



## The Influence of Work Experience, Leadership Style, Work Environment, and Work-Life Balance on the Job Satisfaction

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**ABSTRACT:** Job satisfaction of the Purwokerto Pratama Tax Service Office (KPP) employees is an important aspect so that employees feel comfortable with their work and so that tax services can be distributed well to the community. The aim of this research is to determine the influence of work experience, leadership style, work environment, and work-life balance on employee job satisfaction. This research focuses on all civil servants (PNS) of the Purwokerto Pratama Tax Service Office (KPP), which totals 80 employees. The analysis tool used is Partial Least Squares Structural Equation Modeling (SEM-PLS) version 4. This study employs a quantitative approach using a questionnaire with a saturated sample technique, or total sample. The research results show that work experience, leadership style, work environment, and work-life balance have a positive effect on employee job satisfaction.

**Keywords:** Work Experience, Leadership Style, Work Environment, Work-Life Balance, Job Satisfaction.



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## INTRODUCTION

The job satisfaction of civil servants (PNS) working in the Purwokerto was Pratama Tax Service Office (KPP) is essential to sustaining effectiveness and delivering first-rate community services. KPP Pratama, as a work unit under the Directorate General of Taxes (DJP), is tasked with implementing various tax practices for the taxpayer community. As an institution responsible for collecting public funds, the performance of tax officials is not only measured by their ability to manage tax obligations but also by the level of satisfaction they feel with their work. Job satisfaction is defined by Robbins and Judge (2017), as a positive attitude towards one's employment that arises from evaluating the job's characteristics.

Research on job satisfaction has been widely carried out in other government agencies, such as that conducted by (Isa et al., 2024), (Astuti et al., 2024), and (Runtu et al., 2022). Our knowledge of the relationships between work experience, leadership style, work environment, work-life balance, and job happiness will grow as a result of this research. Because happy tax workers will give taxpayers exceptional service, job happiness is crucial (Pradipta, 2020). Good service is created

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by employees who are responsible for their work, and this responsibility arises from the employee's sense of satisfaction. By doing this, KPP Pratama can guarantee that tax administration and services are provided efficiently and in compliance with relevant laws.

Equity theory put forward by John Stacey Adams in [Wibowo, \(2020\)](#) assumes that people are motivated by the desire to be treated fairly at work. A person's satisfaction or dissatisfaction depends on whether the individual feels there is justice (equity) in the situation. When employees feel that the ratio between their input (effort) and results (rewards) is comparable to that of other employees, it is considered fairness. Injustice occurs when these ratios are unbalanced, either because one person's input is considered too great or the reward is less than another's. Satisfaction arises when justice is felt, while dissatisfaction arises when there is injustice between input and output, according to the explanation in [\(Wibowo, 2020\)](#).

Job satisfaction positively influences worker productivity and performance, as proven by the reciprocal relationship between the two, which is influenced by factors such as promotions, coworkers, supervision, wages, and work itself [\(Rondonuwu et al, 2019; Sinaga et al, 2022; Satriansyah, 2019\)](#). Because people in an organisation are the primary component in influencing the effectiveness of organisational operations, job satisfaction is crucial [\(Rondonuwu et al., 2019\)](#). These elements can establish the ideal level of productivity by guaranteeing worker job happiness [\(Herawati & Ranteallo, 2020\)](#).

To determine employee job satisfaction at the Tax Service Office (KPP), there are several variables that can influence it, including work experience, leadership style, work environment, and work-life balance. These variables are considered in research because they are very supportive phenomena. It is hoped that the findings of this research would offer insightful advice to policymakers who want to increase employee work satisfaction. In this way, it is hoped that the services provided by the KPP to the public as taxpayers can run better and more effectively.

The Tax Service Office (KPP) has employees with diverse work experience because the KPP is an institution that has been around for a long time. A work experience is one that gradually generates new potential from various experiences over time [\(Sinambela, 2020\)](#). In practice, certain positions in the Pratama Tax Service Office (KPP), such as the data quality assurance section and the inspection and assessment section, require employees who have adequate work experience to support quality and effective work results. Work experience, which includes length of time working in an organization and the ability to carry out assigned tasks, can influence an employee's performance by improving presentation and competitive abilities in their work [\(Srikasih & Wahyudi, 2022; Yasin et al., 2021\)](#). Longer work experience usually means employees have better skills and competencies [\(Simanjorang, 2020\)](#). Because they can accomplish things more quickly and effectively, workers who feel more competent at work typically have higher levels of job satisfaction [\(Sinambela, 2020\)](#). A person's work experience, which can be seen from indicators such as length of service, skill level, mastery of work, equipment, and knowledge, makes it possible to understand how to work easily, facilitates adjustment, fosters effective cooperation between employees, and provides psychological calm in dealing with work problems [\(Anggarini et al, 2021; Ilham, 2022\)](#).

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Apart from work experience, KPP requires a leader with a clear and directed leadership style so that duties and responsibilities can be conveyed well. According to [Badrianto et al. \(2022\)](#) a leader's style is a collection of strategic actors that they deploy to persuade subordinates to accomplish organisational objectives. The leadership style can improve employee service quality by encouraging creativity, work enthusiasm, and employee work attitudes ([Syahrudin et al., 2022](#)). The leadership style applied in the Pratama Tax Service Office (KPP) has shown effectiveness in various managerial aspects. The superiors and managers at KPP Patama have succeeded in leading the team well, creating effective communication between superiors and subordinates, managing problems and conflicts in the workplace efficiently, and creating a conducive work environment to achieve optimal results. Leaders who encourage, appreciate, and acknowledge employees' hard work tend to make them feel appreciated and satisfied with their work ([Simanjuntak, 2023](#)). A positive leadership style can also increase employee morale and performance, as well as enable leaders to effectively change their attitudes and behaviors through the positive use of authority, achieving optimal work results ([Herawati & Ranteallo, 2020](#); [Rosuliana et al, 2022](#); [Sugiono et al, 2021](#)).

The work environment is also a crucial factor in job satisfaction. KPP has a dynamic work environment with a focus on public services, monitoring compliance, and utilizing technology to increase efficiency. The daily work atmosphere at the KPP Pratama Tax Service Office tends to be busy, but it remains conducive, with harmonious and collaborative relationships between employees and facilities that support comfort and efficiency in working. According to [Prianggono, \(2023\)](#), the work environment encompasses everything that affects workers or employees, including work facilities that influence job satisfaction and help employees complete their tasks optimally. A favorable work environment with adequate facilities and resources, such as complete work equipment, a comfortable work space, and the latest technology, can increase the efficiency and comfort of [Abaharis & Dwinanda, \(2023\)](#) employees. This will ultimately increase their job satisfaction.

[Sulistiyawati et al, \(2022\)](#) claim that a worker's work environment can have a significant influence on how satisfied they are with their job performance. A clean, orderly, and safe environment can create a sense of security and comfort for employees. Apart from that, a conducive work environment also supports positive communication and collaboration between employees, which is important for increasing efficiency and satisfaction at work.

Aside from personal characteristics and the workplace itself, other factors that can affect job satisfaction include work-life balance. KPP has created a work-life balance system to provide employees a sense of balance between their personal lives and their professional lives. The work-life balance practices applied in the Pratama Tax Service Office (KPP) include joint leave policies and workplace flexibility ([Sunardi & Sugiarti, 2020](#)). Employees are not always in the office, but they also have tasks outside the office, such as tax collection, field supervision, socialization, and counseling ([Madiarsa et al., 2019](#)). This policy helps employees balance the demands of work and personal life, thereby improving their well-being and productivity. [May & Shalahuddin, \(2021\)](#) define work-life balance as people's capacity to divide and manage work-related responsibilities with their personal lives in a way that avoids conflict and can increase motivation, productivity,

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and commitment to their jobs. Employees who are not too burdened by work tend to feel calmer and more satisfied with their lives as a whole, including their work ([Sunardi & Sugiarti, 2020](#)).

Work-life balance can be measured through several indicators, such as time balance, work commitment, work involvement, and satisfaction balance ([Rondonuwu et al., 2019](#)). Work-life balance can also affect how content workers are with their positions since it gives them the chance to grow as people on many levels, including by developing their talents, pursuing their interests, and keeping their minds in check ([Saptono et al., 2020](#)). Because they can set aside enough time for their families and social interactions, workers who achieve a healthy work-life balance typically feel more content with their jobs ([Ganapathi, 2023](#)).

The purpose of this study is to learn more about the opinions of public servants (PNS) working for the Purwokerto Pratama Tax Service Officer (KPP) regarding work-life balance, leadership, exposure to the workplace, and work environment. It is intended that this research will significantly contribute by offering academics information and references and serving as a foundation for future, in-depth studies on the variables influencing job satisfaction in government organizations, particularly in KPP. Additionally, it is desired that the findings of this study will be taken into account when formulating policies and decisions pertaining to raising job satisfaction among KPP employees.

## Frameworks and Hypotheses

Work experience plays an important role in developing employees' work skills and abilities through the process of developing skills for carrying out work tasks ([Krahara et al., 2022](#)). Effectively formed skills enable employees to carry out tasks with the expected abilities [Lengkong et al., \(2020\)](#), which in turn increases their job satisfaction.

Several previous studies have concluded the positive influence of work experience on job satisfaction ([Sabirin, 2020](#); [Simanjourang, 2020](#); [Suhali & Amelia, 2022](#)). Therefore, the first hypothesis can be formulated as follows:

H1: Work experience has a significant positive effect on job satisfaction.

A competent leader makes a major contribution to increased job satisfaction among staff members through several means. First, clear communication about organizational goals helps employees feel directed and understand their roles better ([Putra & Sinambela, 2021](#)). In addition, leadership that encourages active participation in decision-making can increase a sense of ownership and motivation among employees ([Herawati & Ranteallo, 2020](#)). Empathy and emotional support from leaders also build positive relationships, which contribute to overall job satisfaction ([Pally & Septyarini, 2021](#)). In addition, constructive and consistent feedback from leaders can help employees' personal development and increase their feelings of being valued ([Herawati & Ranteallo, 2020](#)). Finally, a leadership style that facilitates innovation and experimentation encourages employees to create new solutions and feel involved in improving organizational performance [Putra & Sinambela, \(2021\)](#) which ultimately increases their job satisfaction.

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Numerous earlier research have found that a leader's style positively affects employees' job happiness. These studies include: ([Astuti et al, 2024](#); [Herawati & Ranteallo, 2020](#); [Suryadi, 2020](#)). The refore, the first hypothesis can be formulated as follows:

H2: Leadership style has a significant positive effect on employee job satisfaction.

Both internal and external organisational environment factors have a big impact on worker job satisfaction. Profession-environmental characteristics have a considerable impact on an individual's level of success in their profession, according to research by ([Fauzi et al., 2023](#)). A clean, safe, and comfortable work environment not only affects the psychological condition of employees when carrying out their duties but also contributes to increasing job satisfaction ([Saputra, 2021](#)). [Warongan et al., \(2022\)](#) emphasized that the close relationship between humans and the work environment creates conditions that promote a sense of comfort at work. Thus, work environmental factors are the main contributors to achieving employee job satisfaction, as confirmed by ([Gusman & Kusmayadi, 2023](#)).

According to the findings of several earlier research, the following factors positively impact job satisfaction at work: ([Gusman & Kusmayadi, 2023](#); [Jumani & Rianto, 2023](#); [Sulistyawati et al., 2022](#)). Therefore, the third hypothesis can be formulated as follows:

H3: The work environment has a significant positive effect on job satisfaction.

An imbalance between personal and work life can increase the pressure felt by employees, causing a lack of happiness at work, which has an impact on company achievements ([Harahap & Ramli, 2023](#)). The principle of work-life balance is considered crucial in increasing employee job satisfaction, as emphasized by ([Sutrisno et al., 2022](#)). Adopting a work-life balance involves organisational assistance in addition to individual initiative ([Aristiyani et al., 2023](#)). Because they have the time, energy, and other resources to follow their interests, people who successfully manage their work-life balance typically have greater levels of job satisfaction ([Nawarcono & Setiono, 2021](#)).

Several previous studies have concluded the positive influence of work-life balance on job satisfaction, namely: ([Isa et al, 2024](#); [Sukur & Susanty, 2022](#); [Wahyu et al, 2021](#)). Consequently, the following formulation of the fourth hypothesis is possible:

H4: Work-life balance has a significant positive effect on job satisfaction.

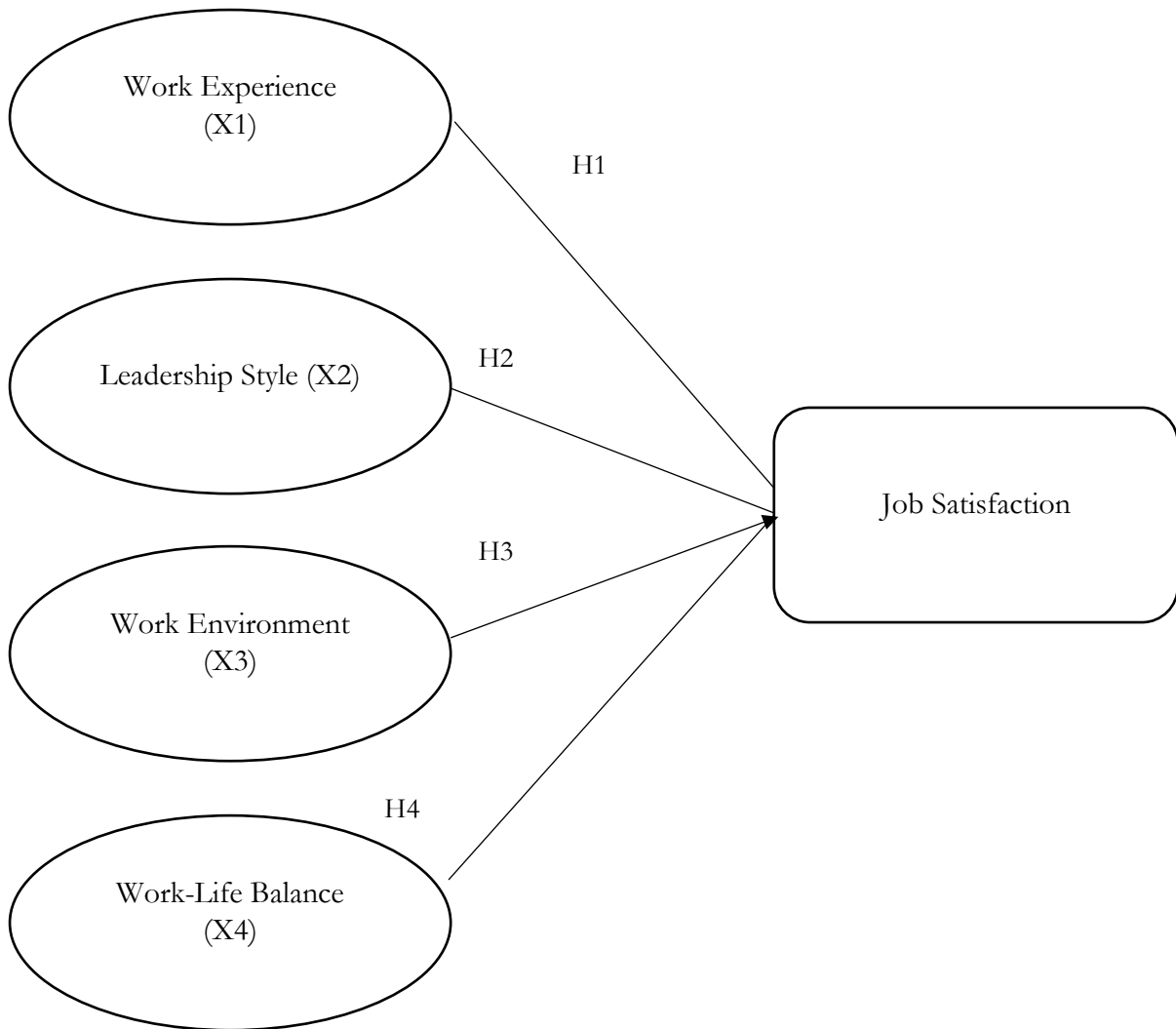


Figure 1. Conceptual Framework

## **METHOD**

In order to address research questions, this study use quantitative research, which is a method that uses precise knowledge and facts in the form of numbers. This study looks at the effects of a variety of factors, such as work-life balance, leadership style, work experience, and working environment, on employees' job satisfaction.

The population in this study includes all civil servants (PNS) of the Purwokerto Pratama Tax Service Office (KPP), totaling 80 people. According to Law No. 5 of 2014, a civil servant is an Indonesian citizen who meets special requirements and is appointed permanently as an ASN employee by civil service development officials to occupy government positions. Because of the

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small population size in this study, a saturated sampling strategy was applied, using the entire population as a sample.

Primary data collected straight from the research object are used in this investigation. The research method used was a questionnaire using a Likert scale. The data collection procedure goes through several stages, including:

1. Register yourself for research via the Ministry of Finance's e-research website, which is processed within 1 month.
2. Conduct a survey directly to the research object, namely the Purwokerto Pratama Tax Service Office (KPP), then discuss with the leadership and PIC of the research section the availability of the number of respondents and the time for collecting research data.
3. Construct a survey using Google Form, then send it to the research section's PIC for assistance in distributing it to staff members via the WA group. The process of gathering data takes about two weeks.

This study employs the Partial Least Square Structural Equation Modeling (PLS-SEM) method on the Square SmartPLS version 4 device. The PLS-SEM was chosen because of the relatively small sample size, and this method effectively overcomes these limitations. According to [Evi & Rachbini, \(2022\)](#), SmartPLS is considered a powerful tool because it does not depend on certain assumptions, while PLS has the ability to handle multicollinearity between independent variables. This study uses two different analytical techniques: the measuring model (outside loading) and the structural model (inner model) evaluation.

## **RESULT AND DISCUSSION**

The first test was carried out using inferential analysis, where researchers tested models that met convergent validity criteria. Discovering out if the loading factors on the variables work-life balance, leadership style, work experience, and job happiness meet the validity test requirements is the aim of this, as indicated in the outer model section below.

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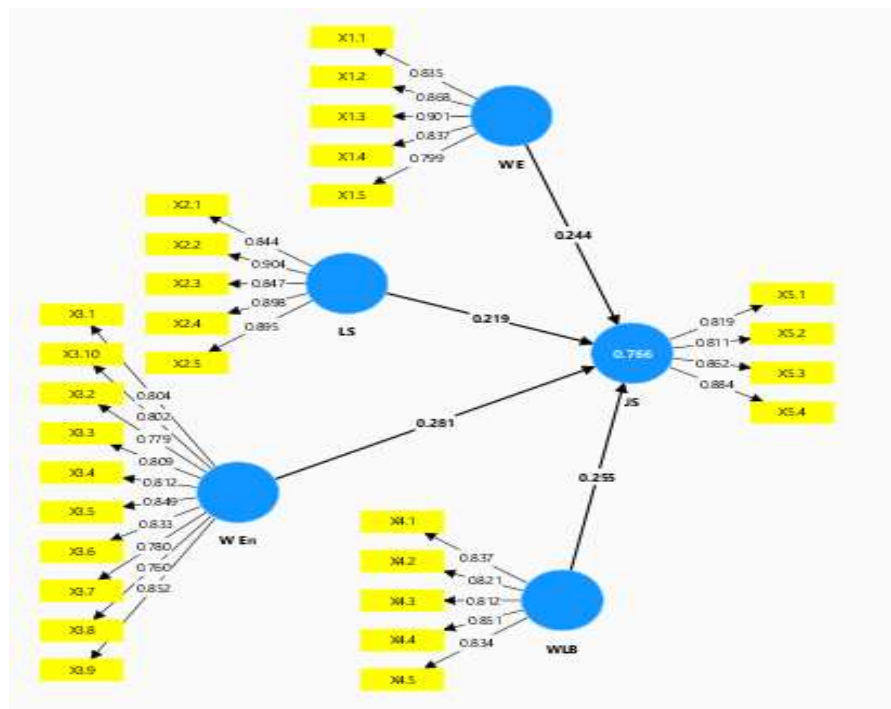


Figure 1. Conceptual Framework

Based on the outer loading image, each research construct shows an outer loading value greater than 0.7. There are no indicators that fail the validity test, according to the data analysis results. As a result, it can be said that this model's indications are reliable and suitable for additional research.

Table 1. AVE, Cronbach's alpha, Composite reliability (rho-c)

	WE	LS	W En	WLB	JS
AVE	0.721	0.771	0.654	0.691	0.714
Cronbach's Alpha	0.903	0.925	0.941	0.889	0.866
Composite Reliability (rho-c)	0.928	0.944	0.950	0.918	0.909

Source: SmartPLS 4.0

As shown in Table 1, the average variance extracted (AVE) value for each variable is greater than 0.5 at 0.721, 0.771, 0.654, 0.691, and 0.714. This shows that the AVE value of each variable is considered valid, so these variables can be used for further analysis. The next analysis is carried out through another outer loading test, namely the reliability test.

Other outer loadings can be seen from the reliability values produced by SEM-PLS. Research reliability is evaluated through Cronbach's alpha and composite reliability (rho-c) values, which must be greater than 0.7. The results of the data test show that Cronbach's alpha and composite reliability (rho-c) values exceed 0.7. Therefore, it can be concluded that the Cronbach's alpha and composite reliability (rho-c) values have met the reliability criteria and can be used for further analysis.



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Table 2. Model\_Fit

	Saturated Model	Estimated Model
SRMR	0.086	0.086
d_ULS	3.192	3.192
d_G	2.497	2.497
Chi-square	879.726	879.726
NFI	0.657	0.657

Source: SmartPLS 4.0

From Table 2, the Standardized Root Mean Square Residual (SRMR) value is 0.086, which is less than 0.10. For an acceptable model, the SRMR testing criteria recommend a value of less than 0.08 or 0.10. Thus, it may be said that this model is appropriate based on the goodness-of-fit test results.

The coefficient of determination, or R-square, is then calculated as the following stage in the hypothesis testing process to determine how much the independent variable influences the subsequent dependent variable.

Table 3. R Square

	R-Square	R-Square Adjusted
Job Satisfaction	0.766	0.753

Source: SmartPLS 4.0

Table 3 indicates that the coefficient of determination, or R-Square value, is 0.766, or 76.6%. This demonstrates how the dependent variable, job satisfaction, is significantly influenced by independent variables including work experience, leadership style, work environment, and work-life balance. The remaining 23.4% of the variance is influenced by other factors outside the regression equation or variables not studied.

In this research, hypothesis testing is used to determine whether or not the research variables have an effect in accordance with the research objectives. The results of the test can be seen in the following table:

Table 4. P-Value

Variable	P-Value	Information
WE -> JS	0.049	H1: Accepted means the work experience has a positive effect on job satisfaction.
LS -> JS	0.017	H2: Accepted means that the leadership style has a positive impact on job satisfaction.
W En -> JS	0.045	H3: Accepted means the work environment has a positive effect on job satisfaction.
WLB -> JS	0.025	H4: Accepted means implies that work-life balance has a positive effect on job satisfaction.

Source: SmartPLS 4.0

The first hypothesis in Table 4 looks at the connection between work experience and job satisfaction; it finds a P-value of 0.49, which is less than 0.05. Thus, the first hypothesis is accepted.

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The second hypothesis uses a P-value of 0.017, which is likewise less than 0.05, to examine the impact of leadership style on work satisfaction. Therefore, the second hypothesis is accepted. The third hypothesis uses a P-value of 0.045, which is less than 0.05, to examine the impact of the workplace on job satisfaction. Thus, the third hypothesis is accepted. The fourth hypothesis tests the effect of work-life balance on job satisfaction with a P-value of 0.025, which is also less than 0.05. So, the fourth hypothesis is accepted. As a result, all of the research's hypotheses can be accepted in light of the analysis's findings.

Work experience plays a crucial role in increasing employee job satisfaction, according to numerous research. According to [Rondonuwu et al., \(2019\)](#) diverse work experiences at the Tax Service Office (KPP) reflect the ability of employees to overcome various challenges in their work. The skills formed through effective work experience enable them to face complex tasks more confidently and efficiently. This not only increases their productivity, but also directly contributes to high levels of job satisfaction. KPP, an organisation with a long history, may offer its staff members the chance to advance and enhance their employee competencies, which will help the organisation accomplish its objectives.

The significance of work experience in the realm of job satisfaction is demonstrated not only by the rise in individual productivity but also by the caliber of services rendered to the general public. Research indicates that contented workers are typically more committed to offering superior customer or community service ([Belinda et al., 2021](#)). At KPP, work experience accumulated over time not only creates specialization in certain areas, but also strengthens their commitment to administrative and taxation tasks that are important for society and the economy. Thus, the development of structured and continuous work experience at KPP not only impacts employee job satisfaction, but it also improves the overall quality of public services, strengthening KPP's position as a trusted and effective service institution.

At the Tax Service Office (KPP), an effective leadership style has a major impact on workers' job satisfaction. According to [Badrianto et al., \(2022\)](#), a clear and directed leadership style helps ensure that organizational goals can be achieved effectively. Clear communication about the organization's vision and mission gives employees clear direction regarding their roles and responsibilities. This helps them understand their role in the company's success and boosts their satisfaction because they feel like they're part of something worthwhile ([Zulfah, 2023](#)). In addition, leadership that encourages active participation in decision-making provides opportunities for employees at KPP to feel ownership of the decisions made, which directly increases their motivation and involvement in achieving common goals.

A study by [Syahrudin et al., \(2022\)](#) emphasizes the importance of empathy and emotional support from leaders to create a supportive work environment. Leaders who understand and are responsive to the needs of their subordinates tend to build close and positive working relationships. This not only boosts employee confidence and comfort at KPP, but also reduces stress and tension levels in the workplace. Consistent and constructive feedback from leaders also plays an important role in employee personal and professional development. By providing clear and supportive direction, leaders not only strengthen individual performance but also strengthen the bond of the team as a

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whole. A leadership style that encourages innovation in the KPP context facilitates employee creativity in finding new solutions, ultimately improving service quality and overall job satisfaction.

In the workplace, work-life balance is essential for improving job satisfaction, especially for tax service officers (KPP). According to [May & Shalahuddin, \(2021\)](#), work-life balance is a condition where individuals can integrate work responsibilities with their personal lives without significant conflict. At KPP, the existence of a positive work-life balance not only helps reduce stress levels among employees but also increases their motivation and productivity. When employees can allocate adequate time for family, hobbies, and other activities outside of work, they tend to feel more at ease and satisfied with life overall, which directly impacts their job satisfaction ([Masrul, 2023](#)).

A study by [Sunardi & Sugiarti, \(2020\)](#) shows that a satisfactory work-life balance also affects the psychological and social aspects of employees. When they can balance the demands of work with their personal lives, KPP employees feel more able to develop themselves holistically. This means improving their skills, safeguarding their mental health, and strengthening their social links, all of which contribute to their increased job satisfaction. Furthermore, a good work-life balance increases employee happiness and decreases the risk of burnout, both of which increase loyalty to the company. Thus, implementing work-life balance promoting policies and practices at KPP has an effect on both individual welfare and overall organisational success.

During the study, the long licensing process limited data collection. If the licensing process was faster, we could collect data from more office areas. In addition, data collection using questionnaires can reduce accuracy due to respondents' understanding of the questions and their desire to provide answers that are considered appropriate. Despite this, the study was able to demonstrate that the elements of work experience, leadership style, work environment, and work-life balance had a substantial impact on the degree of job satisfaction among KPP Pratama employees.

## CONCLUSION

Work experience, an effective leadership style, and a healthy work-life balance are all important factors in raising employee job satisfaction at the Tax Service Office (KPP), according to the study and discussion that followed. Diverse work experience not only improves individual competence in handling complex tasks, but also strengthens commitment to important public service tasks. Employee stress levels are lowered and a friendly work atmosphere is created by a leader who models emotional support and a clear, participation-oriented leadership style. On the other hand, employees who are able to maintain a healthy work-life balance are more motivated, productive, and generally satisfied with their jobs because they are able to balance their personal and professional lives. Therefore, KPP may find it very helpful to integrate and manage these three elements well in order to boost organisational effectiveness and raise the standard of community-provided public services.

It is advised that a number of other elements be taken into account for subsequent research in order to expand on our understanding of the variables influencing job satisfaction among employees at KPP Pratama Purwokerto. The limitations of the variables observed in this study mean that the potential moderating effect cannot be explored properly, such as type of work or position, length of time working at the KPP, or level of interaction with the community. Potential moderating variables need to be researched so that knowledge about job satisfaction can be gained at the KPP. In addition, to expand the generality of research results, future research that considers cross-cultural or cross-sectoral factors could be an intriguing step to study. This will support the findings and offer a more comprehensive understanding of the variables influencing workers' job satisfaction in various settings. Through the incorporation of this methodology, it is anticipated that more investigation will yield a more thorough and relevant contribution to the formulation of policies and administrative procedures at KPP Pratama Purwokerto and related establishments.

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