

Research Article

# Strategies to Enhance Job Satisfaction through Organizational Justice, Work Environment, and Rewards at PT Nanda Putra

Yudistira Marcelino Pasha<sup>1\*</sup>, Awanis Linati Haziroh<sup>2</sup>

<sup>1</sup> Dian Nuswantoro University, Indonesia; e-mail: [yudistirapasha6@gmail.com](mailto:yudistirapasha6@gmail.com)

<sup>2</sup> Dian Nuswantoro University, Indonesia; e-mail: [awanislinati@dsn.dinus.ac.id](mailto:awanislinati@dsn.dinus.ac.id)

\* Corresponding Author: Yudistira Marcelino Pasha

**Abstract:** The high level of job dissatisfaction reported by 41% of workers in Indonesia poses a serious challenge for companies, as it can potentially increase turnover and decrease productivity. This phenomenon underscores the importance for PT Nanda Putra, as a company operating in a competitive industry, to identify factors that enhance job satisfaction. This research aims to analyze the influence of organizational justice, work environment, and rewards on job satisfaction. This study utilized a quantitative approach with a causal-associative design and included 80 respondents chosen through simple random sampling. Primary data were gathered through a Likert-scale questionnaire and analysed using multiple linear regression with the aid of SPSS software. The results of the analysis show that organizational justice, work environment, and rewards collectively exert a significant positive effect on job satisfaction ( $p < 0.05$ ). Based on these findings, it is recommended that the company strengthen procedural and informational justice, improve the safety and comfort of the work environment, and implement a fair and meaningful reward system as strategic measures to enhance job satisfaction.

**Keywords:** Job Satisfaction; Organizational Justice; Productivity; Rewards; Work Environment

## 1. Introduction

Human resources (HR) encompass all individuals within an organization, including both managers and operational staff, who contribute to the overall functioning of the company. They represent a critical organizational asset responsible for ensuring the continuity of business operations. In the context of increasingly intense industrial competition, particularly in the logistics sector, human resources play a strategic role not only in maintaining operational efficiency but also in enhancing organizational adaptability, innovation, and long-term competitiveness. (Adinda Viery Shavira & Wenny Desty Febrian, 2023)

Received: July 15, 2025

Revised: September 9, 2025

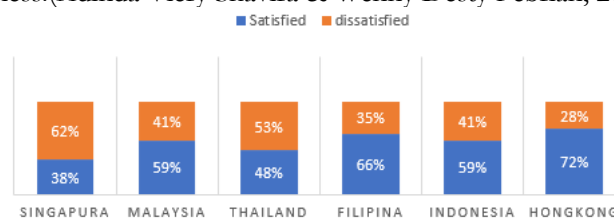
Accepted: November 4, 2025

Published: December 30, 2025

Curr. Ver.: December 30, 2025



Copyright: © 2025 by the authors.  
Submitted for possible open  
access publication under the  
terms and conditions of the  
Creative Commons Attribution  
(CC BY SA) license  
(<https://creativecommons.org/licenses/by-sa/4.0/>)



**Figure 1.** Percentage of Job Satisfaction Levels in Asia

Source: (Yunus, 2024)

Based on data from Job street by SEEK, published in *Indonesiana.id*, nearly 6 out of 10, or 59% of Indonesian workers, reported that they feel happy or very happy with their current jobs. This also implies that 41% of workers remain dissatisfied or unhappy with their work. Such a figure reflects a significant level of job dissatisfaction, which may potentially increase turnover intention and reduce employee productivity.

PT Nanda Putra is a company engaged in logistics, secondary crops, and tourism. Operating in Central Java, the company primarily focuses on the distribution of agricultural products and tourism services. As a growing organization within the increasingly competitive logistics industry, PT Nanda Putra faces considerable challenges in maintaining both employee performance and overall productivity. Employees, as the company's primary asset, play a vital role in ensuring smooth operations and sustaining customer satisfaction.

In such a highly competitive business environment, productivity becomes essential for survival and growth. The key factor that underpins productivity is job satisfaction, since satisfied employees are more likely to perform effectively, while dissatisfied employees tend to lower organizational performance (Anggun et. al, 2025).

To gain a deeper understanding of the issues faced, a preliminary survey was conducted through the distribution of questionnaires to 19 employees as part of the initial data collection process.

**Table 1.** Pre-Survey Results on Organizational Justice

No	Statement	Agree	%	Disagree	%
1.	I feel that the distribution of bonuses or incentives in this company is fair.	15	79%	4	21%
2.	I receive compensation that is appropriate for my workload and responsibilities.	17	90%	2	10%
3.	I feel I am fairly involved in the decision-making processes that affect my job.	4	21%	15	79%
4.	My supervisor treats me with respect and politeness in every interaction.	18	95%	1	5%
5.	I receive clear and honest explanations from my supervisor regarding decisions that are made.	10	53%	9	47%

Source: Primary data, processed by the researcher (2025)

The preliminary survey results indicate an issue with organizational justice, where a majority of employees (79%) feel uninvolved in decision-making related to their work. This situation may weaken their sense of belonging and reduce their dedication to achieving the organization's objectives. Employees will have a stronger perception of procedural justice when given the opportunity to participate more actively in the processes that determine outcomes within the company (Kurniasyari & Subiyanto, 2022).

The preliminary survey also identified a lack of transparency from supervisors, with nearly half of the employees (47%) feeling they did not receive clear and honest explanations regarding company decisions. This situation risks fostering distrust and negative speculation within the work environment. Organizational justice plays a crucial role as a driving factor for employees to continuously develop their abilities and maintain a competitive advantage (Sari & Amri, 2022).

Individuals have a strong connection to their environment and continually adapt. Therefore, to enhance employee morale and job satisfaction, organizations must pay attention to physical environmental conditions such as cleanliness, air circulation, lighting, tranquility, safety, and noise levels (Ayunasrah & Diana, 2022).

**Table 2.** Pre-Survey Results on Work Environment

No	Statement	Agree	%	Disagree	%
1.	My workplace has a comfortable and supportive atmosphere that allows me to work optimally.	15	79%	4	21%
2.	My work environment is clean and ensures my safety.	16	84%	3	16%
3.	I feel that the facilities, such as work equipment, break rooms, and prayer rooms, are adequate.	15	79%	4	21%
4.	I have easy access to supporting facilities like drinking water and personal storage (lockers).	17	90%	2	10%
5.	I feel safe while performing my duties at the workplace.	17	90%	2	10%
6.	The company provides an adequate work safety system to prevent accidents or other work-related risks.	14	74%	5	26%

Source: Primary data, processed by the researcher (2025)

The preliminary survey has highlighted a key concern that warrants serious attention regarding the work safety system. A total of 74% of respondents agreed that the company's safety system is adequate for preventing accidents and other risks, whereas 26% disagreed. This dissent could be attributed to a lack of explicit safety protocols, insufficient safety infrastructure, or minimal training in occupational safety. Occupational safety and health are an endeavour to establish a work environment that is safe, healthy, and free from any form of environmental contamination (Widodo, 2023).

The level of employee satisfaction can be affected by rewards or recognition. Fundamentally, rewards are incentives that connect compensation with efforts to enhance employee productivity, thus enabling a company to gain a competitive advantage (Ahmad et al., 2021).

**Table 3.** Pre-Survey Results on Reward

No	Statement	Agree	%	Disagree	%
1.	I feel that the salary I receive is commensurate with my responsibilities and workload.	15	79%	4	21%
2.	The company pays my salary on time and in accordance with regulations.	17	90%	2	10%
3.	I receive my annual leave entitlement in accordance with company policy.	2	10%	17	90%
4.	My leave requests are always processed fairly and without obstruction.	15	79%	4	21%
5.	I frequently receive appreciation or thanks from my supervisor for my work performance.	11	58%	8	42%
6.	I feel that the company values my presence and contributions, both socially and emotionally.	16	84%	2	16%

Source: Primary data, processed by the researcher (2025)

Findings from a preliminary survey reveal widespread employee dissatisfaction with the current reward system. Key issues include the perception among 90% of respondents of not receiving their annual leave entitlements, alongside a general lack of appreciation and recognition. These factors pose a significant risk to employee motivation, loyalty, and overall productivity.

The existing literature presents conflicting evidence. Studies by Dajeng et al. (2023), Sri Kasih & Nomiyaniti (2023) and Naomi Ering et al. (2023) demonstrate a significant relationship between organizational justice and job satisfaction. In contrast, research conducted by Meilliana & Yanuar (2023) and Bakotić & Bulog (2021) concludes that organizational justice does not affect job satisfaction.

Furthermore, while research by Rika Arianti et al. (2025) and Oktavianus et al. (2024). Although earlier studies confirm a positive and significant relationship between the work environment and job satisfaction Malonda et al. (2025) reported no significant relationship.

A similar contradiction exists regarding rewards. Research by Aiysah et al. (2023) and Akmal & Sarbunis (2021) supports a direct and significant link between rewards and job satisfaction. In contrast, a study by Atika et al. (2024) found no such relationship.

Based on the explanation above, inconsistent findings were found in previous studies. This research gap, coupled with specific problems identified through a preliminary survey at PT Nanda Putra such as 79% of employees feeling uninvolved in decision-making, 90% feeling they do not receive their annual leave rights, and 26% doubting the workplace safety system drives the urgency of this study. This research aims to re-examine the relationship between variables in the unique context of a growing logistics company in Central Java and to provide a more in-depth understanding.

### Research Questions

Based on the background, the research questions are formulated as follows: Does organizational justice have a positive and significant effect on job satisfaction at PT Nanda Putra? Does the work environment have a positive and significant effect on job satisfaction at PT Nanda Putra? Do rewards have a positive and significant effect on job satisfaction at PT Nanda Putra?

## 2. Literature Review

### Job Satisfaction

Job satisfaction refers to a person's positive emotional feeling toward their work, which arises from a personal evaluation. A satisfied individual will exhibit a positive attitude towards their job, while a dissatisfied individual will exhibit a negative (Waskito & Sumarni, 2023).

Frederick Herzberg's Two-Factor Theory, as described by (Suryawan & Salsabilla, 2022), is a prominent theory explaining job satisfaction. It posits that satisfaction is determined by two different categories of factors. First are the motivators (e.g., achievement, promotion opportunities) that actively contribute to satisfaction. Second are the hygiene factors (e.g., salary, work conditions), the absence of which causes dissatisfaction, but whose presence only prevents dissatisfaction rather than directly enhancing it.

### Organizational Justice

Organizational justice pertains to employees' perceptions of being treated fairly within their company, concerning both the outcomes they receive (e.g., promotions) and the procedures applied in decision-making (Asmini et al., 2024). It is further detailed by (Wiseman & Stillwell, 2022) as comprising four dimensions: 1) Distributive Justice, the perceived fairness of outcome allocation; 2) Procedural Justice, the perceived fairness of processes and procedures; 3) Interpersonal Justice, the perceived fairness of interpersonal treatment; and 4) Informational Justice, the perceived fairness of information dissemination. (Wiseman & Stillwell, 2022) also identify several factors that can affect organizational justice: 1) Leadership Style, 2) Individual Characteristics, and 3) Organizational Communication.

### Work Environment

The work environment consists of the aggregate social, psychological, and physical conditions within an organization that impact employee performance. Given that humans are intrinsically linked to their surroundings, they perpetually seek to adapt to their workplace conditions (Ayunasrah & Diana, 2022). Sedarmayanti in (Ayunasrah & Diana, 2022) categorizes the work environment into two types: the physical and the non-physical work environment.

### Reward

A reward is an incentive provided to increase employee motivation. By linking desirable behavior with positive feelings, rewards motivate employees to replicate those actions and continually enhance their achievements (Ahmad et al., 2021). As detailed by Ivancevich et al. in (Ahmad et al., 2021), rewards are classified into two categories: Extrinsic Rewards (including salary, benefits, and promotions) and Intrinsic Rewards (including completion, achievement, autonomy, and personal growth).

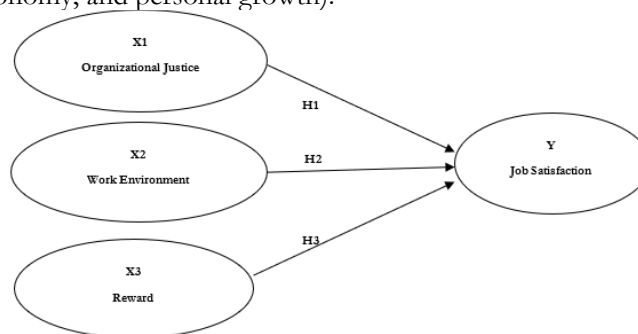


Figure 2. Conceptual Framework

### Hypothesis Development

A significant positive association is found between organizational justice and job satisfaction. (Oktavianus et al., 2024). Organizational justice encompasses perceptions of fairness in the distribution of outcomes or rewards (distributive justice), the methods employed to assess those outcomes (procedural justice), and the quality of interaction and interpersonal treatment received from supervisors (interactional justice). Recent studies consistently demonstrate a significant positive contribution of organizational justice to job satisfaction (Kadek et al., 2024). Similarly, research by Al-Frijawy (2024). confirms a significant positive influence of organizational justice on job satisfaction. Employees who feel they are treated fairly by the organization tend to be more satisfied, trust management, and are more committed to the organization. Based on this discussion, the first hypothesis is proposed: H1: Organizational Justice has a positive and significant effect on Job Satisfaction.

Recent research indicates that a supportive work environment, both psychologically and physically, is a key determinant of job satisfaction. When employees experience comfort, safety, and positive interpersonal relationships at work, their motivation increases, and they tend to derive more enjoyment from their daily activities (Naomi Ering et al., 2023). Research by Yudho Purnomo et al. (2024) and Adinda Viery Shavira & Wenny Desty Febrian (2023)

consistently shows a positive and significant relationship of the work environment on job satisfaction. It can thus be assumed that the condition of the work environment within a company will affect the satisfaction levels of its employees. Based on the preceding discussion, the second hypothesis is formulated: H2: The Work Environment has a positive and significant effect on the Job Satisfaction of employees.

As posited by Expectancy Theory, employees are motivated to perform optimally when they believe their efforts will lead to good performance, and that such performance will be met with rewards they deem valuable. Providing rewards that are commensurate with contributions and equitable in comparison to peers reinforces perceptions of fairness and fosters a sense of being valued. Recent research consistently demonstrates a significant positive influence of rewards on job satisfaction. Studies by Michella & Edalmen (2022) and Fibriani et al. (2024) consistently affirm this positive and significant effect. Therefore, the third hypothesis is formulated as follows: H3: Rewards have a positive and significant effect on Job Satisfaction.

### 3. Research Method

This study employed a quantitative associative research design to examine the causal relationships among two or more variables, as defined by Sugiyono as cited in Muslim (2022). The research was carried out at PT Nanda Putra in Semarang over a two-week period. The study's population included all 80 employees of the company. Due to the small and accessible nature of the population, a saturated sampling (census) method was utilized, resulting in a total sample size of 80 respondents. Data were collected through questionnaires and observation, yielding both primary and secondary data. The primary data from the questionnaires were coded on a 5-point Likert scale and subsequently analyzed using the SPSS software package. The analysis involved a series of statistical procedures, including data quality tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

**Table 4.** Operational Definitions

Variable	Definition	Indicators
Organizational Justice (X1)	An individual's perception of the extent to which they are treated fairly within the work environment, concerning both the outcomes received and the procedures used (Asmini et al., 2024).	1. Distributive Justice 2. Procedural Justice 3. Interpersonal Justice 4. Informational Justice Wiseman & Stillwell (2022)
Work Environment (X2)	The social, psychological, and physical aspects within a company that can influence the way employees perform their duties (Ayunasrah & Diana, 2022).	1. Physical Work Environment 2. Social Work Environment 3. Work Safety Meku Lelo (2024)
Reward (X3)	A form of recompense, prize, or incentive provided to an employee in recognition of their contribution or performance (Ahmad et al., 2021).	1. Extrinsic Reward 2. Intrinsic Reward 3. Social Reward Syal et al. (2024)
Job Satisfaction (Y)	An employee's overall perception of their job, reflecting whether the work is considered pleasant or unpleasant to perform. Job satisfaction is a key determinant of labour market outcomes and well-being (Sulistyawati et al., 2022).	1. Supervision 2. Salary and Benefits 3. Promotion Opportunities 4. Coworkers 5. The Work Itself Nilasari et al. (2024)

### 4. Results and Discussion

The study's sample consisted of 80 respondents, predominantly male (86.4%), with the remaining 13.6% being female. The majority of respondents (54.3%) were between 41-50 years of age, indicating that most participants belong to the middle adulthood age group. In terms of education, the largest group of respondents (40.7%) had completed a high school education. Furthermore, the majority of respondents (55.6%) had a tenure of more than 3 years at PT Nanda Putra.

### Validity Test

The results of the validity test indicated that all statement items yielded a calculated R-value greater than the critical R-table value ( $R\text{-calculated} > 0.217$ ). Therefore, all items for the variables organizational justice, work environment, rewards, and job satisfaction were considered valid and suitable for further analysis.

**Table 5.** Validity Test Results

Variable	R Calculated	R Table	Status
KO1	,688	0,217	Valid
KO2	,789		
KO3	,552		
KO4	,335		
KO5	,531		
KO6	,634		
KO7	,718		
KO8	,787		
KO9	,768		
LK1	,546		
LK2	,659		
LK3	,575		
LK4	,650		
LK5	,562		
LK6	,661		
LK7	,701		
LK8	,699		
P1	,715		
P2	,669		
P3	,708		
P4	,715		
P5	,640		

Source: Primary data, processed by the researcher (2025)

### Reliability Test

The results of the reliability test indicate that each research variable has a Cronbach's Alpha value greater than 0.70. This suggests that the instrument used to measure all the statements possesses a high degree of internal consistency and is therefore considered reliable.

**Table 6.** Reliability Test Results

Variable	Cronbach's Alpha	Status
Organizational Justice (X1)	0,759	Reliable
Work Environment (X2)	0,756	
Reward (X3)	0,772	
Job Satisfaction (Y)	0,765	

Source: Primary data, processed by the researcher (2025)

### Normality Test

The normality test, conducted using the one-sample Kolmogorov-Smirnov method, yielded an asymptotic significance (2-tailed) value of 0.200. As this value is greater than the significance level of 0.05 ( $p > 0.05$ ), it is concluded that the data are normally distributed.

**Table 7.** Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.834669694
	Absolute	.079
Most Extreme Differences	Positive	.069
	Negative	-.079
Test Statistic		.079
Asymp. Sig. (2-tailed)		.200 <sup>c, d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Primary data, processed by the researcher (2025)

Visual inspection of the plot further supports the assumption of normality. The pattern of data points clustering around the diagonal line confirms that the regression model meets the normality criterion.

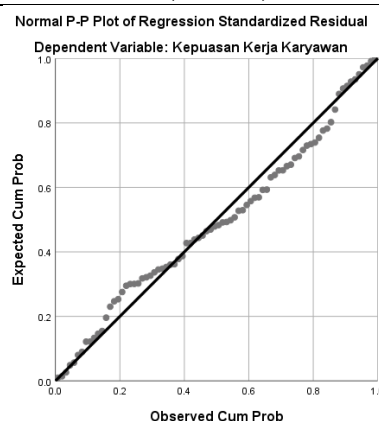


Figure 3. Normality Test Data

### Multicollinearity Test

The results of the multicollinearity analysis show tolerance values of 0.645 for organizational justice, 0.584 for work environment, and 0.666 for reward. As each of these tolerance values is greater than 0.10, it indicates that the independent variables are free from multicollinearity. Furthermore, the VIF (Variance Inflation Factor) values were 1.550 for organizational justice, 1.713 for work environment, and 1.502 for reward. As the VIF values for all three variables are below the accepted threshold of 10, it can be concluded that multicollinearity is not a concern in the regression model

Table 8. Multicollinearity Test Results

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Justice	.645	1.550
	Work Environment	.584	1.713
	Reward	.666	1.502

a. Dependent Variable: Employee Performance

Source: Primary data, processed by the researcher (2025)

### Heteroscedasticity Test

The distribution of the residual data points on the scatterplot displays a random pattern, without forming any specific configuration (e.g., a funnel or wave-like shape). This confirms that there is no problem of heteroscedasticity; rather, the assumption of homoscedasticity has been met. The homogeneity of residual variance across predicted values indicates that the linear regression model is valid.

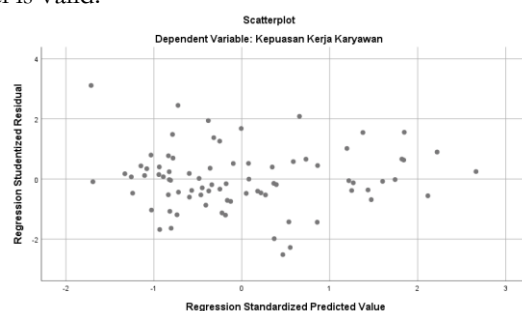


Figure 4. Scatterplot for the Heteroscedasticity Test

Table 9. Glejser Heteroscedasticity Test Results

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.971	1.868		1.591	.116
	Organizational Justice	.023	.063	.052	.372	.711
	Work Environment	-.099	.072	-.205	-1.386	.170
	Reward	.106	.097	.151	1.087	.281

a. Dependent Variable: GLEJSER2

Source: Primary data, processed by the researcher (2025)

To complement the analysis, the Glejser test was also applied. The significance value obtained from this test ( $p > 0.05$ ) indicates that the residual variance is constant, and the model is free from heteroscedasticity.

# Multiple Linear Regression Analysis

**Table 10.** Multiple Linear Regression Analysis Results

Coefficients <sup>a</sup>		Unstandardized Coefficients	
		B	Std. Error
	(Constant)	-4.980	2.836
1	Organizational Justice	.482	.096
	Work Environment	.453	.109
	Reward	.370	.147

a. Dependent Variable: Job Satisfaction

Source: Primary data, processed by the researcher (2025)

The results, derived from the calculations, are represented in the following equation:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

By substituting the coefficient values, the regression equation becomes:

$$Y = -4.980 + 0.482X_1 + 0.453X_2 + 0.370X_3 + e$$

- The constant value (a) is -4.980. This implies that if the variables of Organizational Justice (X1), Work Environment (X2), and Reward (X3) were zero, Job Satisfaction (Y) would be predicted to be -4.980. However, this interpretation is only relevant if a value of zero for the independent variables is meaningful within the context of the study.
- Organizational Justice (X1) has a regression coefficient of 0.482, indicating that Job Satisfaction (Y) increases by 0.482 units for every one-unit increase in X1, assuming all other predictors remain unchanged.
- Work Environment (X2) has a regression coefficient of 0.453, suggesting that a one-unit rise in X2 increases Job Satisfaction (Y) by 0.453 units, assuming other predictors remain constant.
- The regression coefficient of 0.370 for Reward (X3) suggests that for every one-unit increase in Reward, Job Satisfaction (Y) is predicted to increase by 0.370 units, assuming the other independent variables are held constant.

## T-Test

The t-test was conducted at a significance level ( $\alpha$ ) of 5%. The critical t-value (t-table) was determined using the formula  $t(\alpha/2; n-k-1)$ , where the sample size (n) is 80 and the number of independent variables (k) is 3. This resulted in a calculation of t (0.025; 76), which yields a critical t-value of 1.991.

**Table 11.** T-Test Results

Coefficients <sup>a</sup>			
Model		t	Sig.
	(Constant)	-1.756	.083
1	Organizational Justice	5.044	.000
	Work Environment	4.161	.000
	Reward	2.512	.014

a. Dependent Variable: Job Satisfaction

Source: Primary data, processed by the researcher (2025)

- Organizational Justice (X1)

Organizational Justice (X1) obtained a calculated t-value of 5.044, which is higher than the critical t-value of 1.991. In addition, the significance value of 0.000 is below the 0.05 threshold. Thus, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted, confirming that Organizational Justice has a significant positive effect on Job Satisfaction (Y).

- Work Environment (X2)

Work Environment (X2) obtained a calculated t-value of 4.161, which is greater than the critical t-value of 1.991. Moreover, the significance level of 0.000 ( $p < 0.05$ ) indicates statistical significance. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H2) is accepted, confirming that Work Environment has a significant positive influence on Job Satisfaction (Y).

- Reward (X3)

Reward (X3) obtained a calculated t-value of 2.512, which is higher than the critical t-value of 1.991. In addition, the significance value of 0.014 ( $p < 0.05$ ) indicates statistical significance. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H3) is accepted, confirming that Reward has a significant positive effect on Job Satisfaction (Y).

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

The result of the coefficient of determination test reveals an Adjusted R Square value of 0.656, or 65.6%. The results indicate that Organizational Justice (X1), Work Environment (X2), and Reward (X3) together explain 65.6% of the variance in Job Satisfaction (Y). The remaining 34.4% of the variance is attributable to other factors not examined in this study.



**Table 12.** Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 <sup>a</sup>	.669	.656	3.910

a. Predictors: (Constant), Reward, Organizational Justice, Work Environment

Source: Primary data, processed by the researcher (2025)

### **The Influence of Organizational Justice on Job Satisfaction**

The research findings reveal that organizational justice has a significant positive effect on job satisfaction. This is substantiated by the t-test results, which showed that the calculated t-value (5.044) exceeds the critical t-value (1.991). Furthermore, the significance value for this variable (0.000) is lower than 0.05. Therefore, the hypothesis stating that Organizational Justice has a positive and significant impact on job satisfaction is accepted.

Based on the descriptive analysis, the statement with the highest score (3.78) was, "My supervisor shows good faith in conveying information relevant to my job." This finding suggests that employees at PT Nanda Putra perceive openness and a positive attitude from their supervisors in the delivery of work-related information. This clear and transparent communication reflects the practice of informational justice in the work environment. This condition provides a sense of security for employees, strengthens trust in leadership, and encourages higher engagement in task completion. This positive perception of organizational justice contributes to a conducive work atmosphere and enhances overall job satisfaction.

This finding is further corroborated by consistent results from previous literature, as shown by Dajeng et al. (2023) and Sri Kasih & Nomiyanti (2023), who consistently reported that organizational justice has a significant positive relationship with job satisfaction.

### **The Influence of the Work Environment on Job Satisfaction**

The results demonstrated that the work environment has a significant positive relationship with job satisfaction. This was determined by the t-test results, which showed a calculated t-value of 4.161, exceeding the critical t-value of 1.991. Furthermore, the obtained significance value (0.000) is well below the 0.05 threshold. Accordingly, the hypothesis stating that the work environment has a significant positive effect on job satisfaction is supported.

The descriptive analysis shows that the statement with the highest score (3.66) was, "I feel that the working conditions at this company are safe." This illustrates that employees at PT Nanda Putra perceive a sense of safety in the work environment provided by the company. This sense of safety reflects the company's attention to employee safety and well-being while also affirming fair treatment. This situation creates a sense of comfort, strengthens trust in the company, and fosters motivation and morale. A safe and conducive work environment helps shape a positive attitude toward the job and the overall work atmosphere, which ultimately enhances job satisfaction.

This finding is further supported by consistent results from previous literature, such as those by Adinda Viery Shavira & Wenny Desty Febrian (2023), Yudho Purnomo et al. (2024), and Anggun Cahya Ningrum & Munawaroh Munawaroh (2025), which consistently reported that the work environment has a significant positive relationship with job satisfaction.

### **The Influence of Rewards on Job Satisfaction**

Findings from the research reveal that rewards have a significant positive relationship with job satisfaction. This was shown by the t-test, which yielded a calculated t-value of 2.512, exceeding the critical t-value of 1.991. Additionally, the obtained significance value (0.014) is below the 0.05 threshold. Accordingly, the hypothesis stating that rewards exert a positive and significant influence on job satisfaction is supported.

The descriptive analysis reveals that the statement with the highest score (3.51) was, "I am satisfied with the opportunities to increase my salary during my employment." This indicates that employees at PT Nanda Putra perceive adequate opportunities for salary increases throughout their tenure, which provides a sense of fair treatment from the company regarding their contributions and performance. This situation fosters satisfaction and work motivation, strengthens employee trust in the company, and encourages morale. The opportunity for salary increases also cultivates a positive attitude toward the job and work environment, which ultimately contributes to an increase in overall job satisfaction.

This finding is further corroborated by consistent results from previous research, such as those by Aiyasah et al. (2023), Ahmad et al. (2021), Akmal & Sarbunis (2021), who consistently found that rewards have a significant positive relationship with job satisfaction.

## 5. Conclusion

Based on the data analysis of 80 employees at PT Nanda Putra, this study concludes that organizational justice, work environment, and rewards simultaneously have a positive and significant effect on job satisfaction. This finding is supported by the coefficient of determination test, which indicates that these three variables can explain 65.6% of the variance in job satisfaction. The remaining 34.4% is influenced by other factors outside the scope of this research model.

Partially, all three research hypotheses were accepted: Organizational Justice has the most dominant influence, with a regression coefficient of 0.482 and a significance value of 0.000; Work Environment has a significant effect, with a coefficient of 0.453 and a significance value of 0.000; and Rewards also have a significant effect, with a coefficient of 0.370 and a significance value of 0.014. These findings confirm that to increase job satisfaction, the company's strategic efforts should focus on strengthening the perception of justice, improving the quality of the work environment, and implementing an effective reward system.

Based on the research findings and analysis, the researchers formulate several strategic recommendations for the management of PT Nanda Putra to consider in order to improve job satisfaction.

First, improvements should be focused on strengthening procedural justice. The research findings indicate that the statement, "The procedures used for decision-making are free from bias," received the lowest score. This suggests a perception among employees that the decision-making processes regarding assignments, promotions, and rewards are not entirely objective. To address this, it is recommended that the company develop and disseminate transparent Standard Operating Procedures (SOPs) for every key decision. Furthermore, it is important to involve employee representatives in these processes to reduce subjectivity and build trust, as well as to establish an accessible formal grievance mechanism to follow up on employee feedback.

Second, serious attention is required for the optimization of workplace safety and security facilities. The statement, "Safety and security facilities are always available at the workplace," received the lowest average score, indicating that the availability of these facilities is not yet optimal and could potentially diminish employees' sense of security. Therefore, it is advisable for the company to implement integrated measures, including routine evaluations of safety equipment conditions, regular training on safety procedures, and the formation of a dedicated team responsible for facility oversight and maintenance. These steps are expected to create a safer and more comfortable work environment, which will ultimately enhance employee satisfaction and productivity.

Lastly, this study highlights the urgency of redesigning the reward and recognition system. The preliminary survey identified critical issues, where a majority of employees (90%) felt they did not receive their annual leave rights, and 42% felt they received insufficient appreciation or thanks from their superiors. This situation poses a high risk of decreasing employee motivation, loyalty, and productivity. Therefore, it is recommended that the company promptly review and clarify its leave policy to ensure compliance with regulations. Additionally, non-financial appreciation programs should be developed, such as providing verbal or written recognition, to foster a culture of mutual respect and enhance employees' sense of attachment to the company.

For future research, it is suggested to include other variables that could potentially influence job satisfaction, such as work motivation, training and development programs, and leadership styles. The inclusion of these variables aims to broaden the scope of future research and yield more comprehensive findings.

**Acknowledgments:** The authors would like to express their deepest gratitude to Universitas Dian Nuswantoro for the continuous support and facilities provided throughout the research process. Special appreciation is extended to our supervisor, Ms. Awanis Linati Haziroh, for her invaluable guidance, constructive feedback, and encouragement, which have greatly contributed to the completion of this paper. The authors also sincerely thank PT Nanda Putra for granting access and providing the necessary data and information as the object of this research. Without their cooperation, this study would not have been possible.

## References

- Adinda Viery Shavira, & Wenny Desty Febrian. (2023). Pengaruh motivasi kerja, budaya organisasi dan lingkungan kerja terhadap kepuasan kerja karyawan PT. Sri Rejeki Isman Tbk. *Bulletin of Media Publikasi*.
- Ahmad, D., Dosen, Y., Ekonomi, F., Bisnis, D., Metro, I., & Hajar, J. K. (2021). Pengaruh penghargaan dan budaya organisasi terhadap kinerja karyawan pada PT. Widya Pratama Perkasa.
- Aiyah, N., Tiara Tanjung, Y., Pembinaan Masyarakat Indonesia, U., Balai Desa, J., & Deli Serdang Sumatera Utara, K. (2023). Pengaruh penghargaan dan sanksi terhadap kepuasan kerja pegawai melalui motivasi kerja internal pada Dinas Kependudukan dan Catatan Sipil Kota Medan. *Journal on Education*, 06(01), 9655–9663.
- Akmal, S., & Sarbunis, S. (2021). Pengaruh penghargaan atasan dan komitmen organisasi terhadap kepuasan kerja pegawai pada Dinas Pertanian dan Pangan Kabupaten Pidie. *Jurnal Ekobismen*, 1(2). <https://doi.org/10.47647/jeko.v1i2.490>
- Al-Frijawy, J. (2024). The effect of organizational justice on achieving job satisfaction: An exploratory study of the opinions of a sample of employees at the General Company for Southern Fertilizers Manufacturing. *American Journal of Economics and Business Management*, 8(2).
- Anggun Cahya Ningrum, & Munawaroh Munawaroh. (2025). Pengaruh lingkungan kerja dan motivasi kerja terhadap kepuasan kerja karyawan. *Jurnal Manajemen Riset Inovasi*, 3(1), 19–32. <https://doi.org/10.55606/mri.v3i1.3434>
- Asmini, A., Adawiah, A., Mansur, M., Umar, U., & Nur Alam, A. R. (2024). Pengaruh keadilan organisasional terhadap kepuasan kerja karyawan pada PT. Pos Indonesia Cabang Soppeng. *Jurnal Ilmiah Metansi (Manajemen Dan Akuntansi)*, 7(2), 416–423. <https://doi.org/10.57093/metansi.v7i2.334>
- Atika, T., Ventje, L., Wehelmina, T., Jurusan, R., Administrasi, I., & Bisnis, A. (2024). Pengaruh kompensasi dan kepuasan kerja terhadap kinerja karyawan PT. Mayora Indah Tbk Cabang Tomohon. *Jurnal Administrasi Bisnis (JAB)*, 14(3).
- Ayunasrah, T., & Diana, R. (2022). Pengaruh lingkungan kerja terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel mediasi pada Dinas Lingkungan Hidup Kabupaten Bener Meriah. *Jurnal JUIIM*, 2022–2023.
- Bakotić, D., & Bulog, I. (2021). Organizational justice and leadership behavior orientation as predictors of employees job satisfaction: Evidence from Croatia. *Sustainability (Switzerland)*, 13(19). <https://doi.org/10.3390/su131910569>
- Dajeng, Kasran, M., & Sampetan, S. (2023). Pengaruh keadilan organisasi dan budaya organisasi terhadap kepuasan kerja pada PT. BMS. *Management Studies and Entrepreneurship Journal*, 4(3). <https://doi.org/10.37385/msej.v4i4.1950>
- Djoko Setyo Widodo. (2023). Determinasi pelatihan, keselamatan dan kesehatan kerja (K3) terhadap kepuasan kerja. <https://doi.org/10.38035/jim.v1i4>
- Fibriani, A., Muamilah, H., & Jannah, F. (2024). Analisis tingkat kepuasan karyawan terhadap sistem penghargaan di PT VADS Indonesia tahun 2024. <https://doi.org/10.8734/musyitari.v8i2.5558>
- Kadek, N., Mulyati, D., Landra, N., & Nengah Aristana, I. (2024). The role of quality of work life and job satisfaction in mediating the influence of organizational justice on employee commitment. *Journal of Social Work and Science Education*, 5(3), 1005–1016.
- Kurniasyari, I., & Subiyanto, D. (2022). Pengaruh keadilan distributif, keadilan prosedural, dan kepuasan kerja terhadap komitmen organisasi. *JPEK (Jurnal Pendidikan Ekonomi Dan Kewirausahaan)*, 5(2), 453–467. <https://doi.org/10.29408/jpek.v5i2.3672>
- Malonda, P., Lengkong, V. P. K., Malonda, P., Lengkong, V. P. K., Uhing, Y., Manajemen, J., Ekonomi, F., & Bisnis, D. (2025). Pengaruh lingkungan kerja, gender dan stres kerja terhadap kepuasan kerja pegawai Dinas Perhubungan Kota Manado. *Jurnal EMB4*, 13(1), 896–907.
- Meilliana, S., & Yanuar, Y. (2023). The effect of organizational justice on job satisfaction mediated by organizational commitment. *International Journal of Application on Economics and Business*, 1(1), 464–471. <https://doi.org/10.24912/ijaeb.v1i1.464-471>
- Meku Lelo, J. (2024). The effect of work environment on employees' job satisfaction: Empirical evidence from the banking industry. *Jurnal Manajemen Teori Dan Terapan | Journal of Theory and Applied Management*, 17(1), 149–162. <https://doi.org/10.20473/jmtt.v17i1.54567>
- Michella, M., & Edalmen, E. (2022). Pengaruh penghargaan, lingkungan kerja, dan hubungan kerja terhadap kepuasan kerja karyawan. *Jurnal Manajerial Dan Kewirausahaan*, 4(4), 987–996. <https://doi.org/10.24912/jmk.v4i4.20562>
- Muslim, M. (2022). Pengaruh stres kerja dan beban kerja terhadap turnover intention karyawan pada PT. Sunggong Logistics Jakarta. *ESENSI: Jurnal Manajemen Bisnis*, 24(3), 426–435. <https://doi.org/10.55886/esensi.v24i3.421>
- Naomi Ering, F. G., Pio, R., & Tumbel, T. (2023). Pengaruh lingkungan kerja dan kompensasi terhadap kepuasan kerja karyawan kantor pusat PT Bank SulutGo Manado.
- Nilasari, B. M., Risqiani, R., M. Nisfianoor, Leon, F. M., & Kurniawati. (2024). The influence of job satisfaction on employee performance of educational staff. *European Journal of Business and Management Research*, 9(3), 148–156. <https://doi.org/10.24018/ejbmr.2024.9.3.2326>

- Oktavianus, H. F., Noviega, S., Burin, B., & Paridy, A. (2024). Pengaruh lingkungan kerja, keadilan bekerja dan motivasi kerja terhadap kepuasan kerja karyawan PT. Taspen (Persero) Cabang Kupang. <https://doi.org/10.31004/innovative.v4i1.7825>
- Rika Arianti, Andi Nuryadin, & Nurdin Latif. (2025). Pengaruh lingkungan kerja terhadap kepuasan kerja karyawan pada PT. Semen Bosowa Maros. *Maeswara: Jurnal Riset Ilmu Manajemen Dan Kewirausahaan*, 3(1), 47–59. <https://doi.org/10.61132/maeswara.v3i1.1523>
- Sari, A. E., & Amri, F. (2022). Pengaruh keadilan organisasional dan keterlibatan kerja terhadap komitmen organisasi pada pegawai Dinas Kependudukan dan Pencatatan Sipil Kabupaten Kerinci. *Bussman Journal: Indonesian Journal of Business and Management*, 2(1), 42–53. <https://doi.org/10.53363/buss.v2i1.35>
- Sri Kasih, N. L., & Nomiyan, P. (2023). Pengaruh keadilan organisasi dan kepuasan kerja terhadap komitmen organisasi pada Dinas Pekerjaan Umum dan Tata Ruang Kabupaten Buleleng. <https://doi.org/10.35446/dayasaing.v9i1.1018>
- Suryawan, I. N., & Salsabilla, A. (2022). Pengaruh kepuasan kerja, disiplin kerja dan motivasi kerja terhadap kinerja karyawan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(1), 137. <https://doi.org/10.37905/aksara.8.1.137-146.2022>
- Syal, A., Rosnani, T., Daud, I., Christiana, M., Kalis, I., & Hendri, M. I. (2024). The influence of reward, work-life balance on employee retention: The mediating effect of job satisfaction Generation Z employees in West Kalimantan. *Journal of Management Science (JMAS)*, 7(1), 270–279.
- Waskito, M., & Sumarni, S. (2023). Pengaruh motivasi dan lingkungan kerja terhadap kepuasan kerja karyawan PT. MNC Sekuritas. *Kinerja*, 6(01), 94–107. <https://doi.org/10.34005/kinerja.v6i01.2726>
- Wiseman, J., & Stillwell, A. (2022). Organizational justice: Typology, antecedents, and consequences. *Encyclopedia*, 2(3), 1287–1295. <https://doi.org/10.3390/encyclopedia2030086>
- Yudho Purnomo, Sugiarto, & Cici Pratiwi. (2024). Pengaruh lingkungan kerja, budaya organisasi dan pengawasan terhadap kepuasan kerja karyawan pada CV. OMYRA Global Resources. *E-Logis: Jurnal Ekonomi Logistik*, 7(2), 19–34. <https://doi.org/10.70375/e-logis.v7i2.116>
- Yunus, S. (2024, December 11). Survei pekerja: Kepuasan kerja makin tinggi tapi kepesertaan dana pensiun rendah di Indonesia. *Indonesiana*.