



# Is compensation and work environment a trigger for job satisfaction? Empirical Study on CV Saba Footwear Tangerang

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## ABSTRACT

Job satisfaction is the feeling that every employee has about pleasure in their job, which is obtained from job evaluations—effective management thinking about the importance of human resources. Employee job satisfaction is an important factor influencing success. In an organization, this is one of the most important functions of a company. This study aims to determine the variables that affect employee job satisfaction and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with 30 respondents drawn into samples using non-probability sampling and saturated sampling / total sampling. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee job satisfaction cannot be affected by compensation because compensation has been in line with employee expectations. The second hypothesis states that the work environment influences employee job satisfaction. The third hypothesis is that employee performance is influenced by employee compensation and work environment, which can simultaneously increase employee job satisfaction. This research is expected to provide theoretical contributions to the literature in this context, certainly in the context of human resource management.

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## 1. INTRODUCTION

Human resources is the design of various formal systems in an organization to ensure the effective and efficient use of human expertise to achieve organizational/company goals under the intended determination. Human resources are employed in organizations that become activists, theorists, and planners to achieve the organization's purposes. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology

and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Compensation has a goal as a benchmark for employee performance towards the organization, and it is expected that employees can contribute fully to the company (Dessler, 2019) argues that there are two dimensions in compensation, namely direct compensation and indirect compensation, which are as follows: 1. Direct Compensation. Direct compensation is a form of reward or wages paid regularly based on a fixed grace period in the form of money in cash or kind based on contributions for employee services performed. Direct compensation indicators, namely, compatibility of salary with work, suitability of incentives with results received, and bonuses received following the work given. 2. Indirect Compensation. Indirect Compensation (Indirect Compensation) is the provision of compensation for company profits for workers beyond a fixed salary or wages, which can be in the form of money or goods. As for the indicators of indirect compensation, namely, the suitability of the expected benefits, the suitability of insurance with the necessities of life, the suitability of the facilities with the needs of the job, and the suitability of the awards given with the work results. Compensation functions as Human Resource Management (HRM), which relates to the reward employees receive for services carrying out organizational tasks. In research (Yu, Chen, & Shao, 2023). Ma et al. (2023), stated that compensation is a form of payment that an organization provides to employees for good performance. Ahmed et al. (2021) Compensation is a form of payment or reward intended for employees stemming from the consequences of their work. Vahdati et al. (2022) state that compensation is the output and benefits employees receive in wages and the same award as exchanging money for employees to improve job satisfaction.

The work environment influences employee job satisfaction. The work environment is everything around the worker, which can affect him in carrying out the tasks charged. For example, cleanliness, music, and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees (Andrews & Haskell, 2023; Yilmaz & Seren İntepeler, 2023). The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the environment of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023). The work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements as individuals and as a group. The work environment can be divided into two, namely, the physical work environment and the non-physical work environment (Suleiman, 2023; Yang et al., 2023). The work environment in a company is very important to get the attention of company leaders because a conducive and comfortable work environment will affect the effectiveness and productivity of employees (Rydenfält et al., 2023).

Job satisfaction is closely related to an employee's performance, which is essential in the company (Pu, Sang, Ji, Hu, & Phau, 2024). Job satisfaction is a feeling that every employee has about the pleasure of their work, which is obtained from the results of work evaluation (Genedy et al., 2024; Rim & Kim, 2023). Job satisfaction is an employee's sense of how good or necessary their job is (Wei et al., 2023). Job satisfaction is an employee's positive or negative attitude (Robert, 2023). Job satisfaction is an individual's sense of how much need there is in his job, or it can be expressed as the extent to which that person likes his current workers (Mouaddib et al., 2023). Job satisfaction is an individual's sense of how much need there is in his job or can be expressed as the extent to which the person likes his current worker job satisfaction is an individual's feeling about how much need there is in his job or can be expressed as the extent to which the person likes his current worker (Turek, Klein, & Wojtczuk-Turek, 2023). Job satisfaction is an individual's sense of how much need is in his job, or can be expressed as the extent to which the person likes his current workers (Yao & Ma, 2024). Job satisfaction is an individual's sense of how much need there is in his job, or can be expressed as the extent to which the person likes his current worker (Abet et al., 2024; Lemon et al., 2023). Job satisfaction is an individual's sense of how much need is in his job; it can be expressed as the extent to which the person likes his current workers (Yang

& Li, 2023). Job satisfaction is an individual's sense of how much need is in his job, or it can be expressed as the extent to which that person likes his current worker (Hosen et al., 2023). Someone will feel job satisfaction if there is no difference between what should be and the perceivewaa; in this case, the minimum needs limit has been met. A person will feel more satisfied if the needs have been met above the minimum limit (Ghasemy & Elwood, 2023). A person will feel happy or dissatisfied depending on whether he feels equity for a situation experienced at work. Feelings of fairness or unfairness are obtained by comparing themselves with others in the same class, position, and cooperation time. They feel satisfied if the comparison is fair (Ugheoke et al., 2022).

This study aims to develop a model that tests the three variables that the author has analyzed to determine the factors that can increase employee job satisfaction. This research is expected to make a theoretical contribution to the literature in this context, including in the context of human resource management.

## 2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationships, influences, impacts, and causal effects of various concepts or factors that are designed in management science in some ways. The population in this study was employees of CV Saba Footwear Tangerang R&D Division, totaling 30 respondents. The sample in this study consisted of CV Saba Footwear Tangerang R&D Division employees, totaling 30 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn into the sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 30 questionnaires were obtained from respondents using Google Forms when the author distributed them from November 3, 2023, to December 15, 2023. The data analysis technique in this study is descriptive analysis using IBM SPSS version 26 computer assistance program, then to determine the influence between variables using inferential analysis with SPSS version 26 assistance program through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including: H1: Compensation has a significant effect on employee job satisfaction. H2: There is a significant influence of the work environment on employee job satisfaction. H3: Compensation and work environment simultaneously significantly affect employee job satisfaction.

## 3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be performed to show the extent to which the measurement instrument or measurement method of something is positively designed. Four statements measured employee job satisfaction, compensation was measured by five statements and work environment was measured by four survey statements. This study seeks to validate the validity of the corrected item-total correlation value by looking at its value in the comparison of r-count with r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also obtained the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

**Table 1.** Validity and Reliability Test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Job Satisfaction				0.838
JS_1	0.757	0,361	Valid	
JS_2	0.691	0,361	Valid	
JS_3	0.593	0,361	Valid	
JS_4	0.667	0,361	Valid	
Compensation				0.845

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
C_1	0.510	0,361	Valid	0.770
C_2	0.585	0,361	Valid	
C_3	0.617	0,361	Valid	
C_4	0.753	0,361	Valid	
C_5	0.862	0,361	Valid	
Work Environment				
WE_1	0.596	0,361	Valid	
WE_2	0.379	0,361	Valid	
WE_3	0.667	0,361	Valid	
WE_4	0.658	0,361	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.361, which automatically meets the data validity standard. An indicator is considered accurate if each r-calculate point r-validity value is > 0.361. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

**Table 2. One-Sample Kolmogorov-Smirnov Test**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.43329083
Most Extreme Differences	Absolute	.116
	Positive	.116
	Negative	-.075
Test Statistic		.116
Asymp. Sig. (2-tailed)		.193 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.193), which is residual data having a significance value greater than 0.05. It can be concluded that the data is normally distributed. The following multicollinearity test results can be seen in Table 3 below.

**Table 3. Multiklonieritas Test**

Model	Tableicients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Compensation	.899	1.113
	Work Environment	.899	1.113

a. Dependent Variable: Job Satisfaction

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.113 and a Tolerance value of 0.899. The result of the decision for the multicollinearity test is that if the tolerance value (0.899) > 0.10 and VIF (1.113) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

**Table 4. RegresRegressionr Test**

Model	Coefficients a			
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
(Constant)	5.962	2.263		2.635	.014
1 Compensation	.146	.094	.226	1.562	.130
Work Environment	.532	.129	.597	4.133	.000

a. Dependent Variable: Job Satisfaction

The positive constant of 5.962 means that if the value of the compensation variable and the work environment are equal to zero, then the level or magnitude of optimization of employee job satisfaction is 5.962. The regression coefficient of the compensation variable has a positive value of 0.146, which means that if the value of the compensation variable increases one hundred %, then employee job satisfaction increases 0.146 times. The value of the regression coefficient of the work environment variable is positive by 0.532, and this explains that if the value of the work environment increases by one hundred %, then the employee job satisfaction variable increases by 0.532 times. The following analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis Test

Variable	T-value	P-values	Result
C → JS	1.562	0.130	Rejected
WE → JS	4.133	0.000	Accepted
C & WE → JS	13.145	0.000 <sup>b</sup>	Accepted

Source: Results of research data processing 2023

Table 5 explains the findings in this study that compensation did not significantly impact job satisfaction. This does not follow the author's hypothesis because the employee compensation is given as expected by the employee, meaning that the employee compensation obtained is following the employee's expectations. Compensation has a goal as a benchmark for employee performance towards the organization, and it is expected that employees can contribute fully to the company (Dessler, 2019) argues that there are two dimensions in compensation, namely direct compensation and indirect compensation, which are as follows: 1. Direct Compensation. Direct compensation is a form of reward or wages paid regularly based on a fixed grace period in the form of money in cash or kind based on contributions for employee services performed. Direct compensation indicators, namely, compatibility of salary with work, suitability of incentives with results received, and bonuses received following the work given. 2. Indirect Compensation. Indirect Compensation (Indirect Compensation) is the provision of compensation for company profits for workers beyond a fixed salary or wages, which can be in the form of money or goods.

The second finding in this study shows that a statistic of the work environment has a significant impact on employee job satisfaction, meaning that the work environment has an impact on increasing employee job satisfaction. The work environment is everything around the worker, which can affect him in carrying out the tasks charged. For example, cleanliness, music, and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees (Andrews & Haskell, 2023; Yilmaz & İntepeler, 2023). The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the environment of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023).

The third finding in this study simultaneously showed a significant effect on job satisfaction. This is following the hypothesis proposed by the author. As for the indicators of indirect compensation, namely, the suitability of the expected benefits, the suitability of insurance with the necessities of life, the suitability of the facilities with the needs of the job, and the suitability of the awards given with the work results. Compensation functions as Human Resource Management (HRM), which relates to the reward employees receive for services carrying out organizational tasks. In research (Yu, Chen, & Shao, 2023). Ma et al. (2023), stated that compensation is a form of payment that an organization provides to employees for good performance. Ahmed et al. (2021) Compensation is a form of payment or reward intended for employees stemming from the consequences of their work. Vahdati et al. (2022) state that compensation is the output and

benefits employees receive in wages and the same award as exchanging money for employees to improve job satisfaction. The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the environment of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023). The work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements as individuals and as a group. The work environment can be divided into two, namely, the physical work environment and the non-physical work environment (Suleiman, 2023; Yang et al., 2023).

#### 4. CONCLUSION

Based on the research results and discussion of this study's findings, there are several findings. Compensation does not have a positive effect on employee job satisfaction. The work environment has a positive and significant effect on job satisfaction, and compensation and the work environment simultaneously have a positive and significant effect on employee job satisfaction. The work environment can become a predictor that can provide influence on employee job satisfaction. This research is expected to make a theoretical contribution to the literature. This study only examines three variables: compensation, work environment, and job satisfaction. Further research is expected to add research variables, including transformational leadership, servant leadership, and organizational citizenship behavior, which can contribute to increasing employee job satisfaction so that employee job satisfaction can be even better. This research is expected to make a theoretical contribution to the literature in this context, including in the context of human resource management.

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