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Optimizing Employee Job Satisfaction Through HR Intervention: A Study on Work Attachment, Compensation, and Work Environment at PT Trimitra Sinergi Sakti

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ABSTRACT

This study aims to explore and analyze the influence of work engagement, compensation, and work environment on employee job satisfaction. The population in this study consists of 156 employees working at PT. Trimitra Synergy Sakti. The sampling technique applied in this study is the random sampling method, which allows each member of the population an equal chance of being selected as a respondent. This research falls into the category of causal associative research, which aims to identify cause-and-effect relationships between the examined variables. The primary instrument used for data collection is a questionnaire designed to obtain information related to the research variables. For data analysis, this study utilizes the SmartPLS application, a statistical method based on Partial Least Squares (PLS) to test the relationships between variables. The analysis results indicate that work engagement has a positive and significant effect on employee job satisfaction. However, compensation does not have a significant impact on job satisfaction. Meanwhile, the work environment has a significant but negative effect on job satisfaction. These findings provide valuable insights for companies in designing strategies to enhance employee job satisfaction by optimizing factors that contribute to workplace well-being and comfort.

Keywords: Work Engagement; Work Environment; Job Satisfaction.

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INTRODUCTION

In an era of globalization full of dynamics and uncertainty, companies are faced with great challenges in managing human resources (HR) as strategic assets. Human resources are not just a workforce that performs operational functions, but a vital element that determines the success of an organization in achieving its vision, mission, and long-term goals. According to Marlapa and Mulyana (2020), the role of human resources does not only lie in the technical contribution to productivity, but also as the main driver of organizational culture, innovation, and competitive advantage. This is in line with the views of Eleni and Pramudena (2023) who emphasized that the quality of human resource management will affect the company's efficiency, effectiveness, and flexibility in facing market competition. The rapid technological transformation adds to the complexity of human resource management. Digitalization brings great opportunities to increase productivity, but it also poses new challenges such as the need for digital skills, managing the diversity of the workforce across generations, and the emergence of flexible forms of work. Lestari (2023) said that the implementation of technology-based systems has been proven to be able to improve work efficiency while supporting employee welfare. Furthermore, the Sustainable Human Resource Development Book (2024) emphasizes that sustainable skill development is a key prerequisite for creating a workforce that is relevant to future needs.

In the midst of an era of digital disruption, HR management is required to be more adaptive, inclusive, and employee engagement-oriented. This is in line with the view of Rubel et al. (2018) that the practice of High Commitment Human Resource Management (HRM) contributes greatly to increasing job satisfaction, loyalty, and positive behavior of employees. Other research confirms that factors such as job attachment, fair compensation, and a supportive work environment have a direct influence on employee satisfaction levels (Chang et al., 2014). Thus, these three aspects are crucial points that determine the success of human resource management in modern organizations.

In the Indonesian context, especially in the manufacturing and service sectors, sustainable HR practices are starting to show positive developments. A study by Faeni et al. (2025) in the food and beverage sector confirms that green HRM practices—such as green training, green recruitment, and compensation that encourage pro-environmental behavior—contribute not only to the company's reputation, but also to employee job satisfaction. These findings confirm that the environmental sustainability dimension is increasingly closely related to the psychological aspects of employees in creating job satisfaction. The Strategic Human Resource Management (SHRM) theory also emphasizes the importance of aligning HR policies with business strategies. Kehoe and Wright (2013) and Whitener (2001) argue that when HR policies are integrated with the company's strategic goals, the impact not only increases job satisfaction, but also reduces turnover, strengthens engagement, and encourages organizational performance. Thus, work attachment, compensation, and work environment are the main variables that must be considered in the framework of strategic HR management.

This phenomenon is also reflected in the data from the PwC Asia Pacific Workforce Hopes and Fears Survey 2023, which shows that Indonesia ranks second highest in terms of employee job satisfaction, with a figure of 75%—above the regional average of 57%. This figure shows great potential for companies in Indonesia to maintain and optimize job satisfaction as a competitive

advantage. Nevertheless, the same survey also confirms the skepticism of employees about the long-term sustainability of the organization, with only 51% believing that their company will last more than 10 years. This indicates an urgent need to strengthen HR strategies comprehensively. The case of PT. Trimitra Sinergi Sakti, a sheet metal manufacturing company established in 1997 in Jakarta, provides a real picture of the problem of job satisfaction. Despite having a vision to become a leading company in Indonesia, employee attendance data in 2024 shows a fluctuation in the absenteeism rate between 11% and 18%, with a peak in July of 18%. This high absenteeism rate is not only caused by external factors, but also influenced by low motivation, dissatisfaction with compensation, and a less supportive work environment.

The results of a pre-survey conducted on 20 employees reinforced these findings. Work environment, motivation, compensation, attachment, and job satisfaction show low approval rates, below 25%. On the other hand, work discipline has the highest approval rate (90%), indicating the existence of formal compliance of employees even though it is accompanied by a sense of dissatisfaction in other aspects. These results show that there is a significant gap between employee expectations and the company's actual policies and conditions. Furthermore, previous research showed that there was a difference in results (research gap) related to the influence of job attachment, compensation, and work environment on job satisfaction. Several studies have found a significant influence (Smith et al., 2024; Wang et al., 2024), while others did not find a strong association (Thomas & Lee, 2024; Patel & Zhang, 2025). This difference in results opens up further research space to examine the relationship between these variables in the context of manufacturing organizations in Indonesia, especially PT. Trimitra Synergy Sakti.

Based on these conditions, this study focuses on efforts to optimize job satisfaction through human resource interventions that include work attachment, compensation, and work environment. The main purpose of this study is to analyze the extent to which these three factors affect the job satisfaction of employees of PT. Trimitra Synergy Sakti. Thus, this research is expected to make a theoretical contribution through the development of literature on job satisfaction, as well as practical contributions in the form of policy recommendations that can be implemented by companies to improve employee welfare and organizational competitiveness. Overall, this Introduction emphasizes that employee job satisfaction is not just an individual issue, but a strategic factor that affects the performance of the organization as a whole. Strong work attachments, fair compensation, and a supportive work environment are key foundations in creating a motivated, loyal, and productive workforce. PT. Trimitra Sinergi Sakti as a case study of this research represents the urgency of the importance of adaptive and sustainable HR strategies in the midst of global competition and digital disruption.

LITERATURE REVIEW

Literature review is an important part of a research because it presents a review of relevant scientific sources, analyzes, synthesizes, and critically evaluates existing knowledge on a particular topic. In the context of this study, the literature review focuses on employee attachment, compensation, work environment, and job satisfaction, with the aim of providing a clear picture of the current state of knowledge, while affirming the position of the research conducted.

Concept of Job Satisfaction

Job satisfaction is one of the main concepts in human resource management. Locke defined job satisfaction as a pleasurable emotional state that arises from an individual's evaluation of his or her work. Herzberg in Busro (2018) emphasizes that job satisfaction is closely related to motivating factors such as achievement, recognition, and responsibility. Robbins and Judge (2017) added that job satisfaction reflects a person's positive feelings towards their work which can affect the overall behavior of the organization. Factors that affect job satisfaction include psychological aspects (interests, attitudes, skills), social (interaction with colleagues and superiors), physical (work environment), and financial (salary and benefits system). Research shows that job satisfaction is closely related to employee productivity, loyalty, and absenteeism rates.

Work Engagement

Work attachment is a positive psychological condition that reflects an employee's level of enthusiasm, dedication, and focus on their work. According to Gibbons (2006), work attachment includes emotional and intellectual relationships that encourage employees to put in extra effort. Schaufeli et al. (2002) describe work attachment in three main dimensions: vigor (energy and resilience), dedication (enthusiasm and inspiration), and absorption (full involvement). Research by Citrayani et al. (2022) found that high job attachment is positively associated with increased job satisfaction. In line with that, Smith et al. (2024) and Brown et al. (2025) prove that work engagement has a significant influence on job satisfaction, both directly and through motivation as an intervening variable.

Compensation

Compensation is understood as any form of reward that an employee, both financial and non-financial, receives in return for his or her contribution to the organization. Rivai (2015) defines compensation as compensation in the form of salaries, wages, incentives, benefits, and welfare facilities. Milkovich, Newman, and Gerhart (2014) divide compensation into basic salary, merit pay, incentives, and income protection (retirement, insurance, savings). Robbins (2015) asserts that compensation that is fair and in accordance with community standards will increase job satisfaction. However, recent research has shown mixed results: Lee et al. (2024) found that compensation had a significant effect on job satisfaction, while Thomas & Lee (2024) stated that the effect was not significant. This inconsistency indicates that there is a research gap that needs to be investigated further.

Work Environment

The work environment is defined as the overall physical, psychological, and social conditions in the workplace that can affect employees. Afandi (2016) refers to the work environment as a factor that determines employee comfort and performance, both from physical aspects (lighting, ventilation, noise, facilities) and non-physical aspects (social relations, supervisor support, teamwork). Sihaloho & Siregar (2019) added that a good work environment will create a harmonious atmosphere and increase productivity. The findings of Rasool et al. (2025) emphasize that a supportive work environment has a positive effect on employee performance with employee engagement as a mediator. However, research by Patel & Zhang (2025) shows that the work environment in public sector organizations does not have a significant effect on job satisfaction, in contrast to the findings of Wang et al. (2024) who stated otherwise. This

difference shows that the organizational context greatly influences the role of the work environment on employee satisfaction.

Previous Research and Research Gap

Based on previous research studies, there is a consistency of findings that work attachment has a positive effect on job satisfaction. However, outcomes related to compensation and the work environment tend to vary. Some studies suggest that compensation and work environment significantly affect job satisfaction, while other studies find weak or insignificant associations. For example, Garcia et al. (2025) through meta-analysis concluded that a conducive work environment increases engagement, while Patel & Zhang (2025) stated that the work environment has no effect in the context of the public sector. Likewise, research on compensation shows inconsistent results. This condition opens up space for further research to test more specifically the relationship between these variables in the context of manufacturing in Indonesia, especially PT. Trimitra Sinergi Sakti.

Synthesis and Research Position

From various literatures, it can be concluded that job attachment, compensation, and work environment are important determinants of job satisfaction, but their effects vary depending on the organizational context and work culture. Work attachment tends to consistently have a positive effect, while compensation and work environment show non-uniform results. This study seeks to bridge the gap by re-examining the influence of the three variables on job satisfaction at PT. Trimitra Sinergi Sakti, a manufacturing company that faces the challenges of low satisfaction and high employee absenteeism rates. Thus, this study is expected to make a theoretical contribution to the HRM literature as well as practical implications in human resource management in the Indonesian manufacturing sector.

METHOD

This study uses a quantitative design with a causal-associative approach to analyze the influence of work attachment, compensation, and work environment on employee job satisfaction. The object of the research is PT. Trimitra Sinergi Sakti with an implementation period from June to November 2024. The research population amounted to 156 employees and all of them were made respondents through saturated sampling (census) techniques. Data collection was carried out through two methods, namely: (1) observation, to see firsthand the conditions of the work environment and employee activities, and (2) questionnaire with the Likert scale, which was designed to measure the variables of work attachment, compensation, work environment, and job satisfaction. The research instruments were tested through validity and reliability tests, with indicators referring to the theory of Gibbons (2006) for work attachment, Rivai (2015) for compensation, Sihalohe & Siregar (2019) for the work environment, and Busro (2018) for job satisfaction.

The data was analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 3.0 software. The analysis was carried out in two stages: (1) Outer Model to test the validity and reliability of constructs through convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha, and (2) Inner Model to test the causal relationship between variables through R-Square, path coefficient, and bootstrapping

test for hypothesis testing. The selection of the SEM-PLS method is based on its ability to analyze complex relationships between variables with a relatively small sample and does not require normal data distribution. Thus, this method is considered the most appropriate to provide comprehensive research results, both theoretically and practically, especially in human resource management in manufacturing companies.

RESULTS AND DISCUSSION

1. Respondent Description

After conducting research in the field, the researcher obtained data on the influence of work discipline, motivation and reward system on employee performance carried out at PT. Trimitra Synergy Sakti. This data was obtained through the distribution of questionnaires to respondents who are marketing at PT. Trimitra Synergy Sakti. This research was conducted on all marketing at PT. Trimitra Sinergi Sakti which totals 156 employees in all fields, using various questionnaires depending on the indicators on the variable. With saturated sampling techniques, which is a sample determination technique when all members of the population are used as samples. To make it easier to identify respondents in this study, an overview of the characteristics of respondents is needed.

a. Characteristics of respondents by gender

The characteristics of respondents by gender can be seen in the following table 1:

Table 1. Description of Respondents by Gender					
		Frequency	Stuttgart	Valid Precent	Camulative precent
Valid	Man	141	90,4	90,4	90,4
	Woman	15	9,6	9,6	100
	Total	156	100	100	

Source: 2025 questionnaire data processing

Based on table 1, it shows that out of 156 respondents, there were 141 respondents or 90.4% male and 15 respondents or 9.6% female. Based on the table above, it can be seen that most of the employees are male.

b. Description of respondents by age

Descriptions of respondents by age can be seen in the following table 2:

Table 2. Description of Respondents by Age					
		Frequency	Stuttgart	Valid Precent	Camulative Precent
Valid	18 – 25 year	2	1,3	1,3	1,3
	26 – 35 year	40	25,6	25,6	26,9
	36 – 58 year	114	73,1	73,1	100
	Total	156	100	100	

Source: 2025 questionnaire data processing

Based on table 2, it shows that out of 156 respondents, there were 2 respondents or 1.3% aged 18-25 years, 40 respondents or 25.6% aged 26-35 years, 114 respondents or as many

as 73.1% were aged 36-58 years. It can be concluded that most of the employees of PT. Trimitra Sinergi Sakti is 36-58 years old.

c. Description of respondents by last education

The description of respondents based on their last education can be seen in table 3 below:

Table 3. Describe Respondents Based on Recent Education

		Frequency	Stuttgart	Valid Precent	Camulative Precent
Valid	High School/Equivalent	127	81,4	81,4	81,4
	Diploma	8	5,1	5,1	86,5
	Bachelor	21	13,5	13,5	100
	Total	156	100	100	

Source: 2025 questionnaire data processing

Based on table 3, it shows that 156 respondents have 127 respondents or 81.4% have the last education of high school/equivalent, 8 respondents or as many as 5.1% have the last education of Diploma, 21 respondents or 13.5% have the last education of Bachelor, Thus the employees of PT. Trimitra Sinergi Sakti mostly have a high school education/equivalent.

d. Description of respondents based on the period of service

The description of respondents based on the length of service can be seen in the following table 4:

Table 4. Description of Respondents by Tenure

		Frequency	Stuttgart	Valid Precent	Camulative Precent
Valid	0-5 years	7	4,5	4,5	4.5
	6-10 years	75	48,1	48,1	52,6
	11-15 years	74	47,4	47,4	100
	Total	156	100	100	

Source: 2025 questionnaire data processing

Based on table 4, it shows that 156 respondents have 7 respondents or 4.5% have a working period of 0-5 years, 75 respondents or 48.1% have a working period of 5-10 years, 74 respondents or 47.4% have a working period of 10-15 years. Thus, it can be concluded that the employees of PT. Trimitra Sinergi Sakti mostly has a working period of 5-10 years.

2. Variable Description

To find out the tendency of the respondents in answering the questionnaire question in the form of values (mean), a description of the variables was carried out. Variable description is used to interpret the average magnitude, highest value, lowest value, and standard deviation of job attachment, compensation, work environment, and job satisfaction. From the statistics obtained in this study, it can be explained that the 32 instruments submitted to 156 respondents were obtained as follows:

a. Descriptive Results of Job Attachment Variable Questionnaire Answers

The descriptive results of the questionnaire answers based on the work attachment variable can be seen in table 5 below:

Table 5. Descriptive Answers to Work Attachment Variables Questionnaire

Yes	Statement	N	Mean	Std Deviation
1	I'm ready to dedicate myself to work	156	4,013	0,877
2	I'm always thinking of new ways to work more effectively	156	3,590	1,154
3	I have always been passionate about carrying out my work	156	3,878	0,901
4	I am willing to motivate myself to achieve success	156	3,756	0,915
5	My work as a source of self-pride	156	4,000	0,832
6	I did the job completely and thoroughly	156	4,244	0,754
7	I'm ready to devote my soul to the work	156	3,840	0,101
8	I'm willing to work hard or work extra hard	156	3,641	1,250

Source: 2025 questionnaire data processing

Based on table 5, it can be seen that the instrument for the work attachment variable that has the highest mean value is found in the statement "I did the work completely" which is 4.244 with a standard deviation value of 0.754. As for the lowest mean value, there is the statement "I am always thinking of new ways to work more effectively" which is 3.590 with a standard deviation value of 1.154

b. Descriptive Answers to Compensation Variables Questionnaire

The descriptive results of the questionnaire answers based on compensation variables can be seen in table 6 below:

Table 6. Descriptive Results of Compensation Variable Questionnaire Answers

Yes	Statement	N	Mean	Std Deviation
1	The company provides work rewards in the form of salaries to me	156	4,410	0,517
2	The company gave me a job reward in the form of wages	156	4,359	0,588
3	The company incentivized me	156	3,577	1,373
4	Compensation given to me based on company policy	156	4,083	0,751
5	I get health insurance from the company I work for	156	4,327	0,590
6	I get life insurance from the company I work for	156	4,135	0,833
7	I get housing assistance from the company I work for	156	1,538	1,046

Source: 2025 questionnaire data processing

Based on table 6, it can be seen that the instrument for the compensation variable that has the highest mean value is found in the statement "The company provides work compensation in the form of salary to me" which is 4.410 with a standard deviation value of 0.517. As for the lowest mean value, it is in the statement "I get housing assistance from the company where I work" which is 1.538 with a standard deviation value of 1.046.

c. Descriptive Questionnaire Answers for Work Environment Variables

The descriptive results of the questionnaire answers based on the Work Environment variable can be seen in table 7 below:

Table 7. Descriptive Answers to Work Environment Variables Questionnaire

Yes	Statement	N	Mean	Sdt Deviation
1	I work in a decent building	156	4,179	0,702
2	My work equipment is very adequate for work	156	4,077	0,730

3	I get facilities in my work	156	3,718	1,176
4	There is a transportation system available in my work environment	156	1,814	1,295
5	Good co-worker relationships	156	4,032	0,796
6	The relationship between the boss and me is good	156	3,962	0,919
7	The cooperation between me and other employees is good	156	4,038	0,767

Source: 2025 questionnaire data processing

Based on table 7, it can be seen that the instrument for the work environment variable that has the highest mean value is found in the statement "I work in a decent building" which is 4.179 with a standard deviation value of 0.702. Meanwhile, the low value is contained in the statement "There are transportation facilities available in my work environment" which is 1.814 with a standard deviation value of 1.295.

d. Descriptive Answers to Job Satisfaction Variables Questionnaire

The descriptive results of the questionnaire answers based on the Job Satisfaction variable can be seen in table 8 below.

Table 8. Descriptive Job Satisfaction Variable Questionnaire Answers

Yes	Introduction	N	Mean	St. Deviation
1	My interaction with the boss was very harmonious	156	3,654	0,978
2	My interactions with colleagues are very harmonious	156	3,891	0,781
3	My working relationship with my boss and co-workers is very transparent	156	3,641	0,960
4.	I am satisfied if I can complete the task	156	4,301	0,796
5.	I am responsible for the work assigned to me	156	4,224	0,805
6.	I am disciplined in my work	156	4,032	0,788
7.	I am skilled in decision-making	156	3,321	1,777
8.	In my work, I get protection from the government	156	4,288	0,743
9.	In my work I have a work agreement	156	4,378	0,701
10.	At work I received insurance	156	4,321	0,725

Source: 2025 questionnaire data processing

Based on table 8, it can be seen that the instrument for the variable of job satisfaction that has the highest mean value is found in the statement "In work I have a work agreement" which is 4.378 with a standard deviation value of 0.701. As for the lowest mean value, it is in the statement "I receive insurance" which is 4.321 with a standard deviation value of 0.725.

Test of Assumptions and Quality of Research Instruments

1. Evaluation Measurement Model (Outer Model)

a. Convergent Validity

Convergent Validity Testing of each construct indicator. According to Chin in Ghazali (2017), an indicator is said to have a good validity if the value is greater than 0.70, while a loading factor of up to 0.60 can be considered sufficient. Based on this criterion, the loading factor below 0.60 will be eliminated from the model.

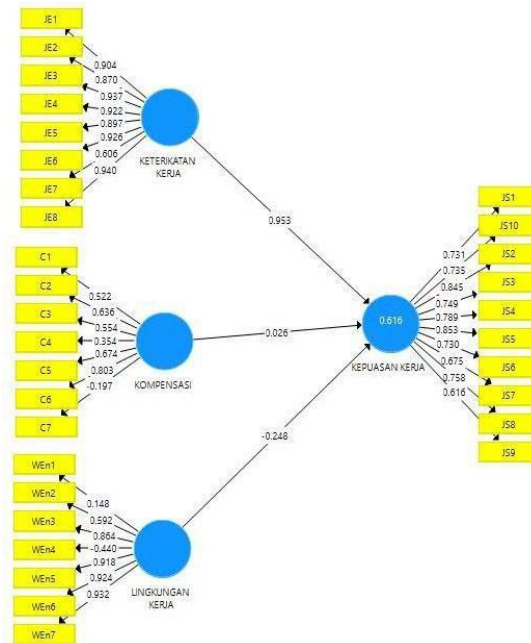
Table 9. Convergent Validity Test Results

Variable	Indicators	Outer loading	Information
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Work Attachment	KTk1	0,904	Valid
	KTk2	0,870	Valid
	KTk3	0,937	Valid
	KTk4	0,922	Valid
	KTk5	0,897	Valid
	KTk6	0,926	Valid
	KTk7	0,606	Valid
	KTk8	0,940	Valid
Compensation	KP1	0,522	Invalid
	KP2	0,636	Valid
	KP3	0,554	Invalid
	KP4	0,354	Invalid
	FP5	0,674	Valid
	KP6	0,803	Valid
	KP7	-0,197	Invalid
Work environment	LK1	0,148	Invalid
	LK2	0,592	Invalid
	LK3	0,864	Valid
	LK4	-0,440	Invalid
	LK5	0,918	Valid
	LK6	0,924	Valid
	LK7	0,932	Valid
Job Satisfaction	KPK1	0,731	Valid
	KPK2	0,845	Valid
	KPK3	0,749	Valid
	KPK4	0,789	Valid
	KPK5	0,853	Valid
	KPK6	0,730	Valid
	KPK7	0,675	Valid
	KPK8	0,758	Valid
	KPK9	0,616	Valid
	KPK10	0,735	Valid

Source: PLS Output (2025)

Figure 1. PLS Algorithm Results



Source: PLS Outler (2025)

Based on table 9 and figure 1 above, it can be seen that indicators KP1, KP3, KP4, KP7, LK1, LK2, LK4 have a loading factor value of less than 0.60 which is declared invalid. Therefore, the indicator will be removed from the model. The following are the results of the removal of the indicator and the recalculation:

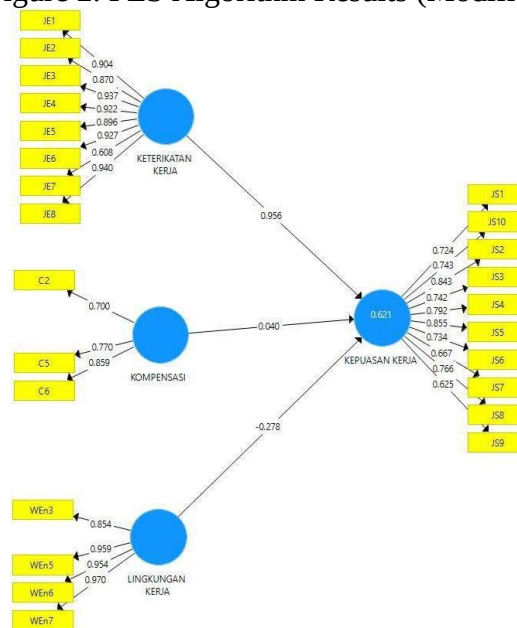
Table 10. Convergent Validity Test Results (Modified)

Variable	Indicators	Outer Loading	Information
Work Attachment	KTk1	0,904	Valid
	KTk2	0,870	Valid
	KTk3	0,937	Valid
	KTk4	0,922	Valid
	KTk5	0,896	Valid
	KTk6	0,927	Valid
	KTk7	0,608	Valid
	KTk8	0,940	Valid
Compensation	KP2	0,700	Valid
	FP5	0,770	Valid
	KP6	0,859	Valid
Work Environment	LK3	0,854	Valid
	LK5	0,959	Valid
	LK6	0,954	Valid
	LK7	0,970	Valid
	KPK1	0,724	Valid
	KPK2	0,843	Valid
	KPK3	0,724	Valid

Variable	Indicators	Outer Loading	Information
Job Satisfaction	KPK4	0,792	Valid
	KPK5	0,855	Valid
	KPK6	0,734	Valid
	KPK7	0,667	Valid
	KPK8	0,766	Valid
	KPK9	0,625	Valid
	KPK10	0,743	Valid

Source: PLS output (2025)

Figure 2. PLS Algorithm Results (Modified)



Source: PLS Output (2025)

The results of the modification of the convergent validity test in table 11 and figure 2 above, it can be seen that all indicators have met the convergent validity because they have a loading factor value of more than 0.60.

b. Discriminant Validity

Discriminant validity testing, reflective indicators can be seen on the cross loading between the indicator and its structure. An indicator can be declared valid if it has the highest loading factor in the intended construct compared to the loading factor in other constructs. Thus, latent constructs predict indicators in their blocks better than indicators in other blocks.

Table 11. Discriminant Validity (Cross-Loading) Test Results

	Work Attachment	Compensation	Work Environment	Job Satisfaction
KTk1	0.904	0.403	0.603	0.747
KTk2	0.870	0.323	0.713	0.622
KTk3	0.937	0.336	0.668	0.719
KTk4	0.922	0.309	0.671	0.705
KTk5	0.896	0.316	0.770	0.623

	Work Attachment	Compensation	Work Environment	Job Satisfaction
KTk6	0.927	0.378	0.711	0.698
KTk7	0.608	0.320	0.293	0.568
KTk8	0.940	0.387	0.717	0.699
KP2	0.136	0.700	0.194	0.101
FP5	0.169	0.770	0.267	0.174
KP6	0.476	0.859	0.652	0.275
LK3	0.691	0.468	0.854	0.352
LK5	0.661	0.559	0.959	0.427
LK6	0.713	0.456	0.954	0.437
LK7	0.695	0.594	0.970	0.453
KPK1	0.661	0.167	0.525	0.724
KPK2	0.634	0.216	0.393	0.843
KPK3	0.759	0.173	0.647	0.742
KPK4	0.519	0.161	0.223	0.792
KPK5	0.601	0.179	0.325	0.855
KPK6	0.442	0.157	0.096	0.734
KPK7	0.735	0.217	0.620	0.667
KPK8	0.454	0.219	0.069	0.766
KPK9	0.306	0.226	0.010	0.625
KPK10	0.459	0.285	0.148	0.743

Source: Output. PLS (2025)

Based on table 11, it can be seen that the correlation of the work attachment construct with its indicators (KTk1 of 0.904 KTk2 of 0.870, KTk3 of 0.937, KTk4 of 0.922, KTk5 of 0.896, KTk7 of 0.608, KTk8 of 0.940) is higher than the correlation of the indicator of work attachment with other constructs. The correlation of the compensation construct with its indicators (KP2 of 0.700, KP5 of 0.770, KP6 of 0.859) was higher than the correlation of the compensation indicator with other constructs. The correlation of the work environment construct with its indicators (LK3 of 0.854, LK5 of LK6 of 0.959, LK7 of 0.970) is higher than the correlation of work environment indicators with other constructs. The correlation of the construct of job satisfaction with its indicators (KTk1 of 0.724, KTk2 of 0.843, KTk3 of 0.742, KTk4 of 0.792, KTk5 of 0.855, KTk6 of 0.734, KTk7 of 0.667, KTk8 of 0.766, KTk9 of 0.625, KTk10 of 0.743) is higher than the correlation of the work satisfaction indicator with other constructs.

Another method to see the validity of the test is to look at the square root value of average variance extracted (AVE) of each construct with the correlation between the construct and the other constructs in the model, then it is said to have a good discriminant validity value.

Table 12. AVE Test Results

Variable	AVE
Work Attachment	0,777
Compensation	0,607
Work environment	0,875
Job satisfaction	0,566

Source: PLS Output (2025)

Table 13. Discriminant Validity Test Results (Fornell-Lacker Crierium)

	Work attachment	Compensation	Work environment	Job satisfaction
Work attachment	0,881			0,752
Compensation	0,395	0,779		0,768
Work environment	0,736	0,556	0,936	0,263
Job satisfaction				0,448

Source: PLS Output (2025)

From table 12 and table 13 it can be concluded that the square root and average variance extracted (AVE) for each construct are greater than the correlation between one construct and the other construct in the model. From the AVE value, the constructs in the model are estimated to meet the discriminant validity criteria.

c. Composite Reliability

Composite Reability testing aims to test the reliability of instruments in a research model. If all latent variable values have a composite reliability value or *Cronbach' alpha* > 0.70, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable and consistent.

Table 14. Composite Reliability Test Results

Variable	Composite Reliability	Information
Work attachment	0,965	Reliable
Compensation	0,821	Reliable
Work environment	0,966	Reliable
Job Satisfaction	0,928	Reliable

Source: PLS output (2025)

Table 15. Cronbach' Alpha Test Results

Variable	Cronbach' Alpha	Information
Work attachment	0,956	Reliable
Compensation	0,712	Reliable
Work environment	0,925	Reliable
Job Satisfaction	0,915	Reliable

Source: PLS output (2025)

Based on table 14 and table 15, the results of the composite reliability test show a satisfactory value, because the value of the latent variable has a composite reliability value of ≥ 0.70 and the results of *Cronbach' Alpha* test also show a satisfactory value, because all the values of the latent variable from ≥ 0.70 . This means that all latent variables are done reliably.

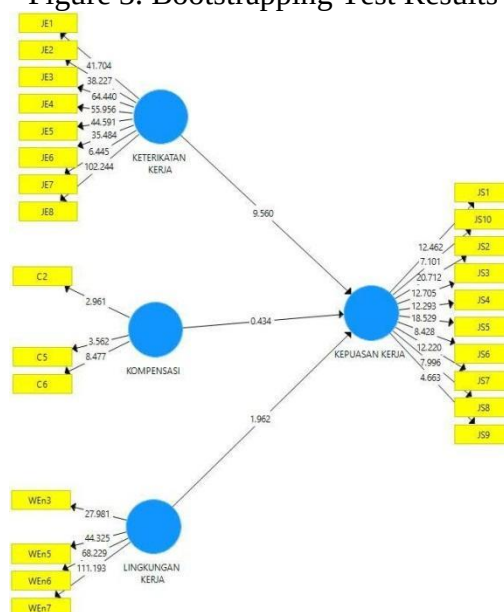
2. Testing of structural models (Inner Model)

Internal model testing is the development of concepts and theory-based models in order to analyze the relationship between exogenous and endogenous variables has been described in a conceptual framework. The testing stage of the structurmodel (inner model) is carried out with the following steps:

a. Goodness of Fit Model

1. R-Square Value

Figure 3. Bootstrapping Test Results



Source: Output PLS (2025)

Discussion

The Effect of Work Attachment on Job Satisfaction

Based on the hypothesis test in the study, the results of the T-statistical value were obtained of 9.560 and the original sample value of 0.956. The T-statistical value is greater than the T-Table value of 1.96 and the original value of the sample shows a positive value, this result shows that work attachment has a positive and significant effect on job satisfaction. This means that the higher the level of work attachment, the higher the level of job satisfaction felt. The results of this study reinforce previous research submitted by Mardikaningsih and Darmawan 2022, Dodoo et al., 2020, and Citrayani et al., 2022 stated that work attachment has a significant effect on job satisfaction.

The Effect of Compensation on Job Satisfaction

Based on the hypothesis test in the study, the results of the T-statistic value were 0.434 and the original sample value was 0.040. The T-statistic value was smaller than the T-Table value of 1.96 and the original value of the sample showed a positive value, this result shows that compensation has a positive and insignificant effect on job satisfaction. This means that although there is a positive relationship between compensation and job satisfaction based on the original value of the sample, the hypothesis test shows that this relationship is not statistically significant. The results of this study reinforce previous research put forward by Kumalasari and Efendi 2022, Tirtowaluyo and Turangan 2022, which stated that compensation has a positive and insignificant effect on Job Satisfaction.

Environmental influence on job satisfaction

Based on the hypothesis test in the study, the results of the T-statistic value were 1.962 and the original sample value was -0.278. The T-statistic value is greater than the T-Table value of 1.96 and the original value of the sample shows a negative value, this result shows that the work environment has a negative and significant effect on job satisfaction. This means that the work

environment does not only affect significantly on job satisfaction, but also tends to have a negative impact if the conditions are inadequate or unsupportive for employees. The results of this study reinforce previous research put forward by Suyono et al., 2021, Kant and Parshant 2020, Basalamah and As'ad 2021., and Karisoh et al., 2021, which stated that the work environment has a significant effect on job satisfaction.

CONCLUSION AND SUGGESTIONS

Conclusion

This study evaluates the factors that affect employee job satisfaction, with a focus on work attachment, compensation, and work environment. This study was conducted on employees of PT. Trimitra Sinergi Sakti uses *the Partial Least Square* (PLS) method From the results of the analysis that has been carried out, several main conclusions are obtained as follows:

1. Work attachment has a positive and significant influence on the job satisfaction of employees of PT. Trimitra Synergy Sakti. The higher the level of work engagement, the greater the satisfaction felt by employees. This shows that employee loyalty, motivation, and commitment to their work and organization are important factors in increasing job satisfaction.
2. Compensation has no significant effect on employee job satisfaction. In other words, even if the company increases the amount of compensation provided, it does not directly increase the level of job satisfaction significantly. Other factors such as work environment, career development opportunities, and organizational culture may play a greater role in determining employee job satisfaction than compensation alone.
3. The work environment has a negative and significant effect on job satisfaction. Poor or unsupportive work environment conditions can significantly reduce employee satisfaction. This means that the worse the working environment, the lower the job satisfaction felt by employees. Therefore, companies need to pay attention to the factors of the work environment that can affect employee comfort and productivity.

Suggestions

Based on the conclusions obtained, the following recommendations can be considered for the management of PT. Trimitra Sinergi Sakti in increasing employee job satisfaction:

1. Increase employee work engagement. The results show that one of the aspects with the lowest index is the statement "I'm always thinking of new ways to work more effectively." Therefore, companies are advised to develop programs that encourage creativity and innovation in the workplace. Additionally, companies can provide forums or discussion platforms that allow employees to share ideas and strategies to improve their work effectiveness.
2. Review the compensation policy. One of the aspects with the lowest score in the compensation variable is the statement "I received housing assistance from the company I work for." Therefore, companies may consider increasing or expanding housing assistance programs for employees. With these facilities, it is hoped that employee motivation and job satisfaction can increase.
3. Improve the facilities of the work environment. The lowest index in the work environment variable is found in the statement "Transportation facilities available in the work environment." Therefore, companies are advised to provide or improve transportation

facilities in the work environment to support employee mobility and improve their comfort at work.

4. Improve employee decision-making skills. In the job satisfaction variable, the lowest score was found on the statement "I am skilled in making decisions." For this reason, companies need to provide training and skills development programs in decision-making. With this training, employees are expected to be more confident in facing challenges in the workplace and increasing their job satisfaction.
5. Recommendations for further research. This study only examined work attachment, compensation, and the work environment as factors that affect job satisfaction. For future research, it is recommended to examine other factors that can also contribute to job satisfaction, such as leadership style, organizational culture, workload, and *work-life balance*. Thus, a more comprehensive understanding of the factors that affect employee job satisfaction at PT. Trimitra Synergy Sakti.

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