

Impact of Work Motivation, Physical Work Environment, and Compensation on Job Satisfaction on Employees of PT. Kiandra Alam Semesta

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Abstract

Job satisfaction for employees in a company is very important because it will directly or indirectly affect the continuity of employees' work. If employees are dissatisfied with their work, negative attitudes towards work will emerge, such as a lack of employee motivation, the employee's desire to look for another more unbalanced job or a new one, and other complaints. The impetus for conducting this research was to know how work motivation, physical work environment, and encouragement influence employee job satisfaction. Participants in this research survey were employees of PT. Kiandra Alam Semesta, numbering 30 people. Sampling in this study used a saturated sampling technique. Questionnaires were sent to research participants as part of the quantitation methodology. Data analysis procedures include validity and reliability tests. Statistical studies using various regression formulas, partial tests, simultaneous tests, and coefficients of determination are used for descriptive and verification purposes. Based on findings at PT. Kiandra Alam Semesta, together Work Motivation (X_1), Physical Work Environment (X_2), and Compensation (X_3) have a significant influence on the Level of Job Satisfaction (Y)

Keywords: Job Satisfaction, Work Motivation, Physical Work Environment and Compensation

JEL Codes: G00, G1, G2

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1. Introduction

The management of the Human Resources plans, organizes, coordinates, and controls the acquisition, development, maintenance, integration, maintenance, and allocation of Human Resources to the organization's goals. (Mangkunegara 2017) explains that the effective and efficient regulation of the functions and interactions of each Human resource is the main goal

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of Human Resources management. An increasing era of globalization and technological advances is driving companies to improve their corporate strategy through internal Human Resources. Human capital is the most valuable Human Resource for business growth amidst the world's many demands today. The Human Resources capacity of an organization or company can be used to determine its success; if the company has Human Resources with good competence, then it will proliferate. Building employee satisfaction in an organization is crucial, directly and indirectly affecting employee survival in an organization or company.

Suppose an employee is dissatisfied with his or her job. In that case, it will lead to a negative attitude toward the job, i.e., a decrease in interest in the work, an increase in the desire to find another job that offers a higher salary or a new job, and other complaints. According to (Afandi 2018) job satisfaction is a positive employee attitude, including the behavior and feelings seen by the workplace as gratitude for achieving one of the key principles of work. Basically, the level of job satisfaction of each person is unique. The values relevant to each individual determine the degree of satisfaction each person experiences. Improving job happiness can also help a business produce its best job and improve its reputation.

Based on data obtained from PT. Kiandra Alam Semesta, it is known that employee satisfaction has declined. The indicators that affect job satisfaction are job motivation, physical work environment, and compensation. According to (Afandi 2018) work motivation is becoming increasingly important because it can potentially affect employee satisfaction levels. Motivation comes from one's internal urge to perform tasks with integrity, inspired, driven, and motivated by oneself. It turns out that the motivation of PT Kiandra Alam Semesta employees is not perfect; that is, staff motivation is still far from optimal. Questions about motivation tend to trigger more "no" answers than "yes".

The decline in employee satisfaction at PT. Kiandra Alam Semesta is also due to several factors. It probably affects the employee's job satisfaction, that is, the work environment. (Afandi 2018) claims that because the workplace impacts how well employees produce their jobs, organization management is also expected to take responsibility for it. Employees' ability to do their work is directly influenced by their working environment, which is expected to increase employee satisfaction. Based on the results of direct observations and the dissemination of questionnaires to employees, the working environment in PT is known. Kiandra Alam Semesta is still not the maximum of poor.

Compensation is the rights and expectations of employees who depend on their services to the organization or company during their working time. The authorities should provide adequate and fair compensation so that the staff remain motivated or motivated to work well. According to (Afandi, 2018) Wages directly and indirectly affect employee satisfaction. An employee receives a reward for services to the company to guarantee employee satisfaction called compensation. (Priansa 2016) said that employee satisfaction could be improved by implementing a fair-looking reward system, considering the resources donated by the business and processes to ensure compensation. Job dissatisfaction occurs when the remuneration received is less than the value of the perceived income. Based on the results of observations and the dissemination of questionnaires to employees, it is known that the company provides salaries to all employees but are not equal and are still below the UMR. Then, the company only gives overtime salaries and incentives/bonuses when circumstances are specific and uneven. Then facilities are provided only to employees with certain circumstances. For the allowance that the BPJS was supposed to give, the employee of PT Kiandra Alam Semesta did not get it.

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From the background, with this , the author is interested in conducting a research entitled “Impact of Work Motivation, Physical Work Environment, and Compensation on Job Satisfaction On Employees of PT. Kiandra Alam Semesta.”

2. Literature Review

2.1 Understanding Human Resource Management

Human Resource Management is the planning, organization, implementation, coordination, and supervision of the acquisition, development, maintenance, integration, maintenance, and allocation of Human Resources to the organization's goals. (Mangkunegara 2017), Human Resource Management is the management and use of resources available to employees. (Hasibuan 2020), explains that human resource management is the science and art of managing workforce role relationships to help companies and employees achieve goals efficiently and effectively. (Sedarmayanti 2017) Human Resources is said to be the most important factor in achieving the effectiveness of an organization.

2.2 Understanding Job Satisfaction

An employee's feelings about his job are reflected in his level of job satisfaction. Employees' attitudes to work and the environment are clear. Unhappy workers will hurt their jobs in a variety of ways. (Afandi 2018) defines job satisfaction as an effective or effective reaction to some work component. Workers' opinion group about having fun or not working. The general attitude toward work reflects the difference between the rewards employees believe they should receive and their actual rewards. (Handoko 2020) Job satisfaction is the satisfaction or dissatisfaction of an employee with his or her job. That feeling is reflected in the employee's good attitude toward the job and everything he experiences in the workplace.

2.3 Work Motivation Understanding

Motivation is important because it promotes human behavior, enabling us to perform at our highest level with stubbornness and effort. (Afandi 2018) stated that motivation is the inner urge arising from someone who gives inspiration, urge and motivation to do something with respect, love and seriousness to quality results. (Fahmi 2022) Motivation is the act of acting to satisfy a desire.

2.4 Understanding the Working Environment

Corporate management should pay attention to the working environment. The work environment directly affects the personnel performing production processes or activities within the organization, even when the work environment itself does not. (Afandi 2018) The working environment is something around an employee that can influence how well they perform the activities assigned to them, such as the availability of air conditioning or adequate lighting.

2.5 Understanding Compensation

Compensation is something given to an employee in return for work. The purpose of remuneration is to increase the employee's motivation to carry out assigned activities and help meet needs that go beyond the need for justice. (Afandi 2018) defines compensation as any income an employee receives in return for the services they do for the company, whether it is money, non-cash, or indirect goods.

2.6 Framework of Thought

It's important because it directly and indirectly affects employee safety in the company. When

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employees are dissatisfied with their jobs, there are negative attitudes toward the job, such as lack of passion for the work, a desire to find another job that is more unbalanced, a willingness to find a new job, and other dissatisfaction.

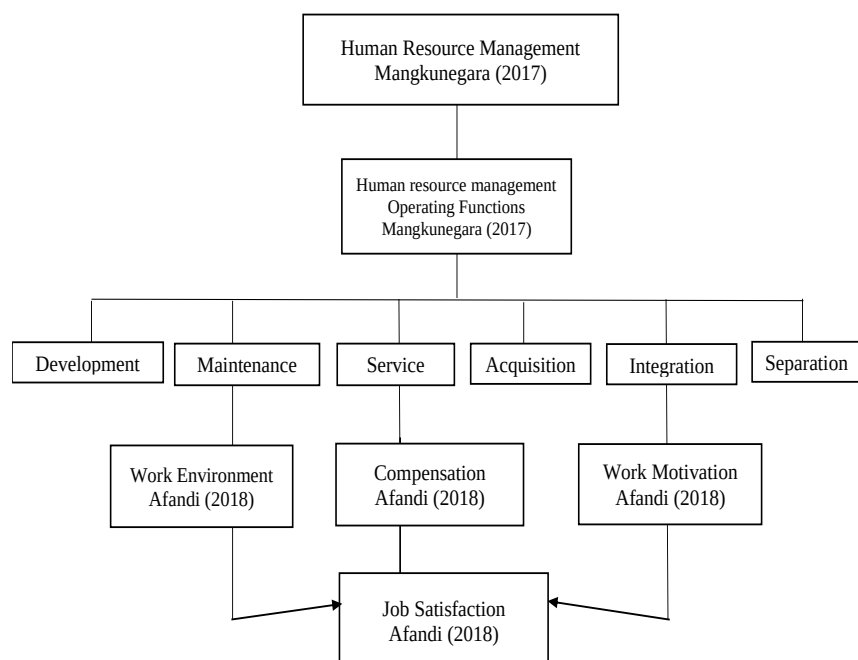


Figure 1. Framework of Thought

Source: Mangkunegara, 2017

From the description of the framework of thought, the author obtained the research model:

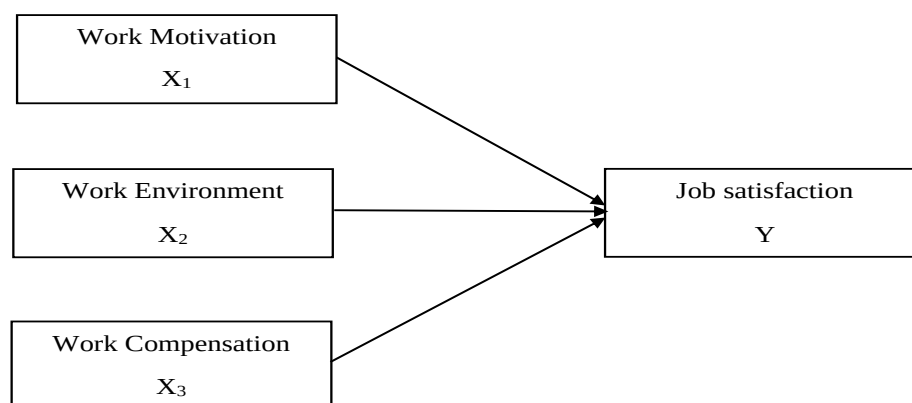


Figure 2. Research Model

2.7 Previous research

Table 1. Previous research

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No	Log Title	Author Name/Journal Name	Equation	Difference	Research Results
1	Impact of Motivation, Communication, and Working Stress on Employee Satisfaction Bravo Engineering	(Dyanto, & Sitorus 2023)	There's a similarity on the job satisfaction variable Y and the job motivation variable X	No Work Environment and Work Compensation on variables	Work motivation has a positive influence and significant on employee job satisfaction
2	Impact of Work Motivation, Compensation and Work Environment on Job Satisfaction of Officers of Regional Development Planning Agency (Bappeda) Kab. Lamongan	(Riya and Noerchoidah, 2023)	There are equations on all variables X and Y	There is a difference in where the object is being investigated.	Work Motivation, Compensation, and Work Environment positively and negatively impact employee job satisfaction.
3	Impact of Compensation, Motivation, Working Discipline and Working Environment on Employee Performance in PT. Alusteel Engineering Indonesia	(Ningsih, Ferry, and Dhenny 2021)	There are similarities in the variables X: Compensation, Motivation, and Working Environment.	There is no variable Y that is Job Satisfaction	Simultaneously variable compensation, motivation, work discipline, positive working environment and significant to employee performance.
4	Impact of Work Motivation, Compensation and Work Environment on Employee	(Febry, Nurul, and Yohanes 2018)	There is a similarity between the Y variable of job satisfaction and the X	There is a difference between different variable placement	Work Motivation, Compensation, and Work Environment have a positive and positive impact on

No	Log Title	Author Name/Journal Name	Equation	Difference	Research Results
	Job Satisfaction (Studi Kasus Pada PT. Sumber Alam Santoso Pratama Karangsari Banyuwangi)		variable in job motivation, work environment , and work compensatio n.		employee job satisfaction

3. Research Method

3.1 Population and Samples

(Sugiyono 2022) find Population is a general area consisting of objects/subjects number and specific characteristics determined by the researcher, then taken conclusions. People are not just people, but things. So from that, the population of this study is determined is the employee of PT. PT. Kiandra Alam Semesta population 30 population, (Sugiyono 2022) sample part of the number and characteristics of the population. The sample of PT.Kiandra Alam Semesta employees was 30 respondents. The research was carried out at PT. Kiandra Alam Semesta in 2023 with the research topic: "The Impact of Work Motivation, Physical Work Environment, Compensation Against Work Satisfaction On Employees of PT.

3.2 Data collection techniques

According to (Sugiyono 2022) the method or technique of data collection is carried out through interviews, angket, observation combination of three of them. This research uses the method:

1. Observation (Sugiyono 2022) when doing research on human behavior, work processes, or natural collection approaches that involve observation are employed, provided that the number of respondents observed is not excessive.

2. Quesioner or Angket (Sugiyono 2022) submitting a questionnaire is the method of collecting data, asking respondents to give a series of questions and written statements as their answers.

3.3 Operational Variable

Table 2. Operasional Variable

Variable	Dimensions	Indicator	Scale
Job Satisfaction (Y)	Job	1. The contents of the work done by someone, whether it has a satisfactory element.	Ordinal

Variable	Dimensions	Indicator	Scale
Source: (Afandi 2018)	Wages and salary	2. The reward a person receives as a result of completing a task per the reasonable demands perceived.	
	Promotion	3. The likelihood that someone can thrive through a raise in office.	
	Surveillance	4. Someone who always gives instructions or orders when working.	
	Co-workers	5. Somebody is constantly interacting on the execution of the job.	
Work Motivation (X ₁) Source: (Afandi 2018)	Service Response	1. The employee's reward for his work in an organization is goods, services, and money.	Ordinal
	Working Conditions	2. Good working conditions are comfortable and support workers in their activities.	
	Work Facilities	3. Everything is in the organization occupied and rich, both in the direct relationship with the job and the smoothness of the work	
	Work Performance	4. Results achieved and wanted everyone to work.	
	Confession from the superior	5. A statement was given by the supervisor about whether the employee has applied the motivation given or rejected it.	
	It's the job of itself.	6. Officers do their own work whether their work can motivate other officers.	
Physical Work Environment (X ₂) Source: (Afandi 2018)	Lighting	1. Workplace lighting and work window	Ordinal
	Color	2. Color scheme and decoration	
	Voice	3. Sound music, factory machinery, workshop	
	Air	4. Air temperature, humidity	
Compensation (X ₃) Source: (Afandi 2018)	Wages and salary	1. Wage is the basis of regular pay times for the production and maintenance workers.	Ordinal
	Incentive	2. Additional incentives for compensation outside the salary or wages granted by the organization.	
	Remuneration	3. Health and life insurance benefits, corporate holidays, pension programs, and other benefits related to and related to employment.	
	Facilities	4. Facilities represent a substantial amount of compensation, especially for executives who are paid high.	

3.4 Data Analysis

(Sugiyono 2022) Explaining data collection from all respondents, data analysis can be done. This research includes descriptive and verification methodologies. This research uses a questionnaire to measure variables, analyzing each answer with the Likert Scale. (Sugiyono 2022) explains that the Likert scale measures the attitudes, opinions, and perceptions of a person/group of people about social phenomena or symptoms, As Sugiyono said (Gunawan, 2017). By comparing the measurement findings of the studied variable with the accepted theory, validity tests are carried out to assess the accuracy of the measuring results. The research conclusions are considered valid when the data collected and the actual data occurred on similar objects under investigation. The validity of this study was tested using validity (Content validity). The minimum requirement to be considered valid when the significance level is ≥ 0.03 .

The reality, according to (Sugiyono, 2022), means that the instrument used several times to measure the same object obtains the same data. The reliability calculation technique on the questionnaire in this study uses Spearman-Brown's Alpha technique.

The problems associated with variables were found through descriptive analysis. In descriptive analysis, information about the data collected, processed, and evaluated to conclude is determined by creating a frequency distribution table.

Verifying analysis is a useful model analysis and supporting data to determine whether a proposed hypothesis is correct. Verifying analysis in this study refers to the determination of findings from research on the impact of Work Motivation, Physical Work Environment, Compensation, and Work Satisfaction.

3.5 Double Regression Analysis

(Riduwan 2015) defines this analysis as an analysis method to predict the level of influence of 2 or more X variables on the variable Y. With the following formula, structural equations in double regression analysis determine the extent to which work motivation, physical work environment, and compensation affect job satisfaction:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Description:

Y = Job Satisfaction

A = Constant

X₁ = Work Motivation

X₂ = Physical Work Environment

X₃ = Compensation

b₁, b₂, b₃ = Regression Coefficient

e = error term

4. Results And Discussions

4.1 Classical Assumption Test

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4.1.1 Normality Test

According to (Widodo (2017), the normality test aims to ensure the distribution of residues. Residues from a qualifying model will follow the normal distribution. The Kolmogorov-Smirnov normal test (K-S) is used to assess normality.

Table 3. Normality Test Results

		Unstandardize d Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.55360853
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.061
Test Statistic		.094
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: Datasheet, 2024

The results of the normality test show that the residual distribution of this study has a statistical test value of 0.094 asymp. Sig. (2-tailed) 0.200. These results indicate that the residue distribution follows the normal distribution, while the sig value > the confidence level of 0.05. This validates the use of statistical methods that require the assumption of normal distribution in regression analysis so that the results of the tests of influence of work motivation, physical work environment, and compensation for job satisfaction in employees of PT. Kiandra Alam Semesta can be interpreted more accurately and reliably.

4.1.2 heteroscedasticity test

According to (Widodo, 2017), to find out if there is a variance disparity between the residues of two observations in the regression model.

Table 4. heteroscedasticity test results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.113	.658		-.171	.865
	Work Motivation (X ₁)	.021	.010	.398	2.161	.040
	Physical Work Environment (X ₂)	-.010	.015	-.122	-.678	.504
	Compensation (X ₃)	-.004	.012	-.055	-.298	.768

a. Dependent Variable: Abs_RES

Source: Datasheet, 2024

The result of this test is to evaluate whether there are uneven patterns or heteroscedasticity on the residues of the regression model. The conclusion was that there was no indication of heteroscedasticity on the variable.

4.1.3 Multicollinearity test

(Ghozali 2018) explains this test to determine whether or not a free variable is correlated in a regression model.

Table 5. Multicollinearity test results

Model		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	35.125	8.937		
	Work Motivation (X ₁)	-.220	.133	.947	1.056
	Physical Work Environment (X ₂)	.366	.202	1.000	1.000
	Compensation (X ₃)	.022	.167	.947	1.056

Source: Datasheet, 2024

The test results on the regression model are on the result table. The VIF value on variable X is 1.056. Work Motivation (X₁), 1,000 for Physical Work Environment (X₂), and 1.056 for Compensation (X₃). The tolerance levels obtained for the three variables are 0.947, 1,000, and 0.947 in succession. Tolerance > lower multicollinearity rate. In this case, a tolerance value close to 1,000 in a physical work environment indicates a low multicollinearity level in the variable.

Thus, it can be concluded that although there are indications that the Work Motivation (X₁) and Physical Work Environment (X₂) variables have strong correlations, there is no serious problem with multicollinearity in this regression model. Therefore, the results of this analysis provide additional confidence in the validity and interpretation of the regression coefficients obtained from the model.

4.2 Double Regression Analysis

Table 6. Double Linear Regressions Analysis Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	35.125	8.937
	Work Motivation (X ₁)	-.220	.133
	Physical Work Environment (X ₂)	.366	.202
	Compensation (X ₃)	.022	.167

a. Dependent Variable: Job Satisfaction (Y)

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Source: Datasheet, 2024

The results of the double linear regression analysis test showed the influence of work motivation (X₁), physical work environment (X₂), and compensation (X₃) on work satisfaction (Y) of employees of PT. Kiandra Alam Semesta.

The regression model applied is

$$Y = 35.125 - 0.220X_1 + 0.366X_2 + 0.022X_3 + e$$

4.3 Test Hypothesis

4.3.1 Partial Test (Test t)

(Ghozali 2018) stated that partial testing, often known as a t-test, is to specify to what extent the Y variable can explain the impact of a single X variable. The result of the partial inspection is shown in the Table below:

Table 7. Partial test results (Test t)

		t	sig
1	(Constant)	3.930	.001
	Work Motivation (X ₁)	-1.657	.109
	PhysicalWorking Environment (X ₂)	1.813	.081
	Compensation (X ₃)	.133	.895

a. Dependent Variable: Job Satisfaction (Y)

Source: Datasheet, 2024

The results of the y test showed that the Work Motivation variable (X₁) influences the job satisfaction rate (Y) in PT employees. Kiandra Alam Semesta, with a value of t -1.657 and sig 0.109. Although the value of sig > level sig is generally used (0.05), if applied with a higher level of confidence, the result still indicates that job motivation contributes negatively to job content. The physical working environment (X₂) also influences the working satisfaction value t 1.813 and has a significance of 0.081. Although the significance level is slightly above 0.05, these results indicate that improved physical working environment conditions can positively affect employee job satisfaction levels. On the other hand, the Compensation variable (X₃) does not show a sig influence on Job Satisfaction, a t value of 0.133 and a sig of 0.895. This indicates that changes in the compensation rate significantly affect PT Kiandra Alam Semesta's employee satisfaction rate at the generally used confidence level.

4.3.2 Simultan Test (Test f)

The F test is also a simultaneous test, investigating the collective impact of all independent factors on dependent variables. The simultaneous examination is detailed in the table below:

Table 8. Simultan test results (Test F)

Model		F	Sig.
1	Regression	2.020	.136 ^b
	Residual		
	Total		

a. Dependent Variable: Job Satisfaction (Y)

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b. Predictors: (Constant), Compensation (X_3), Physical Working Environment (X_2), Work Motivation (X_1)

Source: Datasheet, 2024

Simultaneous test results show that the regression model involving variables (X_1), (X_2), and (X_3) influenced that sig against the level (Y) in the employee of P. Kiandra Alam Semesta, the value F 2.020 and sig 0.136. The significance value is above the significance level at the generally used confidence level ($\alpha = 0.05$). The test results indicate that, in this context, work motivation, physical work environment, and compensation contribute significantly to explaining the variation in employee satisfaction with PT. Kiandra Alam Semesta.

4.4 Determination Test

Using determination coefficients, also known as R Square, provides insight into the accuracy and conformity of regression lines built from the estimates applied to a data set.

Table 9. Determination test result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.189	.095	4.809

a. Predictors: (Constant), Compensation (X_3), Physical work environment (X_2), Work Motivation (X_1)

Source: Datasheet, 2024

From Table 9, the results of the R Square Value determination test of 0.189 indicate about 18.9% variation in the level of job satisfaction of the three X variables.

4.5 Discussion

Impact of Work Motivation on Job Satisfaction on Employees of PT Kiandra Alam Semesta

The partial test results showed that Work Motivation (X_1) significantly influences Work Satisfaction (Y) in PT employees. Kiandra Alam Semesta, with a t value of -1.657 and a significance of 0.109. Although the significance value (p-value) is greater than the generally used significance level (0.05), if applied with a higher confidence level, these results still indicate that Work motivation contributes negatively to Work satisfaction. It describes that the higher the level of work motivation, the lower the employee's level of job discontent. Based on the results of the correlation verification analysis, it can be concluded that there is a very significant relationship between Work Motivation (X_1), Job Satisfaction (Y), and the Pearson Correlation value, showing that Work motivation (X_1) has a solid positive relationship with the job satisfaction (Y) of 0.993.

Thus, the results of this research can prove that Work Motivation significantly influences Work Satisfaction in PT. Kiandra Alam Semesta.

Impact of Physical Work Environment on Job Satisfaction on Employees of PT Kiandra Alam Semesta

The results of the study showed that the physical working environment (X_2) also significantly influences job satisfaction (Y) in employees of PT. Kiandra Alam Semesta, with a t value of

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1,813 and a significance of 0.081. Although the significance level is slightly above 0.05, these results suggest that improved physical working environment conditions can positively affect employee job satisfaction. Based on the results of the correlation verification analysis, it can be concluded that there is a very significant relationship between the Physical Working Environment (X_2) and Job Satisfaction (Y). The Pearson correlation value shows that the physical work environment (X_2) has a positive relationship with the Working Satisfying (Y) of 0.869.

Thus, the results of this study can prove that the Physical Work Environment significantly positively influences Job Satisfaction in PT. Kiandra Alam Semesta.

Impact of Compensation on Job Satisfaction on Employees of PT Kiandra Alam Semesta

Compensation (X_3) shows a significant impact on Job Satisfaction (Y) in employees of PT Kiandra Alam Semesta, with a t value of 0.133 and a significance of $0.895 > 0.05$. This indicates that the change in the compensation rate significantly affects the employee's employment satisfaction rate at the generally used confidence level. Based on the results of the correlation verification analysis, it can be concluded that there is a significant relationship between Compensation (X_3) and Job Satisfaction (Y), and the Pearson correlate value shows that Compensa (X_3) has a very strong positive relationship with job satisfaction (y) of 0.863.

Thus, the results of this research can prove that compensation has a significant positive and significant impact on job satisfaction in PT. Kiandra Alam Semesta.

Impact of Work Motivation, Physical Work Environment, and Compensation on Job Satisfaction on Employees of PT Kiandra Alam Semesta

Simultaneous test results showed that the regression model involving the Work Motivation (X_1), Physical Work Environment (X_2), and Compensation (X_3) variables together had a significant influence on the level of Job Satisfaction (Y) in the employees of PT. Kiandra Alam Semesta has an F value of 2.020 and a significance (Sig.) of 0.136. The significance value was above the significance level at the generally used confidence level ($\alpha = 0.05$). These results indicate that, in this context, together Work Motivation, Physical Work Environment, and Compensation significantly contribute to explaining the variation in Employee Satisfaction levels of PT. Kiandra Alam Semesta.

The contribution of the third variable seen from R Square is 0.189. It showed an influence between Work Motivation, Physical Work Environment, and Job Satisfaction Compensation of 18.9%, and the rest was influenced by other factors outside the study.

Thus, these results prove that Work Motivation, Physical Work Environment, and Compensation significantly influence Job Satisfaction in Employees of PT. Kiandra Alam Semesta.

5. Conclusion

The results of research on work motivation, physical work environment, and compensation for employee satisfaction of PT Kiandra Alam Semesta:

1. Work motivation has an impact on employee job satisfaction
2. Physical work environment affects Employee Job satisfaction
3. Compensation has a significant impact on Employer job satisfaction
4. Work Motivation, Physical Work Environment, and Compensation jointly significantly affect the Employment satisfaction of the employees of P. Kiandra Alam Semesta.

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From the results of the research, the following is a suggestion:

1. For future researchers, the research carried out by the author only covers the Working Environment, Compensation, Workload to Job Satisfaction, adding several other similar variables to be seen in comparison.
2. To PT. Kiandra Alam Semesta becomes a source of input efforts to increase employee satisfaction.

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