

COMPENSATION, WORK ENVIRONMENT, AND MOTIVATION AS PREDICTORS OF JOB SATISFACTION

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ABSTRACT

This study aims to examine the effect of compensation, work environment, and work motivation on employee job satisfaction at Kursus Kampung Inggris Tempirai, PALI Regency. This research uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to 43 respondents. The data analysis technique used is multiple linear regression with SPSS version 26. The results show that compensation, work environment, and work motivation have a positive and significant effect on employee job satisfaction, both partially and simultaneously. The F-test result shows a significance value of 0.000 (< 0.05), indicating that all independent variables simultaneously affect job satisfaction. The t-test results also indicate that each independent variable has a significant individual effect on job satisfaction. Therefore, improving compensation systems, creating a supportive work environment, and increasing employee motivation are essential strategies to enhance job satisfaction.

INTRODUCTION

Increasingly dynamic global competition era, organizations are required to effectively manage their human resources to achieve sustainable competitive advantage. Human resources are no longer viewed merely as a factor of production, but as strategic assets that play a crucial role in determining organizational success. Therefore, employee job satisfaction has become one of the key indicators in evaluating the effectiveness of human resource management (Salsabiela et al., 2025).

Human resources are one of the most critical assets in an organization, as they

play a central role in achieving organizational goals and sustaining competitive advantage. In the modern era of globalization and rapid technological development, organizations are required to continuously improve their performance and productivity. One of the key determinants of organizational success is the quality and performance of its human resources. Therefore, managing human resources effectively has become a strategic priority for organizations across various sectors, including education, services, and industry (Sokolović et al., 2026).

Employee performance is closely related to the level of job satisfaction experienced by individuals within the organization (Virgiawan et al., 2021). Job satisfaction reflects the extent to which employees feel positively or negatively about their work (Rachman et al., 2025). Employees who are satisfied with their jobs tend to show higher levels of commitment, productivity, and loyalty, while dissatisfied employees are more likely to experience low motivation, reduced performance, and higher turnover intentions. Therefore, understanding the factors that influence job satisfaction is essential for organizations aiming to achieve long-term success (Irayani et al., 2025).

Job satisfaction is influenced by various internal and external factors. Internal factors include individual motivation, attitudes, and expectations, while external factors include compensation, work environment, leadership, and organizational culture. Among these factors, compensation, work environment, and work motivation are considered the most fundamental elements that directly affect employee satisfaction (Nugroho et al., 2025).

Employee job satisfaction reflects an individual's positive attitude toward their job, which is influenced by various internal and external factors. Employees with high levels of job satisfaction tend to demonstrate optimal performance, strong organizational commitment, and higher loyalty (Wicaksono et al., 2023). Conversely, low job satisfaction may lead to increased absenteeism, high turnover rates, and decreased productivity. Thus, it is essential for organizations to understand the factors that influence job satisfaction in order to create a supportive and productive work environment.

Compensation is one of the primary factors that influence employee job satisfaction. Compensation refers to all forms of financial and non-financial rewards provided by the organization to employees in exchange for their contributions. A fair and competitive compensation system can enhance employee morale, increase motivation, and improve retention rates. Conversely, inadequate or unfair compensation can lead to dissatisfaction, decreased productivity, and increased employee turnover. Therefore, organizations must ensure that their compensation systems are aligned with employee expectations and market standards.

In addition to compensation, the work environment plays a significant role in shaping employee job satisfaction (Syarif & Iriani, 2024). A comfortable, safe, and supportive work environment can create favorable working conditions that enable employees to perform optimally. The work environment encompasses both physical aspects, such as workplace facilities and conditions, and non-physical aspects, including interpersonal relationships and organizational culture (Kristianto et al., 2025). An unfavorable work environment may lead to job stress, which ultimately reduces job satisfaction.

In addition to compensation, the work environment also plays a crucial role in

determining job satisfaction. The work environment includes both physical and non-physical aspects of the workplace. Physical aspects include lighting, temperature, cleanliness, and workplace layout, while non-physical aspects include relationships between employees, leadership style, and organizational culture. A conducive work environment can create a sense of comfort and security for employees, enabling them to perform their tasks more effectively. On the other hand, a poor work environment can lead to stress, dissatisfaction, and decreased performance.

Work motivation is another important factor influencing job satisfaction. Motivation refers to the internal and external forces that drive individuals to act and achieve their goals. Employees with high levels of motivation are more likely to be enthusiastic, committed, and productive. Motivation not only influences how employees perform their tasks but also affects how they perceive their work and their level of satisfaction (Listyarini & Nugroho, 2025). Therefore, organizations must implement strategies to enhance employee motivation, such as providing recognition, career development opportunities, and supportive leadership.

Another important factor is work motivation. Work motivation refers to the internal and external drives that influence employees' enthusiasm and willingness to perform their tasks. Employees with high motivation are generally more energetic, responsible, and satisfied with their jobs (Susilo & Turangan, 2024). In contrast, low motivation can result in poor performance and decreased job satisfaction.

Kampung Inggris Tempirai, located in PALI Regency, South Sumatra, is a non-formal educational institution that focuses on English language learning. As an educational organization, it relies heavily on the quality and performance of its employees, including instructors and administrative staff. However, like many organizations, Kampung Inggris Tempirai faces challenges related to employee job satisfaction. These challenges may include issues related to compensation, work environment, and motivation, which can affect employee performance and organizational effectiveness. Empirical and strategic approaches are necessary to address job satisfaction, employee performance, and organisational performance in African organizations (Katabalo & Mwita, 2024.).

Preliminary observations indicate that there are several issues related to employee satisfaction at Kampung Inggris Tempirai. Some employees feel that the compensation they receive is not fully aligned with their workload and responsibilities. In addition, there are concerns regarding the work environment, particularly in terms of facilities and interpersonal relationships. Furthermore, variations in employee motivation levels have been observed, which may impact overall performance and productivity (Masi & Cooke, 2000). These issues highlight the importance of examining the factors that influence job satisfaction in this organization. By understanding the relationship between compensation, work environment, work motivation, and job satisfaction, the organization can develop strategies to improve employee satisfaction and performance.

Previous studies have shown that compensation, work environment, and motivation have significant effects on job satisfaction. Research conducted in various sectors consistently demonstrates that employees who receive fair compensation, work in a supportive environment, and have high levels of motivation tend to experience higher job satisfaction. However, the magnitude and nature of these relationships may vary

depending on the organizational context (Irayani et al., 2024).

Despite the growing body of research on job satisfaction, there is still a need for studies that focus on specific organizational contexts, such as non-formal educational institutions like Kampung Inggris Tempirai. Each organization has unique characteristics, and findings from one context may not always be directly applicable to another. Therefore, this study aims to fill this gap by examining the factors influencing job satisfaction in this specific setting.

This study is expected to contribute both theoretically and practically. Theoretically, it provides empirical evidence on the relationship between compensation, work environment, motivation, and job satisfaction. Practically, it offers insights for management in designing effective human resource strategies to enhance employee satisfaction and organizational performance.

Furthermore, the objectives of this study are to analyze the effect of compensation, work environment, and work motivation on employee job satisfaction, both partially and simultaneously. In conclusion, job satisfaction is a critical factor that influences employee performance and organizational success. Compensation, work environment, and motivation are key determinants of job satisfaction that must be managed effectively by organizations. Therefore, this study seeks to provide a comprehensive analysis of these factors in the context of Kampung Inggris Tempirai, PALI Regency.

Previous studies have indicated that compensation, work environment, and work motivation significantly influence employee job satisfaction. However, these studies also reveal inconsistent findings (research gap), particularly in terms of research objects, industry sectors, and organizational contexts. This suggests that the relationships among these variables require further investigation, especially in different organizational settings. A healthy work environment enhances employee engagement and psychological well-being, central to personal and professional fulfillment (Dumitriu et al., 2025)

Based on the above considerations, this study aims to examine the effect of compensation, work environment, and work motivation on employee job satisfaction. This research is expected to contribute theoretically to the development of human resource management literature and provide practical implications for organizations in formulating effective strategies to enhance employee job satisfaction.

LITERATURE REVIEW

Compensation and Job Satisfaction

Compensation refers to all forms of financial and non-financial rewards received by employees in return for their contributions to the organization. It includes salaries, incentives, bonuses, and benefits that are designed to attract, retain, and motivate employees. (Zayed et al., 2022) stated that Compensation has a beneficial connection to employees' desires as well as expectations. Compensation plays a crucial role in shaping employee satisfaction, as it reflects the value placed on employees by the organization. Compensation is one of the most important factors influencing employee job satisfaction, as it directly fulfills employees' economic needs and reflects organizational appreciation. Fair compensation significantly improves employee satisfaction and organizational commitment. Similarly, emphasize that well-structured compensation systems contribute

to higher levels of employee motivation and satisfaction (Pratama & Havidz Aima, 2018).

Empirical studies also confirm that compensation has a positive and significant effect on job satisfaction (Rachman et al., 2025); (Syarif & Iriani, 2024). Employees who perceive their compensation as fair and competitive tend to demonstrate higher levels of satisfaction and loyalty. In the Indonesian context, (Asbari et al., 2021) found that compensation plays a crucial role in maintaining employee performance and reducing turnover intention.

Work Environment and Job Satisfaction

The work environment encompasses all physical and non-physical conditions surrounding employees in the workplace. Physical aspects include workspace layout, lighting, temperature, and safety, while non-physical aspects include relationships with colleagues and supervisors, communication, and organizational culture. The work environment is another critical factor that affects employee job satisfaction, encompassing both physical and non-physical aspects of the workplace. A supportive work environment enhances employee comfort, reduces stress, and improves productivity (Kim & Park, 2022). Likewise, Rahman and Karim (2022) found that workplace conditions significantly influence employee satisfaction and performance.

Previous studies have consistently shown that a conducive work environment has a positive impact on job satisfaction (Susilo & Turangan, 2024; Nugroho et al., 2025). In addition, Sedarmayanti's perspective is supported by empirical findings that highlight the importance of workplace relationships and organizational climate in shaping employee attitudes (Wahyuni & Hartono, 2021; Dewi & Rahmat, 2022).

Work Motivation and Job Satisfaction

Work motivation refers to the internal and external forces that initiate, direct, and sustain employee behavior toward achieving organizational goals. Motivation plays a key role in influencing how employees perform their tasks and perceive their work. Work motivation is defined as an internal drive that directs employees' behavior toward achieving organizational goals. Robbins' theory is supported by empirical evidence showing that motivation significantly influences job satisfaction (Mohammed et al., 2024). Highly motivated employees tend to be more productive, committed, and satisfied with their work (irayani et al., 2025).

Several studies have demonstrated that work motivation has a strong and significant effect on job satisfaction (Listyarini & Nugroho, 2025; Fitriani & Saputra, 2023). Zhao and Liu (2024) also confirmed that motivation plays a dominant role in shaping employee perceptions and attitudes toward their jobs. In recent years, extensive research has focused on understanding the dynamics of employee performance, which is one of the most important factors determining organizational success (Mohammed, 2024).

Relationship Between Variables

Job satisfaction is defined as a positive emotional state resulting from the appraisal of one's job or job experiences. It reflects how employees feel about various aspects of their work, including compensation, work environment, supervision, and career

opportunities.

Job satisfaction is closely linked to employee performance and organizational success. Employees with high job satisfaction tend to be more productive, committed, and loyal to the organization (Alsafadi & Altahat, 2021). The relationship between compensation, work environment, and motivation has been widely examined in previous research. These variables are considered key determinants of job satisfaction (Ali & Anwar, 2021). Compensation represents an extrinsic factor, motivation represents an intrinsic factor, and the work environment acts as a supporting factor that bridges both.

Empirical findings indicate that these variables simultaneously influence job satisfaction (Salsabiela et al., 2025; Wicaksono et al., 2023). This suggests that organizations must adopt an integrated human resource management approach to improve employee satisfaction and performance. (Fitriani et al., 2026.) defines the work environment as any conditions that could potentially affect the performance of employees' duties and responsibilities, including air conditioning, adequate lighting, and other facilities necessary for supporting their efforts.

RESEARCH METHOD

This study uses a quantitative research approach with a survey method. The quantitative approach is chosen because this research aims to examine the relationship and influence between independent variables (compensation, work environment, and work motivation) and the dependent variable (job satisfaction). The survey method is used to collect data directly from respondents through structured questionnaires, allowing for statistical analysis and generalization of findings. This research was conducted at Kampung Inggris Tempirai, PALI Regency, which is a non-formal educational institution. The study was carried out over a period of approximately two months, including data collection, processing, and analysis.

The population in this study consists of all employees working at Kampung Inggris Tempirai, PALI Regency. Due to the relatively small number of employees, the sampling technique used is saturated sampling (census method), where all members of the population are included as respondents. The total number of respondents in this study is 43 employees, consisting of instructors and administrative staff. This approach ensures that the data collected represent the entire population and minimizes sampling bias.

This study uses two types of data, namely:

a. Primary Data

Primary data were obtained directly from respondents through questionnaires distributed to employees.

b. Secondary Data

Secondary data were obtained from books, journals, previous research, and institutional documents relevant to the research topic.

Data Collection Techniques

Data were collected using several techniques, including:

1. Questionnaire

The main instrument in this study is a structured questionnaire using a Likert scale. The questionnaire consists of statements related to each research variable.

Respondents are asked to indicate their level of agreement with each statement.

2. Observation

Observation is used to directly examine the working conditions and environment at Kampung Inggris Tempirai

3. Interview

Interviews are conducted to gain deeper insights into employee perceptions regarding compensation, work environment, and motivation.

4. Documentation

Documentation involves collecting data from company records, reports, and other relevant documents.

RESEARCH RESULTS AND DISCUSSION

Descriptive Statistics

This study involved 43 respondents, consisting of employees of Kampung Inggris Tempirai, PALI Regency. Based on the collected data, descriptive statistics were used to provide an overview of respondents' perceptions of compensation, work environment, work motivation, and job satisfaction.

Table 1. Descriptive Statistics of Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Category
Compensation	43	2.80	4.80	3.85	0.65	Good
Work Environment	43	2.70	4.70	3.78	0.70	Good
Work Motivation	43	3.00	4.90	3.92	0.60	High
Job Satisfaction	43	2.90	4.85	3.88	0.68	High

Source: Results of Data Processing using SPSS Version 26

Based on Table 1, all variables have mean values above 3.50, indicating that respondents generally have positive perceptions. Work motivation has the highest mean score (3.92), suggesting that employees tend to have strong motivation in performing their tasks. Meanwhile, the work environment has the lowest mean (3.78), although it is still categorized as good. Overall, the results indicate that compensation, work environment, and work motivation are perceived positively and contribute to relatively high levels of employee job satisfaction.

Table 2. Validity Test Results

Compensation X1				
No Item	Item Code	r-count	r-table	result
1	X1.1	0,825	0,301	Valid
2	X1.2	0,839	0,301	Valid

3	X1.3	0,859	0,301	Valid
4	X1.4	0,847	0,301	Valid
5	X1.5	0,849	0,301	Valid
6	X1.6	0,848	0,301	Valid
7	X1.7	0,897	0,301	Valid
8	X1.8	0,928	0,301	Valid
9	X1.9	0,837	0,301	Valid
10	X1.10	0,881	0,301	Valid

Source: Results of Data Processing using SPSS Version 26

Table 3. Validity Test Results

Work Environment X2				
No Item	Item Code	r-count	r-table	result
1	X1.1	0,877	0,301	Valid
2	X1.2	0,852	0,301	Valid
3	X1.3	0,844	0,301	Valid
4	X1.4	0,864	0,301	Valid
5	X1.5	0,834	0,301	Valid
6	X1.6	0,762	0,301	Valid
7	X1.7	0,837	0,301	Valid
8	X1.8	0,815	0,301	Valid
9	X1.9	0,783	0,301	Valid
10	X1.10	0,824	0,301	Valid

Source: Results of Data Processing using SPSS Version 26

Table 4. Validity Test Results

Work Motivation X3				
No Item	Item Code	r-count	r-table	result
1	X1.1	0,878	0,301	Valid
2	X1.2	0,844	0,301	Valid
3	X1.3	0,760	0,301	Valid
4	X1.4	0,898	0,301	Valid
5	X1.5	0,849	0,301	Valid
6	X1.6	0,842	0,301	Valid

7	X1.7	0,800	0,301	Valid
8	X1.8	0,878	0,301	Valid
9	X1.9	0,860	0,301	Valid
10	X1.10	0,877	0,301	Valid

Source: Results of Data Processing using SPSS Version 26

Table 4. Validity Test Results

Job Satisfaction Y				
No Item	Item Code	r-count	r-table	result
1	X1.1	0,827	0,301	Valid
2	X1.2	0,846	0,301	Valid
3	X1.3	0,841	0,301	Valid
4	X1.4	0,801	0,301	Valid
5	X1.5	0,695	0,301	Valid
6	X1.6	0,654	0,301	Valid
7	X1.7	0,658	0,301	Valid
8	X1.8	0,675	0,301	Valid
9	X1.9	0,556	0,301	Valid
10	X1.10	0,759	0,301	Valid

Source: Results of Data Processing using SPSS Version 26

Table 5. Reliability Test Results

No	Variable	Cronbach's Alpha	Minimum Standard	Description
1	Compensation	0.961	> 0.60	Reliable
2	Work Environment	0.949	> 0.60	Reliable
3	Work Motivation	0.956	> 0.60	Reliable
4	Job Satisfaction	0.956	> 0.60	Reliable

Source: Results of Data Processing using SPSS Version 26

Table 4 presents the results of the reliability test for all research variables. The findings indicate that the Cronbach's Alpha values for compensation (X1), work environment (X2), work motivation (X3), and job satisfaction (Y) are 0.961, 0.949, 0.956, and 0.905, respectively. All variables exhibit Cronbach's Alpha values exceeding the minimum threshold of 0.60, indicating that each construct demonstrates a high level of internal consistency. In fact, the values are also above 0.90, which suggests excellent reliability, meaning that the measurement items are highly consistent in capturing the intended constructs.

Among the variables, compensation shows the highest reliability coefficient (0.961), followed by work motivation (0.956), work environment (0.949), and job satisfaction (0.905). These results confirm that all instruments used in this study are reliable and suitable for further statistical analysis, including regression analysis and

hypothesis testing. Overall, the reliability test demonstrates that the research instrument provides stable and consistent results, ensuring the accuracy and dependability of the data collected in this study. The findings of this study reveal that compensation, work environment, and work motivation have a positive and significant effect on employee job satisfaction, both partially and simultaneously. This indicates that job satisfaction is shaped by a combination of internal and external organizational factors.

Compensation was found to have a significant positive influence on job satisfaction, confirming its role as a key determinant of how employees perceive their work. Fair and appropriate compensation not only fulfills employees' economic needs but also serves as recognition of their contributions. This finding supports Hasibuan's theory, which emphasizes compensation as workspace a crucial factor in maintaining employee satisfaction and loyalty.

The work environment also significantly affects job satisfaction. A supportive environment both physical (such as conditions) and non-physical (such as interpersonal relationships) enhances employee comfort, reduces stress, and improves engagement. This result aligns with perspective that a conducive work environment contributes to higher productivity and satisfaction. Furthermore, work motivation shows a strong and significant influence on job satisfaction and appears to be one of the most dominant factors. Highly motivated employees tend to be more enthusiastic, committed, and positive toward their work. This is consistent with Robbins' theory, which highlights motivation as a key driver of employee behavior and performance.

Simultaneously, all three variables significantly influence job satisfaction, indicating that no single factor can fully explain employee satisfaction. Instead, it is the result of an integrated interaction between compensation, work environment, and motivation. The coefficient of determination (R^2) further confirms that a substantial proportion of job satisfaction is explained by these variables, while the remainder is influenced by other factors such as leadership style, organizational culture, and career development.

From a managerial perspective, these findings suggest that organizations should adopt a holistic approach to human resource management. Improving compensation systems, creating a supportive work environment, and enhancing employee motivation through recognition and development opportunities are essential strategies to increase job satisfaction.

However, this study is limited by its relatively small sample size (43 respondents) and its focus on only three variables. Future research is recommended to include additional factors to provide a more comprehensive understanding of job satisfaction. Overall, this study confirms that compensation, work environment, and work motivation are key determinants of employee job satisfaction and play a vital role in enhancing organizational performance.

CONCLUSION

Based on the results of the study and the discussion that has been presented, it can be concluded that compensation, work environment, and work motivation have a significant influence on employee job satisfaction at Kampung Inggris Tempirai, PALI Regency. Both partially and simultaneously, these three variables contribute positively

to improving employee satisfaction.

First, compensation has a positive and significant effect on job satisfaction. This indicates that the level of salary, incentives, and benefits received by employees plays an important role in shaping their level of satisfaction. Employees who perceive that they are fairly compensated tend to feel more valued by the organization, which increases their motivation and commitment to their work. Therefore, a fair and competitive compensation system is essential to maintain and improve employee satisfaction.

Second, the work environment also has a significant influence on job satisfaction. A conducive work environment, both physically and non-physically, can create a sense of comfort and security for employees. Good relationships among employees, adequate facilities, and a supportive organizational atmosphere contribute to higher levels of job satisfaction. Conversely, an unfavorable work environment can lead to dissatisfaction and decreased productivity.

Third, work motivation is proven to have a strong and significant effect on job satisfaction. Employees who have high motivation tend to show better performance and a more positive attitude toward their work. Motivation encourages employees to achieve organizational goals while also fulfilling their personal needs. Therefore, organizations need to continuously foster employee motivation through recognition, career development opportunities, and supportive leadership. Simultaneously, compensation, work environment, and work motivation collectively have a significant effect on job satisfaction. This means that improving only one factor is not sufficient; instead, organizations must address all three aspects in an integrated manner to achieve optimal results.

The findings of this study have important implications for management. Organizations, particularly Kampung Inggris Tempirai, are encouraged to improve their compensation systems, create a more conducive work environment, and implement strategies to enhance employee motivation. By doing so, employee job satisfaction can be improved, which will ultimately lead to better organizational performance and sustainability. In addition, this study also contributes to the development of human resource management theory by providing empirical evidence on the relationship between compensation, work environment, motivation, and job satisfaction. However, this study has several limitations, such as the relatively small sample size and the focus on a single organization. Therefore, future research is recommended to include a larger sample size and additional variables to obtain more comprehensive result.

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