Transactional leadership style, work environment, and compensation collectively have a considerable effect on employee job satisfaction. The work environment variable (X2), with a work environment beta coefficient (X2) of 0.276, is the independent variable that most strongly influences job satisfaction.

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