



The Effect Compensation and Work Motivation on Job Satisfaction with Work Environment as Moderating Variable

^{1*}Christine Natania Zefanya, ²Avi Permata Sari

^{1*}Sekolah Tinggi Ilmu Ekonomi Tri Bhakti, Bekasi, Indonesia

²Institut Bisnis Muhammadiyah Bekasi, Bekasi, Indonesia

e-mail: ²avipermatasari17@gmail.com

Corresponding author e-mail: ^{1*}christinenatania654@gmail.com

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Abstract

Purpose - This study aims to obtain empirical evidence about the influence of compensation and work motivation on job satisfaction with the work environment as a moderating variable.

Design/methodology/approach - This research uses a quantitative type of research was conducted using a questionnaire distributes to employees at the company who work in one of the institutions or companies, namely 160 number of questionnaires distributed via social media. Each questionnaire distributed contains 49 statements for respondents to answer. From the distribution of the questionnaire, 160 respondents to answers from millennial employees in Indonesia. To get the result of this research, the research used PLS SEM Version 3.0.

Findings - These results of this research found that compensation affects a positive and has a significant effect on job satisfaction, work motivation affects and has a insignificant effect on job satisfaction, the work environment can weaken the relationship between compensation and job satisfaction and the work environment can strengthen the relationship between.

Research limitations/implications - This study makes a theoretical contribution by adding to the academic literature related to compensation, work motivation, job satisfaction, and work environment as moderating variables in millennial employees in Indonesia. Managerially, the results show the importance of salary adjustments to industry standars, training that supports employee development, work flexibility, and satisfaction surveys to improve employee motivation and well-being. Policy implications include periodic reviews of minimum wages, industry needs-based training, and occupational safety audits. However, this study is limited by a small sample size and limited geographical coverage, making the results less generalizable to a global context.





INTRODUCTION

Human resources are a group of people who provide their energy, thoughts, creativity to the company. In general, companies need to pay attention to employee behavior in accordance with the company's desired goals. Thus, the form of a person's attitude towards his job reflects his pleasant and unpleasant experiences in his job and his expectations for the future. A job that is fun to do can be said that job will provide satisfaction for employees from the compensation given to employees which shows the quality of employee performance against the company. Therefore, employees will feel motivated in doing work because employees feel valued and appreciated in the development made by employees (Faisal et al., 2023).

Based on the source www.cnbcindonesia.com, it can be seen that the survey shows that job satisfaction is the level of job satisfaction experienced by employees based on how the treatment of reciprocity is felt by employees and what the company will give back. Job satisfaction is a person's feelings and forms of attitude towards the conditions of the work environment, opportunities, and fair wages are factors received by employees in return for services provided to the company or organization (Rachman, 2016). Job satisfaction gaps across Asia Pacific, there are significant differences in job satisfaction levels between countries in Asia Pacific. Countries such as Japan, South Korea, Hong Kong, and Taiwan show lower levels of job satisfaction compared to countries such as Indonesia, Thailand, and China. This indicates a gap in job satisfaction that can be influenced by various factors including satisfaction, work motivation, and work environment. These differences require a more in-depth analysis to address the factors that influence job satisfaction in each region. Factor that can increase job satisfaction, namely as in research conducted (Hermingsih & Purwanti, 2020), which states that compensation has a positive effect on job satisfaction. This is because compensation is included in one of the achievements for the work done for the company. Compensation will be one of all the factors that can affect employee job satisfaction, so compensation is very important for the achievement of the company's future progress (Faisal & Sari, 2020; Sari et al., 2021).

So, with various opinions, it can be assessed with the several factors that affect job satisfaction or employee job satisfaction in the flow for performance improvement, namely first, psychological factors are factors related to the psychology of employees which include interest, peace of mind at work, attitude towards work, talent, and skills; Second, social factors are factors related to social interactions both among employees, with their superiors, and employees who have different types of work; Third, physical condition of employee health conditions, age, and so on; Fourth, financial factors are factors related to employee security and welfare, including the system and amount of salary, social security, various benefits, facilities provided, promotions, and so on (Fortuna, 2016). Another factor that can increase job satisfaction is work motivation. Work motivation is very important for job satisfaction this will provide positive actions for employees because they are more enthusiastic and productive, participating in the achievement of organizational and individual goals. Motivation also plays a role in increasing employees' emotional





attachment to the company, reducing stress levels, and fostering a sense of pride and accomplishment, thus building a positive and satisfying work environment. Higher motivation will increase retention, reduce turnover, and improve performance. Therefore, according to (Jumani & Rianto, 2023) motivation is a personally beneficial personal statement. A person performs certain tasks to achieve certain goals. In this way, motivation can serve as a very important variable for achieving professional productivity level. In addition, a factor that can strengthen influencing the level of job satisfaction is the work environment. The work environment is also very important to be able to analyze and assess how compensation and work motivation both have positive things in increasing job satisfaction. In research conducted by (Baqi & Indradewa, 2021) stated that a positive work environment with harmonious working relationships between employees and support from superiors, can reduce employee stress levels, and encourage a sense of belonging to the organization. Therefore, a good work environment will be very important for job satisfaction because it can affect employee comfort, health, and productivity. All of the above factors can contribute to higher job satisfaction, and this will potentially reduce turnover. The gap found in research on the effect of Compensation and Work Motivation where in research (Yunardi & Ie, (2023);Anshari et al., (2023);Permana et al., (2021);Widyaningtyas et al., (2023) found a positive influence, while in research (Astuti et al., 2022) stated that there was no significant effect, so this research is important to overcome this gap and add research references. This study is found in the advancement of Job Satisfaction measurement adapted from (Harut et al., 2022). This study group 16 indicators identified by (Harut et al., 2022). Into two main dimensions, namely the job it self, salary, promotions, supervisor, and coworkers.

LITERATUR REVIEW

Compensation

Compensation is the financial rewards and intangible services and benefits that employees receive as part of the employment relationship. If managed properly, compensation helps the organization achieve its goals and acquire, maintain, and retain employees. Conversely, without adequate compensation, current employees are very likely to leave the company and the company will find it difficult to re-recruit employees according to their needs (Simamora, 2018). Compensation consists of two dimensions, namely direct financial recovery (Putri & Supriadi, 2022).

Work Motivation

According to (Darmawan, 2017) motivation is a complex problem in an organization, because the needs and desires of each member of the organization is unique. Work motivation consists of the three dimensions, namely the need of appreciation, affiliation, and power (Anshari et al., 2023).

Work Environment





Based on an empirical study by (Afandi, 2016) that the work environment is an action that refers to the conditions and environment around employees in doing work. Employees are more enthusiastic about completing their responsibilities if they work in a supportive environment. The work environment has two dimensions, namely the physical work environment and the non-physical work environment (Astuti et al., 2022).

Job Satisfaction

In general, everyone will feel satisfied with their work. However, the level of satisfaction of each individual varies depending on how they behave, their value environment system, and their environment that influences them. According to research (Rahmawati et al., 2020) that job satisfaction or job satisfaction is an evaluation that describes a person's feeling of being happy or unhappy, satisfied or dissatisfied with work. Job satisfaction has five dimensions, namely the work itself, salary, promotion, superiors, and coworkers.

Hypotheses development

The importance of the role of satisfaction in job satisfaction because compensation that is arranged incorrectly can have an impact on employees who may show their dissatisfaction by firing or leaving the company. A good compensation system can provide adequate compensation for employees, so the more compensation is achieved, the greater the job satisfaction felt by workers. This is in line with research showing that compensation variables have a significant influence on job satisfaction (Hermingsih & Purwanti, (2020); Putri & Supriadi, (2022); (Pertiwi et al., (2019); Widyaningtyas et al., (2023); Saman, (2020); Baqi & Indradewa, (2021); Permana et al., (2021)). Considering the aforementioned research and the explanation of how the compensation affects job satisfaction. the researcher formulates the following hypothesis:

H₁: Compensation has a positive and significant on job satisfaction.

A person's motivation in working will stimulate someone to work and be creative in their work before employees receive external stimulation. Employees who have high work motivation will definitely be able to complete their work effectively and efficiently (Yunardi & Ie, 2023). This is in line with studies that show the Work Motivation variables has a significant influence on job satisfaction (Yunardi & Ie, (2023); Anshari et al., (2023); Diyanti et al., 2017); Wahyudi et al., (2023)) Considering the aforementioned research and the explanation of how the work motivation affects job satisfaction. the researcher formulates the following hypothesis:

H₂: Work motivation has a positive and significant on job satisfaction.

A work environment that includes harmonious working relationships, clear targets, a dynamic working climate, and adequate work facilities can influence employee job satisfaction (Saputra, 2021). This is in line with studies that show the Work Environment





variables has a significant influence on job satisfaction (Astuti et al., (2022); Saputra, (2021); Sulistyawati et al., (2022); Meku Lelo, (2024); Suyono et al., (2021); (Seta, 2020)) Considering the aforementioned research and the explanation of how the work environment affects job satisfaction. The researcher formulates the following hypothesis:

H₃: Work environment has a positive and significant on job satisfaction.

The Impact of the work environment provides a positive impact, which includes social support, adequate facilities, and good organizational culture, can increase the positive impact of recovery on job satisfaction. Conserverly, a bad work environment can reduce the positive effects, even though the updates given are quite good. When the work environment is supportive and conducive, the compensation given will be more satisfying and make a positive contribution to job satisfaction. Conversely, in a less supportive work environment, even though the peace received is high, employees may not feel the same satisfaction. This is line with the research that shows the Work Environment variable significantly strengthens the influence of work motivation on job satisfaction. Investigate it was found that preventative efforts have a positive and considerable impact on the quality of Job Satisfaction :

H₄: Work environment strengthens the influence of compensation on job satisfaction.

The condition of the work environment certainly determines employee performance and basically the employee is not a machine without a heart, the higher the quality of a person, the higher the expectations of a good work environment (Prakoso et al., 2014). A positive work environment will create strong social support between coworkers, so when employees feel supported, of course they will tend to be more motivated in working and feel more satisfaction in their work. The a work environment that strongly supports work-life balance between work and personal life can increase employee motivation itself, and employees who have a balance with work will tend to be more satisfied with their work (Aoliso & Lao, 2018). This is line with research that shows the Work Environment variable significantly strengthens the influence of compensation on job satisfaction. Investigate it was found that preventative efforts have a positive and considerable impact on the quality of Job Satisfaction. The following theories are proposed in view of the illustration:

H₅: Work environment strengthens the influence of work motivation on job satisfaction.

RESEARCH METHODS

Purposive sampling is a non-probability sampling design used in this study. This study uses panel data consisting of a combination of cross-section and time series, and hypothesis testing is used to analyze the data. The sample in this study is the Indonesian millennial employees. The variables used in this study are as follows:



Table 1. Operational of Research Variables

Type	Variable	Dimension	Source
Independent Variable	Compensation	<ol style="list-style-type: none"> 1. Direct financial compensation 2. Indirect financial compensation 	(Hermingsih & Purwanti, 2020)
	Work Motivation	<ol style="list-style-type: none"> 1. Esteem needs 2. Affiliation needs 3. Need for power 	(Anshari et al., 2023)
Dependent Variables	Job Satisfaction	<ol style="list-style-type: none"> 1. The job itself 2. Salary or wages 3. Promotion 4. Superior 5. Co-workes 	(Putri & Supriadi, 2022)
Moderation Variable	Work Environment	<ol style="list-style-type: none"> 1. Physical work environment 2. Non-physical work environment 	(Saputra, 2021)

Source: Data processed by the author (2024)

The data analysis method used in this study was the Partial Least Square (PLS) methodology. PLS is structural equation modeling (SEM) solution method that is better suited for this study than other SEM approaches. With the following equation, there are one test models is the linear regression equation model:

$$KK = \beta_0 + \beta_1.KOM + \beta_2.MK + \beta_3.LK + \beta_4.KOM * LK + \beta_5.MK * LK + \varepsilon$$

RESULTS

Sources and Type of Data

This research chose millennial employees in Indonesia as a research sample. With the results of 160 respondents including 48 men and 112 women, most of the respondents were aged between 18-37 years. Of which 35 were high school or vocational school graduates, 36 people had diploma III degrees, and 92 people had bachelor's degrees. In addition, many respondents have held their current positions for more than 3-4 years. The levels of these positions include: staff and managers.

Outlier Testing, Convergent Validity and Reliability Testing

The basic assumption of outlier test is that the data is considered to meet the criteria. If, firstly the loading can reach above 0.7 and secondly, if the p value is significant (<0.05). Meanwhile, the findings of data processing show that all indicators and dimensions create

latent variables, with loading factors >0.7 and AVE >0.5 fulfilling convergen validity (Hair, J. F., C. et al., 2011). In addition, the realibility test revealed that each variable has a cronchbach alpha value and composite reliability greater than 0.7, indicating data dependency. All things considered, the assessment of the measurement model (outer and inner model) verified that all dimensions and indicators were derived from latent variables.

The Hypothesis Test

Table 2. Test Result Path Coefficient

$$KK = \beta_0 + \beta_1KOM + \beta_2MK + \beta_3LK + \beta_4KOM * LK + \beta_5MK * LK + \epsilon$$

Structure Path	Hypotesis	Prediction	Original Sample (O)	P Values
KOM->KK	H1	+	0.140	0.035
MK->KK	H2	+	0.036	0.718
LK->KK	H3	+	0.057	0.000
KOM*->LK	H4	+	0.021	0.804
MK*->LK	H5	-	-0.030	0.687
R-Square			0.377	
Adjusted R-Square			0.357	

Significance Level *0.05

Source: SmartPLS Data Processing Results, 2024

Description: KOM:Compensation; MK:Work Motivation; LK:Work Environment; KOM*LK:Work Environment Moderation on Compensation;MK*LK:Work Environment Moderation on Work Motivation

Based on the table 2. above, the following conclusions are obtained from the results of the hypothesis testing:

- 1) The results of the hypothesis testing of the effect of compensation on job satisfaction, obtained original sample results of 0.140 and p-value of 0.035, meaning that the significance of $0.035 < 0.05$, then hypothesis one (H₁) is accepted, so it can be stated the compensation have a positive effect and have a significant effect on job satisfaction. Therefore, compensation has a significant positive effect on job satisfaction and is in line with the hypothesis, which means it supports the theory.
- 2) The results of the hypothesis testing of the effect of work motivation on job satisfaction, obtained original sample results of 0.031 and a p-value of 0.718, meaning that the



significance of $0.718 < 0.05$, then hypothesis two (H_2) is rejected, so it can be stated that work motivation has a positive effect and does not have significant effect on job satisfaction. Therefore, work motivation has a positive but insignificant effect on job satisfaction and is in line with the hypothesis, which means it supports the theory.

3) The results of testing the hypothesis of influence of the work environment on job satisfaction, obtained the original sample results of 0.057 and p-value of 0.000, meaning the significance of $0.000 < 0.05$, then hypothesis three (H_3) is accepted, so it can be stated the work environment has a positive effect and has a significant effect on job satisfaction. Therefore, the work environment has a significant positive effect on job satisfaction and is in line the hypothesis which means it supports the theory.

4) The results of testing the hypothesis of influence of compensation*work environment on job satisfaction, obtained the original sample results of 0.021 and p-value of 0.081, meaning the significance of $0.804 > 0.05$, then hypothesis four (H_4) is rejected, so it can be stated that the work environment can weaken the relationship between work motivation and job satisfaction. Therefore, the work environment has a positive but insignificant effect on job satisfaction and is in line with the hypothesis which means compensation does not strengthen the influence of the work environment on job satisfaction.

5) The results of the hypothesis test on the influence of work motivation*work environment on job satisfaction, obtained the original sample results of -0.030 and p-value of 0.687, meaning the significance of $0.0687 > 0.05$, then hypothesis five (H_5) is rejected, so it can be stated that the work environment can strengthen the relationship between work motivation and job satisfaction. Therefore, the work environment has a positive but insignificant effect on job satisfaction and is not in line with the hypothesis, which means that work motivation does not strengthen the influence of the work environment on job satisfaction.

DISCUSSIONS

Compensation has a positive and significant effect on job satisfaction

Based on the result of testing the path coefficient of the hypothesis of compensation has a positive and significant effect on job satisfaction. The result of this study found that the original sample was 0.140 and the p-value was 0.035, which means that the significance is below 0.05, thus it can be stated that hypothesis one (H_1) is accepted. Compensation has a positive and significant effect on job satisfaction. This means that the higher the compensation provided by the employer, the more likely it is that employees will feel satisfied with their work. Employees tend to feel valued and motivated when they get appropriate or better compensation. As the theory of planned behavior assert that behavioral attitudes measure the way a person feels about an object as something positive or negative, the availability of adequate compensation for employees will show a positive influence on employees because employees will feel appreciated for their work achievements. Therefore, the results of this study are accordance with research Hermingsih





& Purwanti (2020); Putri & Supriadi (2022); Pertiwi et al., (2019); Widyaningtyas et al., (2023); Saman, (2020); Baqi & Indradewa, (2021); Permana et al., (2021), which states that compensation will have a positive and significant effect on job satisfaction, so the results of this hypothesis are in line and support the hypothesis in theory.

Work motivation has a positive and insignificant effect on job satisfaction

Based on the results of testing the path coefficient of work motivation has a positive and insignificant effect on job satisfaction. The results of this study found that the original sample was 0.031 and p-value of was 0.718, which means that the significance is above 0.05, thus it can be stated that hypothesis two (H2) is rejected. This means that the higher the work motivation, the more job satisfaction will increase, because employees can be found to work more productively, be committed, and achieve better results. Motivated employees tend to have enthusiasm and strong internal drive to achieve work goals, complete tasks well, and contribute positively to the company. However, if the basic needs required by employees are not met, the level of job satisfaction will decrease. This is in line with the theory of planned behavior which shows that employees' perceived behavioral control is related to individual beliefs about their ability to get the job done. Employees who feel they have sufficient resources and skills to get the job done tend to have higher motivation. Therefore, human resources show the importance of training and skill development in increasing work motivation. The results of this study are not in accordance with the research of Yunardi & Ie, (2023); Anshari et al., (2023); Diyanti et al., (2017); Wahyudi et al., (2023), which states that work motivation has positive and significant effect on job satisfaction, so the results of this hypothesis are in line and support the hypothesis in theory.

Work environment has a positive and significant on job satisfaction

Based on the results of testing the path coefficient of the hypothesis of work environment has a positive and significant on job satisfaction. The results of this study found that the original sample was 0.057 and the p-value was 0.000, which means that the significance is below 0.05, thus it can be stated that hypothesis three (H3) is accepted. This means that higher the work environment shows that job satisfaction increases. Therefore, a good work environment can reduce stress levels, conflict, and reduce employee turnover, as well as encourage better cooperation between teams within the company. As the theory planned behavior asserts that individual attitudes reflect individual evaluations of certain behaviors. In this case the work environment is a positive attitude towards sustainable practices, an employee feels that his colleagues support his work if the work environment has positive influence. Therefore, results of this study are in accordance with research of Astuti et al., (2022); Saputra, (2021); Sulistyawati et al., (2022); Meku Lelo, (2024); Suyono et al., (2021); (Seta, 2020), which states that the work environment will have a positive and significant effect on job satisfaction, so the results of this hypothesis are in line and support the hypothesis in the theory.

Work environment not strengthens the influence of compensation on job satisfaction





Based on the results of testing the path coefficient of the work environment may not strengthen the relationship between compensation and job satisfaction. The results study found that the significance is above 0.05, thus it can be stated that hypothesis four (H4) is rejected. This means that the effect of compensation moderated by the work environment is not significant on job satisfaction. Thus, the work environment as a moderating variables does not strengthen the relationship between work motivation and job satisfaction. This can mean that with a non-conducive work environment, the positive effect between compensation and job satisfaction can be reduced. However, if employees receive adequate compensation, an unfavorable work environment, such as inter-work conflicts, high work pressure, or inadequate facilities, can reduce the level of job satisfaction of employees. Conversely, if the work environment is positive, then the compensation provided will be more effective in increasing job satisfaction.

Work environment not strengthens the influence of work motivation on job satisfaction

Based on the results of testing the path coefficient of the effect of work environment may not strengthen the relationship between work motivation and job satisfaction. The results of this study found that the original sample was -0.030 and the p-value was 0.687, which means that the significance is above 0.05, thus it can be stated that hypothesis five (H5) is rejected. This means that the effect of work motivation moderated by the work environment is not significant on job satisfaction. Thus, the work environment as moderating variable does not strengthen the relationship between work motivation and job satisfaction. This can mean that with a non-conducive work environment, the impact of work motivation on job satisfaction will be even less significant. An unsupportive work environment will create an atmosphere that does not facilitate the achievement of company goals, so that this work motivation owned by employees will be low in increasing employee job satisfaction.

CONCLUSION

The conclusion obtained from the results of research conducted on the effect of compensation and work motivation on job satisfaction with the work environment as a moderating variable is that compensation has a positive and significant effect on job satisfaction. This means that higher the compensation provided by the employer, the more likely it is that employees will feel satisfied with their work. Employees tend to feel valued and motivated when they get appropriate or better compensation. Work motivation has positive and insignificant effect on job satisfaction. This means that the higher the work motivation, the higher the job satisfaction, because employees can be found to work more productively, be committed, and achieve better results. Work environment has a positive and insignificant effect on job satisfaction will increase. A good work environment can reduce stress levels, conflict, and employee turnover, and encourage better cooperation between teams within the company. In this study, the variables of compensation, work motivation, work environment were tested theoretically





The results of this study can be used to add the academic literature and develop a more comprehensive theoretical model to understand the interest of employees and company management, especially in terms of using the management system. These findings can be useful for companies to ensure that existing compensation systems remains competitive, fair, and able to meet employee needs to increase job satisfaction. Then, companies need to focus on strengthening intrinsic and extrinsic motivation programs. The company can provide training, rewards, or career development opportunities to increase work motivation. Then the company can also pay attention to employees by creating a supportive, comfortable, and conducive work environment that will still contribute to the general well-being of employees. And can provide companies to make strategic decisions by prioritizing programs that have a direct impact.

This research was conducted with several research limitations that can affect the research results, namely research using primary data so that data cannot be obtained due to limitations in filling out research questionnaires in accessing data. This research only focuses on millennial employees, the result of the research can affect the generalization of the results. Different respondents also make it difficult to find the correct or required data. Recommendations for future researchers are to increase the number of variables or create different moderating variables from the independent variable that affect job satisfaction, such as leadership style and organizational culture. Future researchers can also expand the research sample. Such as expanding to outside countries in the ASEAN region and can use job satisfaction measurement with 5 (five) indicators (see, Putri & Supriadi, 2022).

Theoretical Implications

The results of this study are expected to add the academic literature and be used as a reference in testing compensation and work motivation variables as independent variables, job satisfaction as a dependent variable and work environment as a moderating variable on millennial employees in Indonesia.

Managerial Implications

The results of this study indicate that compensation is proven significantly affect job satisfaction, managers can periodically compare salaries with industry standards and offer incentives or bonuses that support employee performance. In the results of this study to increase motivation can be through personal development by providing customized training, mentoring programs, and clear career development paths to help employees feel valued and motivated. In the results of this study, the importance of work-life balance in flexible working hours, hybrid work models, or additional leave options. The, they can conduct employee satisfaction surveys and create channels for anonymous feedback to address job dissatisfaction before it escalates.

Policy Implications

The results this study provided policy implications for the board of directors. It is worth noting that the board of directors can create a minimum wage policy by conducting





periodic reviews of the minimum wage level to ensure it is aligned with the inflation rate and region-specific cost of living standards that take into account various economic conditions in various regions. In addition, the board of directors can also create a training program to offer skills development programs tailored to the needs of the industry as well as undertake obligation in terms of regular safety audits in the workplace and provide strict sanctions for companies the violate safety standards to prevent negligence.

Limitations

This study has several limitations that need to be considered. First, number of samples used is relatively small, so the result of the study may be less generalizable to a wider population. Second, this study was only conducted in one country, Indonesia, so the specific cultural context and work environment may influence the results and limit the relevance at the international level.

Suggestion

For future research, it is recommended to include additional variables such as leadership style and organizational culture. These variables may provide deeper insight into how these factors influence the relationship between compensation, work motivation, and job satisfaction. In addition, cross-country studies can also be conducted to increase the generalizability of the result in a broader.

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