



## Factors affecting employee satisfaction at PT Angkasa Pura Support

Sabri<sup>1</sup>, Mia Ayu Gusti<sup>2</sup>

<sup>1</sup> Department of Management, Institut Teknologi dan Bisnis Haji Agus Salim, Bukittinggi, Indonesia

<sup>2</sup> Department of Management, Universitas Sumatera Barat, Pariaman, Indonesia

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### ABSTRACT

This researcher aims to determine employee job satisfaction at PT. Angkasa Pura Support is influenced by practical HRM like work environment, compensation, job security, supervisor support, coworker support and career development. All employees of PT. Angkasa Pura Support, totaling 13,648 people, constitutes the research population using the purposive sampling method and obtained a sample of 219 people. The survey method was used to collect data by distributing questionnaires online. With the Multiple Linear Regression Analysis technique with the help of SPSS software, the results show that the work environment, supervisor support, coworker support, and career development have an important role in increasing employee job satisfaction at PT Angkasa Pura Support, while compensation and job security do not have an important role in To increase employee job satisfaction, this must be addressed because one of the factors that makes a person satisfied in completing his duties and responsibilities is compensation, so this can be implemented by creating a rational competition and compensation system.

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### Corresponding Author:

Mia Ayu Gusti

Department of Management,

Universitas Sumatera Barat,

By Pass Padang, Apar, North Pariaman, Kampung Gadang, East Pariaman District, Pariaman, 25516, Indonesia.

Email: [gustimiaayu@gmail.com](mailto:gustimiaayu@gmail.com)

## INTRODUCTION

Companies that have good quality human resources can produce better work output or performance and increase company productivity it makes it easier for companies to achieve the goals and targets that have been set. To ensure the achievement of these goals, companies must create an atmosphere that is comfortable, safe, and full of commitment for employees through policies that facilitate employee satisfaction. Employee satisfaction at work illustrates how the relationship is formed by an individual/employee with his work (Jeon & Choi, 2012). The positive response and attitude of an employee towards his work is also known as job satisfaction (Wolter et al., 2019). It can be said that job satisfaction is how much an employee likes his job and job dissatisfaction is how much an employee dislikes his job.

Companies in general have made efforts to motivate employees with the aim of increasing job satisfaction such as establishing policies related to compensation or remuneration, salary payment policies, awards, bonus policies, policies related to various benefits provided, policies related to long-term services/pensions, and so on. This is done bearing in mind that human resources in the company are the main source of driving productivity. Despite all the efforts mentioned above, it is evident that there are still a number of employees who leave the company where they work with the aim of finding and getting a company that provides better job satisfaction facilities. This can be concluded as a result of job dissatisfaction that occurs where employees are dissatisfied with the salary system provided, there is no reward & recognition for successful employee performance, there is no training, and not clear what career development is implemented for employees. If employees are dissatisfied with their work, the turnover rate will be high, Supported by (Khan et al., 2021) if job satisfaction cannot be properly observed, it will have an impact on poor productivity, and turnover retention rate.

In Indonesia, the study involved 205 workers from small to medium-sized companies, with the aim of knowing effective supervisor methods in the country. The study also revealed that only 17 percent of employees claim to be satisfied with their jobs and research shows that this satisfaction is strongly influenced by the behavior of the supervisor. Meanwhile, again quoting from (Wahyuningtyas, 2023) this job search management company conducted a survey of 17,623 correspondents in early October about employee satisfaction with their jobs. The results of the survey show that 73% of employees are dissatisfied with their work due to several factors. The incompatibility of existing jobs with their background ultimately forced 54% of employees to work not according to their educational background. Unknowingly, this has a serious impact on decreasing work productivity. In fact 60% of confess correspondents don't have a career path in their current office. Coupled with 53% of employees who claim to have superiors with military, paternalist, and laissez faire leadership styles.

Seeing this phenomenon, the authors are interested in analyzing the level of employee satisfaction at PT. Angkasa Pura Support which is a subsidiary of PT. Angkasa Pura I (Persero) is one of the 6 subsidiaries owned by PT. Angkasa Pura I (Persero). PT. Angkasa Pura Support is a relatively young subsidiary company. This company was officially established in 2012 with the aim of being a subsidiary company engaged in the Airport Support Services business line that supports airport operational needs under the management of PT. Angkasa Pura I (Persero) namely 13 airports starting from Central Java province to the eastern tip of Indonesia. In its development from 2012 until now, PT. Angkasa Pura Support is engaged in 4 (four) main business lines namely Facility Services (Outsourcing labor services), Equipment (Equipment and Equipment), Information & Communication Technology/ICT (Information and Communication Technology) and Parking (Airport Parking Management). Through these 4 (four) business lines, PT. Angkasa Pura is developing into a company that is in the growth stage by recording the number of employees in 2022 reaching more than 13,000 employees which is a combination of permanent and contract employees (PKWT) in 13 airport branches managed by PT. Angkasa Pura I (Persero).

Based on the company's KPI report in 2022, employee satisfaction at PT. Angkasa Pura Support is at a value of 3.38 compared to the target set for that year which was 3.00. Whereas in 2021, employee satisfaction at PT. Angkasa Pura Support is at a value of 3.65 compared to the target set for that year which was 3.50. Based on these data it can be seen that the satisfaction level of PT. Angkasa Pura Support always exceeds the targets set by the company. This means that employees are satisfied working at PT. Angkasa Pura Support, this is because PT Angkasa Pura Support has paid attention to factors that affect employee job satisfaction such as work environment, compensation, job security, supervisor support, co-worker support, and career development.

(Glaveli et al., 2023) explains that there is a strong relationship between the work environment and job satisfaction. Examples of the work environment are inadequate ventilation and lighting facilities, unhygienic conditions, and ineffective communication systems that will

increase employee stress, causing employees to be dissatisfied at work (Kearney et al., 2023). Not only that, an attractive level of compensation can also affect one's job satisfaction (Idris et al., 2020). This is in line with the (Kreitner & Kinicki, 2006) model that compensation is an important factor that produces individual job satisfaction. Besides that, (Wilczyńska et al., 2016) explains that one of the factors that most influence the level of employee satisfaction is job security because job security is related to guarantees that at least as long as the contract is ongoing, employees will not lose their jobs (Aman-Ullah et al., 2021). Then, (Griffin et al., 2010) defines supervisor support as the extent to which supervisors provide encouragement and support to employees in their work groups and found a positive relationship between supervisors and employee job satisfaction. Moreover, a study by (Kalliath et al., 2020) found that supervisor support significantly helps employees maintain job satisfaction even during organizational changes. In addition to supervisor support, co-worker Support can also affect one's job satisfaction. co-worker Support in the form of friendship, acceptance, and loyalty that is built among group members, which also refers to the level of trust and respect of their subordinates (Nguyen & Tuan, 2022) and if co-worker Support is good it will increase satisfaction at work. (Küçük, 2022; Chiang & Wu, 2014) confirmed that work group interaction factors and co-worker support have a significant positive correlation with job satisfaction. The last factor that influences job satisfaction is career development. In line with (Ashraf, 2019) the emergence of job satisfaction is driven by career development factors that are going well. This means that if employees have a good perception of the implementation of career development can have a positive impact on the emergence of job satisfaction.

## RESEARCH METHOD

This study applies primary data collection technology to collect data directly from respondents. This study adopts items from previous studies. These items are extracted from previous studies such as job satisfaction has five items taken from (Baloyi et al., 2014), work environment measured with 12 items taken from (Akinwale & George, 2020), compensation measured with 10 items taken from (Ashraf, 2020), job security consists of 4 items derived from (Wilczyńska et al., 2016), while supervisor support is adopted from (Baloyi et al., 2014) which consists of 12 items and for co-worker support is adopted from (Nguyen & Tuan, 2022) which has 14 items, lastly is career development which has 9 items taken from (Arjana & Dewi, 2016).

This study chose employees of PT. Angkasa Pura Support as a respondent. These respondents were selected using purposive sampling because the purpose of the research was to determine employee satisfaction at work seen from their tenure and status as permanent employees. The survey was sent via the employee's WhatsApp. As many as 219 surveys were distributed and ready to be processed so that it has a response rate of 100 percent.

The data obtained will be tabulated and processed using the SPSS data processing tool. Data analysis used is a data validity test, data reliability test, classic assumption test, multiple regression analysis, and hypothesis testing as well as the coefficient of determination test.

## RESULTS AND DISCUSSIONS

### Results

#### Respondent Demographics

Male respondents participated the most with a percentage of 75% while the rest were female respondents, this is because of the main business line of PT. Angkasa Pura Support namely Equipment, Parking, and ICT (information and communication technology). Through this line of business, PT. Angkasa Pura support requires more male employees to be able to support the company's operations with an age range between 26-30 years (32%) who are of productive working age who have a bachelor's degree (52%) with positions as staff (86%) and have married (76%).

Income/month received by employees around IDR ≤ 5,000,000 (45%) with less than 3 dependents (51%).

**Instrument Validity Test**

Validity testing is intended to find out the truth of what is actually being measured. This study measures validity by comparing the r count with the r table. If r count ≥ r table, it is said that the statement items are valid and vice versa. The r table value is 0.138 while the calculated r-value is seen in the Corrected Item Total Correlation which is the result of data processing with SPSS. Invalid items will be removed from the data processing stage and then tested again as they were which can be seen in Table 1.

**Table 1.** Research variable validity test results

Variable	Indicator	Corrected Item-Total Correlation (r count)	r table	Conclusion
Employee Job Satisfaction	1	0,842	0,138	Valid
	2	0,853	0,138	Valid
	3	0,908	0,138	Valid
	4	0,878	0,138	Valid
	5	0,707	0,138	Valid
Work environment	1	0,853	0,138	Valid
	2	0,811	0,138	Valid
	3	0,834	0,138	Valid
	4	0,786	0,138	Valid
	5	0,928	0,138	Valid
	6	0,941	0,138	Valid
	7	0,914	0,138	Valid
	8	0,902	0,138	Valid
	9	0,893	0,138	Valid
	10	0,879	0,138	Valid
	11	0,599	0,138	Valid
	12	0,866	0,138	Valid
	13	0,906	0,138	Valid
	14	0,912	0,138	Valid
Compensation	1	0,882	0,138	Valid
	2	0,898	0,138	Valid
	3	0,846	0,138	Valid
	4	0,850	0,138	Valid
	5	0,842	0,138	Valid
	6	0,900	0,138	Valid
	7	0,883	0,138	Valid
	8	0,842	0,138	Valid
	9	0,891	0,138	Valid
	10	0,848	0,138	Valid
Job Security	1	0,694	0,138	Valid
	2	0,659	0,138	Valid
	3	0,791	0,138	Valid
	4	0,668	0,138	Valid
Supervisor support	1	0,850	0,138	Valid
	2	0,933	0,138	Valid
	3	0,894	0,138	Valid
	4	0,938	0,138	Valid
	5	0,932	0,138	Valid
	6	0,932	0,138	Valid
	7	0,792	0,138	Valid
	8	0,848	0,138	Valid
	9	0,808	0,138	Valid
	10	0,896	0,138	Valid
	11	0,892	0,138	Valid
	12	0,936	0,138	Valid

Variable	Indicator	Corrected Item-Total Correlation (r count)	r table	Conclusion
Coworker Support	1	0,917	0,138	Valid
	2	0,906	0,138	Valid
	3	0,939	0,138	Valid
	4	0,941	0,138	Valid
	5	0,937	0,138	Valid
	6	0,948	0,138	Valid
	7	0,922	0,138	Valid
	8	0,885	0,138	Valid
	9	0,918	0,138	Valid
	10	0,937	0,138	Valid
Career development	1	0,788	0,138	Valid
	2	0,832	0,138	Valid
	3	0,882	0,138	Valid
	4	0,898	0,138	Valid
	5	0,904	0,138	Valid
	6	0,914	0,138	Valid
	7	0,881	0,138	Valid
	8	0,837	0,138	Valid
	9	0,836	0,138	Valid

### Instrument Reliability Test

Reliability testing aims to determine the consistency of each variable when used at different times and places (Imam, 2011). Reliability testing is done by assessing Cronbach Alpha. If the resulting Cronbach Alpha value is above or equal to 0.60 then the variable is declared reliable as seen in Table 2.

**Table 2.** Research variable reliability test results

Number	Research variable	Cronbach Alpha.	Conclusion
1	Employee Job Satisfaction	0,939	Reliable
2	Work environment	0,977	Reliable
3	Compensation	0,972	Reliable
4	Job Security	0,857	Reliable
5	Supervisor support	0,980	Reliable
6	Coworker Support	0,985	Reliable
7	Career development	0,968	Reliable

### Classic assumption testing

In this study it is necessary to test the classical assumptions. This is because in the regression analysis it is necessary to avoid deviations from the classical assumption test so that problems do not arise in the use of data. This classical assumption test is intended so that the data used can provide accurate results, so that if there is a violation of the classical assumptions it is necessary to make improvements first. The classical assumption test carried out is as follows:

### Normality test

The normality test is carried out using the Kolmogrov-Smirnov technique, that is, if the significance value is  $> 0.05$ , it means that the data distribution is normal, and vice versa (Suliyanto, 2011) as shown in Table 3. Based on Table 3, it can be seen that the sig.(2-tailed) value of 0.118 is greater than 0.05, which means that the variable is normally distributed. So that means all data is centered on the average and median values.

**Table 3.** One-sample kolmogorov-smirnov test

		Unstandardized Residual
N		219
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	2.16150353
Most Extreme Differences	Absolute	.112
	Positive	.050
	Negative	-.112
Kolmogorov-Smirnov Z		1.663
Asymp. Sig. (2-tailed)		.118

**Multicollinearity Test**

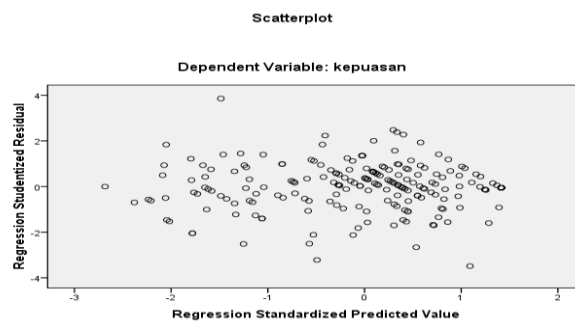
The multicollinearity test was carried out using the TOL (Tolerance) and Variance Inflation Factor (VIF) testing methods. If the VIF value is greater than 10, then the variable has a multicollinearity problem with other independent variables. Vice versa, if the VIF value is less than 10, then this variable does not have multicollinearity problems (Suliyanto, 2011).

**Table 4.** Multicollinearity test results

Variable	Tolerance	VIF	Conclusion
Work environment	.155	6.447	Multicollinearity does not occur
Compensation	.140	7.142	Multicollinearity does not occur
Job Security	.286	3.492	Multicollinearity does not occur
Supervisor support	.220	4.553	Multicollinearity does not occur
Coworker Support	.204	4.912	Multicollinearity does not occur
Career development	.376	2.658	Multicollinearity does not occur

**Heteroscedasticity Test**

The heteroscedasticity test in this study was carried out using the graphical analysis method. The graphical analysis method is carried out by observing the scatterplot where the horizontal axis describes the Predicted Standardized value while the vertical axis describes the Residual Studentized value.



**Figure 1.** Heteroscedasticity Test Results

From these results it can be seen that the distribution of residuals is not regular. This can be seen in the plots which are scattered and do not form a certain pattern. The conclusion that can be drawn is that there are no signs of heteroscedasticity.

**Multiple Linear Regression Analysis**

This study uses multiple regression analysis. This analysis is used to determine the direct effect of exogenous variables on endogenous variables (Imam, 2011). The multiple regression equation in this study is as follows.

**Table 5.** Results of multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.077	.628		1.717	.088
Work environment	.099	.025	.276	3.920	.000
Compensation	.057	.038	.111	1.500	.135
Job Security	.120	.077	.081	1.572	.118
Supervisor support	.060	.025	.144	2.440	.016
Coworker Support	.080	.030	.162	2.634	.009
Career development	.142	.025	.256	5.667	.000

The results of data processing can be substituted into the following regression equation:

$$\text{Employee Job Satisfaction} = -1,007 + 0,099 \text{ Work environment} + 0,057 \text{ Compensation} + 0,120 \text{ Job Security} + 0,060 \text{ Supervisor support} + 0,080 \text{ Coworker Support} + 0,142 \text{ Career development}$$

From the regression equation above, it can be seen how the relationship between exogenous variables and endogenous variables is:

1. The constant has a value of 1.077. That is, if the independent variables do not change in value, then employee job satisfaction is 1.077
2. The regression coefficient for the work environment is 0.099, so it can be said that the work environment has a positive effect on employee job satisfaction.
3. The regression coefficient for compensation is 0.057, so it can be said that compensation has a positive effect on employee job satisfaction.
4. The regression coefficient for Job security is 0.120, so it can be said that job certainty has a positive effect on employee job satisfaction.
5. The regression coefficient for supervisor support is 0.060, so it can be said that superior support has a positive effect on employee job satisfaction.
6. The regression coefficient for coworker support is 0.080, so it can be said that coworker support has a positive effect on employee job satisfaction.
7. The regression coefficient for career development is 0.142, so it can be said that career development has a positive effect on employee job satisfaction.

#### Determination Coefficient Test (R<sup>2</sup>)

The coefficient of determination aims to measure the ability of the model to explain endogenous variables. To see the coefficient of determination can be seen in the value of R Square from the results of processing the following SPSS data.

**Table 6.** Determination coefficient test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 <sup>a</sup>	.837	.833	2.19188

The R Square value is 0.837 indicating that the variables of work environment, compensation, Job security, supervisor support, co-worker support, and career development in explaining employee

job satisfaction are 83.7%, while the remaining 16.3% is determined by other variables outside the model of this research.

**Hypothesis Testing (t-test)**

The t-test is used to see the effect of exogenous variables on endogenous variables partially. If the significance value is less than 0.05, then Ho is rejected and Ha is accepted, meaning that there is a significant influence between the exogenous variables on the endogenous variables and vice versa if the significance value is greater than 0.05, then Ho is accepted and Ha is rejected, this meaning there is no effect significant between exogenous on endogenous variables.

**Table 7.** Results of t-test

Hypothesis	t	Significance	Alpha	Conclusion
H <sub>1</sub> : Work environment → Employee Job Satisfaction	3.920	.000	0,05	Accepted
H <sub>2</sub> : Compensation → Employee Job Satisfaction	1.500	.135	0,05	Rejected
H <sub>3</sub> : Job Security → Employee Job Satisfaction	1.572	.118	0,05	Rejected
H <sub>4</sub> : Supervisor support → Employee Job Satisfaction	2.440	.016	0,05	Accepted
H <sub>5</sub> : Coworker Support → Employee Job Satisfaction	2.634	.009	0,05	Accepted
H <sub>6</sub> : Career development → Employee Job Satisfaction	5.667	.000	0,05	Accepted

In accordance with the research hypothesis that the work environment has a positive and significant effect on employee job satisfaction (H<sub>1</sub>). This is evidenced by creating a clean workspace, the goal is to create comfort at work. Furthermore PT. Angkasa Pura Support also pays attention to occupational security, safety, and health such as providing work safety protection equipment according to the level of work risk, including: Work clothes, personal protective equipment, and work safety facilities in accordance with work environment requirements. The fulfillment of these employee needs will lead to job satisfaction for employees. The results of this study are in line with (Glaveli et al., 2023) that the work environment has a positive and significant effect on job satisfaction. The better the work environment, the higher the employee job satisfaction. Interestingly the results of this study, compensation does not affect employee job satisfaction at PT Angkasa Pura Support (H<sub>2</sub>). This is indicated by the compensation provided by the company does not necessarily guarantee employee job satisfaction. Moreover, the compensation given is not in accordance with the workload received, then of course satisfaction will not be guaranteed. For PT Angkasa Pura Support employees, the workload received is heavy or not, the compensation given remains the same. Not in line with (Idris et al., 2020) but supported by (Rosalia et al., 2020) that the compensation provided has not satisfied employees because the compensation they receive is the same. Likewise for H<sub>3</sub>, it is a unique finding that job security has no effect on employee satisfaction working at PT Angkasa Pura Support. The reason is that PT. Angkasa Pura Support is a subsidiary of PT. Angkasa Pura I (Persero) is a state-owned company where the company has provided job security in the form of job security such as career path certainty, benefits and insurance, old age insurance, education and training programs, and certainty facilities before the law. So the job security provided by the company does not necessarily guarantee employee job satisfaction. Moreover, job security provided is a common thing that is given to employees, then of course the employee's satisfaction will not be guaranteed. in line with (Aman-Ullah et al., 2021) that the job security provided has not satisfied employees because the job security received is still general in nature and contrary to (Wilczyńska et al., 2016).

In addition, PT Angkasa Pura Support's supervisors support has an effect on employee job satisfaction (H<sub>4</sub>), as evidenced by the Airport Operation Control Center (AOCC) which is a good collaboration between supervisors and subordinates through the AOCC system whose goal is to achieve operational effectiveness and efficiency as well as service to users airport services. The existence of good collaboration between supervisors and subordinates will create a harmonious and profitable work atmosphere that causes employees to develop a positive attitude towards their work and in the end will form satisfaction in the collaboration. The results of this study are in accordance

with (Kalliath et al., 2020) that job satisfaction will be formed if there is support from supervisors. Then, co-worker support influences job satisfaction at PT Angkasa Pura Support (H<sub>5</sub>). Support for coworkers like coworkers caring about work problems and needs, providing help and support, and creating work groups with a comfortable atmosphere. If colleagues have problems, they must be resolved by upholding the principle of kinship and the principles of deliberation for consensus by taking into account the equality of interests of parties who have a relationship in the company's operational processes like that satisfaction in completing work will arise. Supported by (Küçük, 2022; Chiang & Wu, 2014) that co-worker relationships affect employee job satisfaction. The final factor affecting employee satisfaction working at PT Angkasa Pura Support is clear career development (H<sub>6</sub>). Patterns of employee career development at PT Angkasa Pura Support include Appointment and placement in positions, Education and training, Apprenticeships or orientation, Adjustment of diplomas, Transfers (promotions, rotations, demotions), Career paths, Career paths, and job requirements, Retirement preparation period. Thus the pattern of career development at PT Angkasa Pura Support is very clear, so that employees are able to develop a positive attitude toward their work and in the end will form satisfaction at work. The results of this study are in accordance with (Ashraf, 2019) that career development has a positive and significant effect on employee job satisfaction.

## CONCLUSION

Employees are satisfied working at PT Angkasa Pura Support because of the encouragement of a safe work environment, support from superiors and colleagues, and clear career development. Besides that there are several factors that need to be considered by Angkasa Pura Support related to compensation and security at work. for that it can be implemented in several ways so that compensation and job security also have an important role in increasing employee job satisfaction such as Appreciating employee work, Ensuring fairness both internally and externally, Creating a competitive compensation system, Rational compensation, Creating compensation that is easy to understand and open, makes a good strategy in setting compensation to avoid disputes with employees. This research is still far from being perfect, therefore in the future the variables that influence employee job satisfaction will be further developed, adding and expanding the research object and increasing the number of research samples used so that the research results are more accurate and relevant and adding collection methods data through direct interviews with each respondent in order to obtain more accurate facts about conditions in the field.

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