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The Effect of Leadership Style, Work Motivation, and Work Environment on Employee Job Satisfaction at PT Colorpak Indonesia Tbk in Tangerang City

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Abstract:

Increasingly fierce business competition requires companies to manage their employees effectively to maintain job satisfaction, especially in the manufacturing sector, which is grappling with technological changes and demands for efficiency. PT Colorpak Indonesia Tbk in Tangerang a company with approximately 200 employees is facing this situation, as evidenced by signs of job satisfaction issues reflected in a relatively high absenteeism rate. It is suspected that this is related to leadership style, work motivation, and the work environment at the company. Based on this issue, this study aims to examine the extent to which leadership style, work motivation, and the work environment influence employee job satisfaction both individually and collectively using an associative quantitative approach. A total of 134 respondents were selected from a total population of 200 employees using the Slovin formula and simple random sampling. Data were collected via a questionnaire and analyzed using multiple linear regression with IBM SPSS version 25. The t-test results show that the three variables leadership style ($t = 5.000$), work motivation ($t = 4.804$), and work environment ($t = 5.125$) each had a positive and significant partial effect on job satisfaction, as the calculated t-value exceeded the critical t-value (1.6566) with a significance level of 0.000. The F-test also confirms the significant simultaneous influence of all three variables, with the calculated F-value of 90.047 far exceeding the critical F-value of 2.67 at a significance level of 0.000, as well as a

coefficient of determination (R^2) of 67,5%. These findings underscore the importance of companies adopting an open and participatory leadership style, continuously fostering work motivation through rewards and career development, and maintaining the quality of both the physical and non-physical work environments to enhance employee job satisfaction.

Keywords: *Leadership Style, Work Motivation, Work Environment, Job Satisfaction.*

INTRODUCTION

Intensifying international competition compels firms to do more than upgrade product quality and streamline operations; they must also manage their workforce effectively so that productivity is sustained and the organization can adapt to change. Job satisfaction is therefore a matter of considerable importance, as it is closely linked to morale, employee dedication, and performance. Employees who feel content at work generally show greater loyalty and deliver better results (Kosidin & Widjaja, 2024).

On a global scale, the manufacturing industry is under pressure from technological change, disruptions in supply chains, demands for greater efficiency, and the need to remain competitive. Under such conditions, companies must attend to the psychological and organizational factors that shape job satisfaction, because dissatisfaction can erode productivity, increase absenteeism, and drive employees to resign. Three factors are most consistently associated with job satisfaction: leadership style, work motivation, and work environment (Poetra & Fajriyah, 2024).

This phenomenon is also observed among manufacturing firms in Indonesia, including PT Colorpak Indonesia Tbk, a company engaged in the production of printing inks and the trading of printing equipment. The company manufactures inks for flexible packaging and cigarette packaging, environmentally friendly inks, and PVC leather coatings, and serves both the domestic market and export destinations such as Australia and China. Its Tangerang site employs approximately 200 workers who support the production process. This study draws on attendance records to explore how employee attendance relates to leadership style, work motivation, work environment, and job satisfaction.

Attendance records of PT Colorpak Indonesia Tbk for 2025 show that the frequency of tardiness and permitted absences fluctuated from month to month, suggesting that attendance has not yet returned to a stable level. High rates of absence and lateness point to a problem that the organization needs to address and may signal underlying dissatisfaction. Leadership style, work motivation, and workplace conditions are considered to contribute to this pattern (Kosidin & Widjaja, 2024). To obtain an initial picture, the researchers conducted a pre-survey among employees of PT Colorpak Indonesia Tbk in Tangerang City.

To strengthen the evidence on job satisfaction, the pre-survey involved 16 employees of the company. The results indicate that job satisfaction has not reached an optimal level. With respect to pay, some respondents were dissatisfied with how well their salary matched their workload. Regarding promotion, negative and uncertain responses were also recorded, indicating that satisfaction with career advancement opportunities is unevenly distributed. Although the nature of

the work, supervision, and coworker relations received relatively favorable responses, these findings do not yet reflect a high level of overall job satisfaction.

The pre-survey on leadership style, also involving 16 employees, revealed that leadership practices have not been applied optimally. On the directive dimension, some employees did not receive clear work instructions from their supervisors. On the achievement-oriented dimension, recognition of employee performance appeared to be inconsistent. Although the supportive and participative dimensions drew relatively positive responses, they are insufficient to demonstrate overall leadership effectiveness and may still influence employee job satisfaction.

With regard to work motivation, the pre-survey showed that motivation remains suboptimal. On the safety needs dimension, some employees did not yet feel fully secure at work, and opportunities for self-development were not perceived equally by all. Even though responses on social and esteem needs were positive, these do not address the fundamental motivational problems that could lower job satisfaction.

The pre-survey on the work environment likewise indicated that workplace conditions are not yet fully conducive. Some respondents were uncertain about noise levels and lighting, suggesting that part of the workforce does not feel comfortable while working. The use of color in the workplace was also found to be less than ideal. Although temperature and working relationships received favorable responses, the overall environment still falls short of the ideal and may affect employee job satisfaction.

In sum, the preliminary findings suggest that leadership style, work motivation, and work environment at PT Colorpak Indonesia Tbk are not yet ideal and may influence job satisfaction. Kosidin & Widjaja (2024) found that all three variables significantly affect job satisfaction. Lawren & Ekawati (2023) reported significant positive effects of work environment and work motivation but did not examine leadership style alongside them. Sementara itu, Pradana & Santoso (2021) in contrast, found that leadership style and work motivation exert a positive influence, whereas work environment had no effect or even tended to reduce job satisfaction. These divergent results reveal inconsistencies in the existing literature and call for further investigation of the combined effects of the three variables on job satisfaction, particularly in the manufacturing sector.

The novelty of this study lies in its simultaneous analysis of the effects of leadership style, work motivation, and work environment on employee job satisfaction. Earlier survey evidence indicates that weak leadership skills, low morale, and a work environment that fails to meet satisfaction standards can give rise to employee dissatisfaction. By examining all three variables together, this study seeks to identify which of them exerts the greatest influence. Theoretically, it is expected to enrich the knowledge base of human resource management, especially regarding the determinants of job satisfaction in the manufacturing industry. Practically, its findings are expected

to help the management of PT Colorkpak Indonesia Tbk formulate better and more sustainable human resource policies, and to serve as a reference for future researchers.

Based on the foregoing, this study investigates "The Effect of Leadership Style, Work Motivation, and Work Environment on Employee Job Satisfaction at PT Colorkpak Indonesia Tbk in Tangerang City."

LITERATURE REVIEW

Leadership Style

An effective leadership style is one that fosters optimal, effective, and efficient performance, thereby raising employee satisfaction and ultimately contributing to the attainment of organizational goals (Vahera & Onsardi, 2021). Leadership style encompasses the behavioral patterns and methods that leaders use to influence and guide employees toward those goals. When applied appropriately, it can nurture harmonious working relationships, strengthen motivation, and encourage employees to perform at their best.

Work Motivation

According to Rulianti & Nurpibadi (2023), work motivation is a crucial determinant of employee performance because it is tied to psychological aspects such as attitudes, needs, and levels of job satisfaction. It may be understood as an intrinsic drive that shapes a person's mindset, enthusiasm, and commitment to completing their tasks. Motivation is not merely a desire to work; it also reflects how needs, a sense of security, appreciation, and satisfaction propel employees toward their best performance.

Work Environment

The work environment refers to the physical and non-physical conditions surrounding the workplace that can affect employees' comfort and their capacity to carry out their duties (Lawren & Ekawati, 2023). It extends beyond the physical setting to include the social climate and psychological atmosphere that employees experience while working. A safe, comfortable, and supportive environment helps employees feel at ease, enabling them to complete their tasks more effectively and efficiently.

Job Satisfaction

Bunawan dan Turangan (as cited in Adinata & Turangan, 2023), describe job satisfaction as the emotional state of individual employees or groups who feel at ease in performing their tasks, which in turn fosters an attachment to the job. Put differently, job satisfaction captures how employees

feel about their work, including their sense of comfort, feeling of being valued, and the degree to which their expectations match the realities of the workplace.

METHOD

This study employed a quantitative, associative approach with a causal design to explain the cause-and-effect relationships between independent and dependent variables (Sugiyono, 2023). Primary data were collected directly from employees of PT Colopak Indonesia Tbk in Tangerang, who were selected through simple random sampling, using a five-point Likert-scale questionnaire based on the indicators of leadership style, work motivation, work environment, and job satisfaction. Supporting data were drawn from company documentation and a review of relevant books, journals, and previous studies in human resource management. The data were analyzed with SPSS version 25 through descriptive statistics, validity and reliability tests, classical assumption tests, multiple correlation, multiple linear regression, and hypothesis testing.

RESULTS AND DISCUSSION

Reliability Test

Reliability testing assesses the consistency of a research instrument. An instrument is considered reliable when its Cronbach's alpha coefficient exceeds 0.60. The reliability results for each research variable are presented in table.

Table 1 Reliability Test

Variable	Cronbach's Alpha	Description
Leadership Style	0,881	Reliable
Work Motivation	0,916	Reliable
Work Environment	0,924	Reliable
Job Satisfaction	0,894	Reliable

Source: Author's calculations (2026) using IBM SPSS 25

As shown in Table 1, the Cronbach's alpha values of all four variables exceed the threshold of 0.60. These results indicate that every variable in the instrument is reliable and internally consistent.

Validity Test

Validity was tested using Pearson's product-moment correlation. A questionnaire item is considered valid when the calculated r-value (r-count) exceeds the r-table value. The results are presented in Table 2.

Table 2 Validity Test

No	Variable	Item	R-Count	R-Table	Description
1.	Leadership Style	X1_1	0,730	0,444	Valid
		X1_2	0,918	0,444	Valid
		X1_3	0,902	0,444	Valid
		X1_4	0,900	0,444	Valid
2.	Work Motivation	X2_1	0,954	0,444	Valid
		X2_2	0,946	0,444	Valid
		X2_3	0,847	0,444	Valid
		X2_4	0,582	0,444	Valid
		X2_5	0,954	0,444	Valid
3.	Work Environment	X3_1	0,906	0,444	Valid
		X3_2	0,879	0,444	Valid
		X3_3	0,764	0,444	Valid
		X3_4	0,737	0,444	Valid
		X3_5	0,963	0,444	Valid
		X3_6	0,872	0,444	Valid
4.	Job Satisfaction	Y_1	0,837	0,444	Valid
		Y_2	0,750	0,444	Valid
		Y_3	0,842	0,444	Valid
		Y_4	0,816	0,444	Valid
		Y_5	0,978	0,444	Valid

Source: Author's calculations (2026) using IBM SPSS 25

As shown in Table 2, the r-count values of all 20 items exceed the r-table value of 0.444, so every item is declared valid. The coefficients range from 0.582 (item X2_4, work motivation) to 0.978 (item Y_5, job satisfaction). These results indicate that the questionnaire items adequately measure their respective constructs and are suitable for further analysis.

Normality Test

The normality test was conducted to determine whether the research data follow a normal distribution. The Kolmogorov-Smirnov (K-S) test was applied to the unstandardized residuals at a significance level of 0.05. The data are considered normally distributed when the significance value (Sig.) exceeds 0.05. The results are presented in Table 3.

Table 3 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		134
Normal Parameters ^{a,b}		
Mean		.0000000
Std. Deviation		2.05546572
Most Extreme Differences	Absolute	.031
	Positive	.026
	Negative	-.031
Test Statistic		.031
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Author's calculations (2026) using IBM SPSS 25

As shown in Table 3, the K-S test yields a significance value of 0.200, which is higher than the 0.05 threshold. This indicates that the residuals are normally distributed, so the data satisfy the normality assumption and are suitable for further analysis.

Multicollinearity Test

The multicollinearity test was performed to determine whether the independent variables in the regression model are strongly correlated with one another. Tolerance and the variance inflation factor (VIF) were examined for this purpose. The model is considered free of multicollinearity when tolerance exceeds 0.10 and VIF is below 10. The results are presented in Table 4.

Table 4 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.491	2.038
	Work Motivation	.731	1.368
	Work Environment	.546	1.832

Source: Author's calculations (2026) using IBM SPSS 25

As shown in Table 4, all independent variables have tolerance values above 0.10 and VIF values below 10. Leadership style records a tolerance of 0.491 and a VIF of 2.038, work motivation

0.731 and 1.368, and work environment 0.546 and 1.832. These results indicate that no multicollinearity exists among the independent variables, so the regression model is suitable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the residual variance in the regression model is constant. The model is considered free of heteroscedasticity when the points on the scatterplot are randomly dispersed and do not form a discernible pattern (Ghozali, 2021). The results are presented in Figure 1.

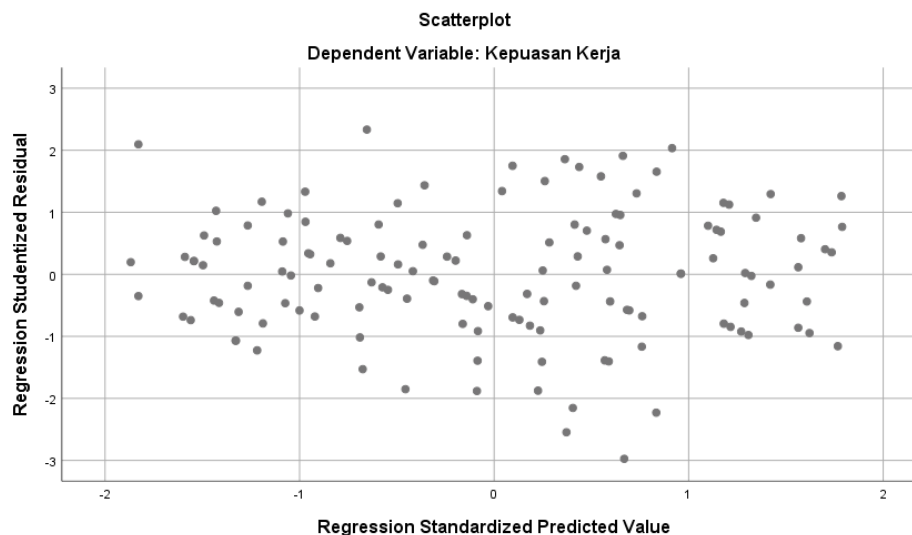


Figure 1 Heteroscedasticity Test

Source: Author's calculations (2026) using IBM SPSS 25

As shown in Figure 1, the residual points are randomly scattered around the zero line and display no clear pattern. This indicates that the model does not suffer from heteroscedasticity, so the assumption of constant residual variance is satisfied and the model is suitable for further analysis.

Multiple Correlation Analysis

Multiple correlation analysis was used to determine the strength of the relationship between several independent variables and the dependent variable. In this study, it was applied to examine the relationship of leadership style (X1), work motivation (X2), and work environment (X3) with job satisfaction (Y). The results are presented in Table 5.

Table 5 Multiple Correlation Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.822 ^a	.675	.668	2.079	.675	90.047	3	130	.000

a. Predictors: (Constant), Work Environment, Work Motivation, Leadership Style

b. Dependent Variable: Job Satisfaction.

Source: Author's calculations (2026) using IBM SPSS 25

As shown in Table 5, the multiple correlation coefficient (R) is 0.822, indicating a strong positive relationship between the three independent variables and job satisfaction (Sugiyono, 2023). The Sig. F Change value of 0.000 is below 0.05, so the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This confirms that leadership style, work motivation, and work environment are significantly related to job satisfaction. The R Square of 0.675 further shows that these three variables together account for 67.5% of the variation in job satisfaction.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test hypotheses about how each independent variable affects the dependent variable. In this study, it was applied to determine the effects of leadership style (X1), work motivation (X2), and work environment (X3) on job satisfaction (Y). The results are presented in Table 6.

Table 6 Multiple Linear Regression Analysis

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
1	(Constant)	2.232	.586	3.808	.000	
	Leadership Style	.249	.050	.357	5.000	.000
	Work Motivation	.171	.036	.281	4.804	.000
	Work Environment	.183	.036	.347	5.125	.000

a. Dependent Variable: Job Satisfaction

Source: Author's calculations (2026) using IBM SPSS 25

Based on Table 6, the regression equation is:

$$Y = 2.232 + 0.249X1 + 0.171X2 + 0.183X3 + e$$

The constant of 2.232 indicates that when leadership style, work motivation, and work environment are all held at zero, job satisfaction is predicted to be 2.232. Leadership style has a regression coefficient of 0.249 with a significance value of 0.000 (< 0.05), indicating a positive and significant effect on job satisfaction; each one-unit increase in leadership style raises job satisfaction by 0.249, holding the other variables constant. Work motivation has a coefficient of 0.171 with a significance value of 0.000 (< 0.05), showing a positive and significant effect; each one-unit increase in work motivation raises job satisfaction by 0.171. Likewise, work environment has a coefficient of 0.183 with a significance value of 0.000 (< 0.05), indicating a positive and significant effect; each one-unit increase in work environment raises job satisfaction by 0.183. Judging by the standardized coefficients, leadership style ($\beta = 0.357$) is the most dominant predictor, followed by work environment ($\beta = 0.347$) and work motivation ($\beta = 0.281$).

Partial Test (t-Test)

The t-test was used to determine the significance of the partial effect of each independent variable on the dependent variable. The decision criteria are as follows: when the calculated t-value (t-count) exceeds the t-table value and the significance value (Sig.) is below 0.05, the hypothesis is accepted, meaning the independent variable has a significant partial effect on the dependent variable. Conversely, when the t-count is smaller than the t-table value and Sig. is above 0.05, the hypothesis is rejected, meaning the independent variable has no significant partial effect. The results are presented in Table 7.

Table 7 Partial Test (t-Test)

Coefficients ^a					
	Model	Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.232	.586		3.808
	Leadership Style	.249	.050	.357	5.000
	Work Motivation	.171	.036	.281	4.804
	Work Environment	.183	.036	.347	5.125

a. Dependent Variable: Job Satisfaction

Source: Author's calculations (2026) using IBM SPSS 25

The t-table value at a significance level of 0.05 with $df = 130$ is approximately 1.978. As shown in Table 7, the t-count values of leadership style (5.000), work motivation (4.804), and work

environment (5.125) all exceed this t-table value, and each has a significance value of 0.000 (< 0.05). Therefore, H1, H2, and H3 are accepted, indicating that leadership style, work motivation, and work environment each have a positive and significant partial effect on job satisfaction.

Simultaneous Test (F-Test)

The F-test was used to determine whether the independent variables (X1, X2, and X3) jointly affect the dependent variable (Y). The hypothesis is accepted, indicating a simultaneous effect, when the significance value is below 0.05 or the calculated F-value (F-count) exceeds the F-table value. Conversely, the hypothesis is rejected, indicating no simultaneous effect, when the significance value is above 0.05 or the F-count is smaller than the F-table value. The results are presented in Table 8.

Table 8 Simultaneous Test (F-Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1167.665	3	389.222	90.047	.000 ^b
	Residual	561.917	130	4.322		
	Total	1729.582	133			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work Environment, Leadership Style, Work Motivation						

Source: Author's calculations (2026) using IBM SPSS 25

The F-table value, determined with $df_1 = 3$ and $df_2 = n - k - 1 = 134 - 3 - 1 = 130$, is 2.67 at a significance level of 0.05. As shown in Table 8, the F-count of 90.047 is greater than the F-table value of 2.67, and the significance value of 0.000 is below 0.05. Therefore, H4 is accepted, indicating that leadership style, work motivation, and work environment simultaneously have a significant effect on job satisfaction.

Leadership Style and Job Satisfaction

The results show that leadership style has a positive and significant effect on the job satisfaction of employees at PT Colorpak Indonesia Tbk in Tangerang City ($t\text{-count} = 5.000 > t\text{-table} = 1.6566$; $\text{Sig.} = 0.000 < 0.05$; $B = 0.249$). This finding is consistent with Vahera & Onsardi (2021) and Amanda & Masman (2021) who reported that leadership style significantly and positively affects job satisfaction. However, it contradicts Subagio & Rizkya Permata Putri (2024) who found no significant effect. From the perspective of Herzberg's two-factor theory (Ghozali, 2020), the relationship between supervisors and subordinates is an extrinsic (hygiene) factor that helps reduce dissatisfaction. Accordingly, effective leadership characterized by support, open communication, and good working relationships can raise employee job satisfaction.

Work Motivation and Job Satisfaction

Work motivation likewise exerts a positive and significant effect on job satisfaction ($t\text{-count} = 4.804 > t\text{-table} = 1.6566$; $\text{Sig.} = 0.000 < 0.05$; $B = 0.171$). This result aligns with Adrian & Arianto (2022) serta Wulandari & Mathori (2023), but differs from Subagio & Rizkya Permata Putri (2024) who concluded that work motivation has no significant effect. According to Herzberg's two-factor theory (Ghozali, 2020), motivator factors such as achievement, recognition, responsibility, and opportunities for growth enhance job satisfaction. Highly motivated employees are inclined to develop their abilities, feel valued, become more engaged, and pay closer attention to their work.

Work Environment and Job Satisfaction

Work environment also has a positive and significant effect on job satisfaction ($t\text{-count} = 5.125 > t\text{-table} = 1.6566$; $\text{Sig.} = 0.000 < 0.05$; $B = 0.183$). This finding corroborates Tirtowaluyo & Turangan (2022) serta Lawren & Ekawati (2023), yet it diverges from Astuti et al. (2022) who found no significant effect. The result supports Herzberg's two-factor theory (Ghozali, 2020), which positions the work environment as a hygiene factor influencing the level of employee dissatisfaction. A comfortable, safe, and supportive environment, both physical and non-physical, can therefore enhance job satisfaction.

Simultaneous Effect

Taken together, leadership style, work motivation, and work environment significantly affect employee job satisfaction ($F\text{-count} = 90.047 > F\text{-table} = 2.67$; $\text{Sig.} = 0.000 < 0.05$). This is in line with Vahera & Onsardi (2021) who demonstrated that the three variables jointly influence job satisfaction. The findings also support Herzberg's two-factor theory (Ghozali, 2020), which holds that job satisfaction is shaped by intrinsic motivators, such as achievement, recognition, and responsibility, as well as hygiene factors, such as leadership, work environment, and interpersonal relations. Consequently, improving leadership style, work motivation, and work environment simultaneously can raise employee job satisfaction.

CONCLUSION

Based on data analysis using SPSS version 25, this study concludes the following:

1. Leadership style has a positive and significant effect on employee job satisfaction at PT Colorpak Indonesia Tbk in Tangerang City ($t\text{-count} = 5.000 > t\text{-table} = 1.6566$; $\text{Sig.} = 0.000 < 0.05$), so the first hypothesis is accepted. The more effective the leadership style, through clear direction and support, employee involvement in decision-making, and recognition of work results, the higher employee job satisfaction becomes.

2. Work motivation has a positive and significant effect on job satisfaction ($t\text{-count} = 4.804 > t\text{-table} = 1.6566$; $\text{Sig.} = 0.000 < 0.05$), so the second hypothesis is accepted. Fulfilling professional needs, providing recognition, ensuring occupational safety, and offering opportunities to develop skills can enhance employee satisfaction.
3. Work environment has a positive and significant effect on job satisfaction ($t\text{-count} = 5.125 > t\text{-table} = 1.6566$; $\text{Sig.} = 0.000 < 0.05$), so the third hypothesis is accepted. A safe, comfortable environment supported by harmonious working relationships fosters a conducive atmosphere that heightens employee satisfaction.
4. Simultaneously, leadership style, work motivation, and work environment significantly affect job satisfaction ($F\text{-count} = 90.047 > F\text{-table} = 2.67$; $\text{Sig.} = 0.000 < 0.05$), so the fourth hypothesis is accepted. Job satisfaction is therefore not shaped by a single factor but results from the combination of effective leadership, strong work motivation, and a supportive work environment.
5. Managerial implication: the company should manage these three components together to improve employee job satisfaction.

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