

# The Influence of Compensation, Work Environment, and Organizational Commitment on Employee Job Satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogir Regency

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## The Influence of Compensation, Work Environment, and Organizational Commitment on Employee Job Satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogir Regency

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**Abstract:** The aim of this research is to examine and measure both partially and simultaneously the influence of compensation, work environment and organizational commitment on employee job satisfaction. To find out the factors that have the most dominant influence on employee job satisfaction. This research was conducted on employees of PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. In this study, the population was all employees of PT Giri Aneka Usaha (Perseroda) Wonogiri Regency, namely 71 employees. Considering that the population size in this study is not too large, the entire population in this study, totaling 71 employees, was taken as a sample. Thus, this research is a population/census research. The sampling technique uses saturated sampling. The research results found that both partially and simultaneously compensation, work environment and organizational commitment had a positive effect on employee job satisfaction. It was also found that compensation had the most dominant influence on employee job satisfaction. Job satisfaction of PT Giri Aneka Usaha (Perseroda) Wonogiri Regency employees is influenced by compensation, work environment and organizational commitment by 94.20%, while the remaining 5.80 is influenced by other variables outside this research model.

**Keywords:** compensation, work environment, organizational commitment, job satisfaction, multiple linear regression.

### 1. INTRODUCTION

It is critical to understand these dynamics to maintain and increase employee satisfaction in this ever-evolving and complex business era as rapid changes in organizational structure, technology and business strategy can impact employee satisfaction levels.

A strategic factor in organizational success is employee satisfaction. Satisfied employees tend to be more productive, create new ideas, and are more likely to keep their jobs long term. Therefore, understanding the aspects that influence job satisfaction is very important for companies.

Companies or organizations must survive with employees who have good attitudes and high work morale so that employees are satisfied and loyal. This is the same as what was stated by Herdiana & Yuniasih, (2020) that the level of employee satisfaction with their work can be measured by the way they do it. Similar to what was stated by Almeyda & Gulo, (2022) that companies must understand the behavior of their employees to meet employee needs and maintain job satisfaction. Company life is greatly influenced by employee satisfaction. According to Sedarmayanti, (2017) If employees feel responsible for their work, they can become more satisfied with their work. A high sense of responsibility enables goal-directed behavior to achieve the ultimate goal, namely achieving shared organizational goals.

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Several things that can increase job satisfaction are compensation, workplace, and commitment to the organization. Job satisfaction itself is a positive attitude based on an evaluation of what is expected to be obtained through the efforts made to complete a task with the expected results or compensation (Sutrisno, 2019) .

Compensation, as an important part of an employee's compensation and recognition package, has a significant impact on how employees see themselves and their contributions to the organization. Providing fair and adequate compensation can increase employee drive and happiness at work. According to Hasibuan (2016) , "Compensation is all income in the form of money, direct goods or indirect goods provided by employees as compensation for services provided to the company."

Apart from compensation, the work environment is also an important factor in increasing employee job satisfaction. The work environment is something that is around the workers and that can influence them to carry out their assigned tasks more deeply (Nitisemito, 2015) . The physical and psychosocial aspects of a good work environment are very important. Things like safety, social support, and growth opportunities help create a work environment where workers feel valued and can thrive.

Apart from compensation and work environment, job satisfaction is also influenced by organizational commitment. Organizational commitment includes employee loyalty and their identification with the principles and goals of the organization. Because they have a strong emotional bond and commitment to the company, employees who have a high level of commitment tend to be more satisfied with their jobs. A worker in a company requires commitment to complete the tasks and responsibilities assigned by their company or organization. People who join a company must have commitment. Employees will have better performance if they are highly committed to their company towards their work, and conversely if they are lowly committed to their company, then their performance will be poor.

The above conditions occurred with employees of PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. As a company that operates in four areas, namely the workshop sector, the Pharmacy sector, the Printing sector and the General and Trade sector, qualified employees are needed so that the company's processes can run effectively and efficiently and achieve the expected goals.

Employees are required to work optimally and must produce quality products/services, so that the products/services can be well received by consumers. Therefore, employee job satisfaction is very much considered in this company because employees are assets that the company must maintain and are a benchmark in producing quality products/services.

Companies are required to optimize employee job satisfaction so that employee performance can be maximized.

The aim of this research is to examine and measure both partially and simultaneously the influence of compensation, work environment and organizational commitment on employee job satisfaction. To find out the factors that have the most dominant influence on employee job satisfaction.

## 2. THEORETICAL BASIS OF FRAMEWORK AND HYPOTHESIS

### ➤ Theoretical basis

#### 1 . Job satisfaction

##### a. Understanding Job Satisfaction

Luthans (2013) in his book *Organizational Behavior* quotes Locke's opinion that job satisfaction is a positive emotional state of a person that arises from appreciation for the work he has done. It is further said that job satisfaction is the result of a person's achievements in terms of how well his job provides something useful for him.

Emron et. al., (2016) states that " *job satisfaction refers to a person's general attitude toward his or her job* ". Job satisfaction is a person's general attitude towards his or her job.

Robbins (2015) defines job satisfaction as a general attitude towards a person's work, the difference between the amount of reward a worker receives and the amount they believe they should receive. Employees who enjoy their work will feel satisfied if the results of their hard work and rewards are felt to be fair and appropriate.

Locke (1969) in Pitasari & Perdhana (2018) explains that job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Meanwhile, Luthans, (2013) provides a comprehensive definition of job satisfaction which includes reactions or cognitive, affective, and evaluative and states that job satisfaction is "a happy emotional state or positive emotion that comes from assessing one's job or work experience." Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. There are three generally accepted dimensions of job satisfaction. First, job satisfaction is a general response to job satisfaction. First, job satisfaction is an emotional response to work situations. Thus, job satisfaction can be seen and can be predicted. Second, job satisfaction is often determined according to how well the results achieved meet or exceed expectations. Third, job satisfaction represents several related attitudes.

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According to Sukanto & Handoko, (2011) states job satisfaction as a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's attitude towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. The personnel department or management must always monitor job satisfaction, because this can affect absenteeism levels, workforce turnover, work morale, complaints and other vital personnel problems.

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Based on these definitions, it can be said that employee job satisfaction is an employee's attitude towards how they view their work. Employee satisfaction can provide several benefits, including creating a harmonious relationship between the company and employees. Employee satisfaction or dissatisfaction is an employee's response to evaluating the level of conformity between previous expectations and the actual job design performance perceived by the employee. So, the level of employee satisfaction with their job and career is a function of the difference between the performance design and evaluation of the job and career that is felt and the employee's expectations. If the performance of the design and evaluation of the job and career does not match expectations or the expectations exceed the performance of the design and evaluation of the job and career, then the employee will be disappointed. Meanwhile, if the performance of the design and evaluation of work and career meets expectations or even exceeds expectations, employees will feel very satisfied. So job satisfaction is a person's emotional state towards his work, when he finds a common ground between what he expects from the job and what the company has given him.

#### b. Aspects of Job Satisfaction

Aspects of job satisfaction according to Tasios & Giannouli (2017) , namely:

##### 1) Nature of Work ( *Work* )

The nature of work is the extent to which the work does not conflict with conscience. Where the work done can be enjoyed or may not be enjoyed

2) Salary ( *Pay* ) Wages are payments received by employees as compensation for what they have done for the company.

3) Promotion *Promotion* is an opportunity to improve an employee's position given by the company.

##### 4) Supervision ( *Supervision* )

Supervision or leadership is support from superiors in work, such as direct supervision of competencies or providing technical assistance related to assignments given.

#### 5) Colleagues ( *Co-workers* )

Coworkers are a group of people in one company. This aspect refers to collaborative relationships with colleagues who have enthusiasm, competence and are able to work together.

#### c. Factors that Influence Job Satisfaction

The factors that influence job satisfaction according to Sutrisno (2019) are:

##### 1) Psychological factors

This factor is related to the employee's mental condition which includes interests, peace of mind at work, attitude towards work, talents and skills. Someone who has peace at work will work with positive feelings so that they can increase productivity and performance which can influence job satisfaction.

##### 2). Social factors

This factor is related to social interactions between employees and colleagues and employees and superiors.

##### 3) Physical factors

This factor is related to the employee's physical condition including type of work, work and rest time arrangements, work equipment, room conditions, temperature, lighting, air circulation, employee health condition, age and so on.

##### 4) Financial factors

This factor is related to employee security and welfare which includes the system and amount of salaries, allowances, promotions, social security, facilities provided and so on.

## 2. Compensation

### a. Understanding Compensation

Werther and Davis put forward the term "compensation", as follows: "*compensation is what employees receive in change of their work. Whether hourly wages or periodic salaries, the personnel department usually designs and administers employee compensation*". Which means, among other things, "Compensation is what employees receive when changing their jobs. Whether hourly wages or periodic salaries, the personnel department usually designs and manages employee compensation". Based on the thinking about compensation, it is stated that compensation is what an employee/employee/worker receives in return for the work they provide Meldona, 2013 in Mubarq et al., (2021) .

According to Hasibuan (2016) Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. William B. Werther and Keith Davis in (Mubarq et al., 2021) define compensation as what a

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worker receives in return for the work he provides, whether in the form of hourly wages or periodic salaries. Meanwhile, according to Andrew F. Sikula, in Mubaroq et al., (2021) compensation is anything that is constituted or considered as remuneration or equivalent.

Some experts like Ardana & sis, (2014) expressed his opinion regarding the meaning of compensation, "Compensation is everything that received by employees as compensation for their contributions to the company or organization . " Meanwhile, in the view of S astrohadiwiryo (2019) "Compensation is compensation for services or remuneration provided by the company to its workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the stated goals"

Based on the definitions of these experts, the author concludes that compensation is an element of expenditure costs for the company which are incurred as compensation to employees for the sacrifice of resources (time, energy and thoughts) and competencies (knowledge, skills and abilities) which they have devoted over a period of time. certain contributions to the achievement of organizational goals and received by employees as income which is part of the employment relationship which is packaged in a service reward system.

#### b. Purpose of Providing Compensation

In general, compensation aims to help the company achieve the company's strategic success goals. And can guarantee the creation of internal and external justice. External justice ensures that jobs will be compensated fairly by comparing similar jobs in the labor market. Sometimes goals these can conflict with each other, and *trade-offs* must occur. However, the goal expected by the company is to give appreciation to employees. In more detail (Hasibuan, 2016) mention several objectives of providing compensation:

- 1) To get capable employees, every company will compete to get quality human resources. To support its success, one way is to offer quality compensation facilities.
- 2) Retaining existing employees, an attractive compensation administration system will be able to maintain existing human resources.
- 3) Increasing productivity, research results show that compensation has a strong influence on increasing productivity.
- 4) Gaining a competitive advantage, human resources are one of the resources that have an important contribution to the organization.
- 5) Legal regulations relate to legal rules, organizations must adjust compensation to regulations that apply nationally and regionally.

6) The strategic goal is to obtain quality personnel, every organization must incur quite large costs. So almost the same strategy is carried out, namely by improving the compensation administration system (Wake, 2017, p. 285) .

### c. Types of Compensation

Basically compensation is divided into 2, namely:

- 1 ) Financial compensation in the form of direct and indirect compensation
- 2 ) Non-financial compensation: This division is to differentiate the various types of compensation that companies provide to their employees. The following is an explanation of each compensation and its distribution.

Financial compensation is a form of compensation paid to employees in the form of money for the services they contribute to their work. Financial compensation consists of direct and indirect compensation. Direct compensation is compensation paid directly either in the form of basic salary or based on performance (bonuses and incentives) (Wake, 2017, p. 255) .

#### a) Immediate compensation

The variants of direct compensation consist of:

##### (1) Salary

Salary is remuneration in the form of money that employees receive as a consequence of their status as an employee who contributes to achieving company goals. Or, salary is also referred to as a fixed payment that a person receives because of his position in the company (Veithzal, 2015) .

##### (2) Wages

Wages can be in the form of material or as fair and appropriate compensation for services given to workers for their services in achieving organizational goals. Wages are direct financial rewards paid to employees based on hours worked, the number of goods produced or the number of services provided. So, unlike salaries which are relatively fixed, the amount of wages can change. The concept of wages is usually associated with the payment process for freelance workers (Veithzal, 2015) . According to Labor Law No. 13 of 2003, Chapter 1, Article 1, it states: Wages are the rights of workers/laborers which are received and expressed in the form of money as compensation from entrepreneurs or employers to workers/laborers which are determined and paid according to a work agreement, agreement, or statutory regulations ( <https://pih.kemlu.go.id> ). This includes benefits for workers/laborers and their families for work or services that have been or will be performed.



### (3) Incentives

Incentives are defined as a form of payment that is linked to performance and gainsharing. As a distribution of profits for employees due to increased productivity or cost savings.

This system is another form of direct compensation outside of salary and wages which is fixed compensation, this is called a performance-based compensation system (Veithzal, 2015) .

#### b) Indirect Compensation

Indirect benefits such as health insurance, leave pay, or pensions, are given to employees or groups of employees as part of their membership in the organization. As Mathis and Jacson wrote about benefits: "Indirect benefits such as health insurance, leave money, pension money, are given to employees or groups of employees as part of their membership in the organization." (Mathis & Jackson, 2015) . Various factors included in non-financial compensation are as follows:

##### (1) Organizational policies

Guidelines set by the organization at the start of activities that can be used as a basis for decision making. The right policy will be able to influence the performance of organizational members and the direction of the organization in the future.

##### (2) Quality managers

The quality of employee work will depend on the quality of managers and is related to organizational results. Not only that, managers who lack quality will result in employees not being satisfied with their work which will result in decreased productivity.

##### (3) Co-workers

Many people resign as members of an organization because of a less than harmonious relationship with their co-workers. In principle, organizing means forming cooperative groups and complementing each other to achieve organizational goals. Likewise with economic principles in companies. The analogy of a company is an organization where each person can take on a role according to their capacity and can work together with other members. So, coworkers can also be a factor in providing benefits. When employees have good relationships with other colleagues, a productive work environment will be created.

##### (4) Flexible time

Time flexibility is an action that provides employees with a choice of times to work. Flexibility in working hours is a necessity, many people do not like work that is time bound, the most important thing is that the results of their work meet standards.

#### (5) Division of work

Division of work is an approach taken by a group of people doing one job. Each person in the group has different skills, so with this principle productivity will increase.

#### d. Compensation indicators

According to Panggabean, the size of the compensation program that an organization can provide to employees is based on several things as follows:

##### 1) Salary

Salary is remuneration in the form of money that an employee receives as a consequence of his position as an employee who contributes energy and thoughts in achieving company goals or, it can also be said to be a fixed payment that a person receives from membership in a company.

##### 2) Incentives

Incentives are direct rewards paid to employees because their performance exceeds specified standards. Incentives are another form of direct wages outside wages and salaries which are fixed compensation, which can be called performance-based compensation.

##### 3) Allowance

Providing benefits to employees in the form of money or goods, but only of a certain nature. Benefits are given to employees who have been appointed as permanent employees, such as holiday allowances, health insurance, transportation allowances and so on (Panggabean, 2018) .

### 3. Work environment

#### a. Understanding work environment

According to Sedarmayanti (2017) a work environment is a situation where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. According to Mangkunegara (2015) the work environment is all the tools and materials encountered, the surrounding environment where a person works, his work methods and work arrangements for individuals and groups. Meanwhile, according to Herdiana & Yuniasih, (2020) "The work environment is a social, psychological and physical life within the company that influences employees in carrying out their duties." The work environment is one of the important factors in creating employee performance. Because having a clean environment will influence employees in completing their work and will improve organizational performance (Nurjaya, 2021) . Meanwhile, according to Afandi (2018), "The work environment is something that surrounds employees

and can influence them in carrying out the tasks assigned to them, for example, such as adequate lighting and the presence of *air conditioner* (AC)."

The work environment can also be interpreted as a social environment that is harmonious, humanistic, full of family, not selfish, not jealous of each other, there is no putting each other down, and there are no other negative actions including not bringing feelings because it will increase work morale (Busro, 2018) .

b. Types of Work Environments

The work environment within an agency or company is very important for leaders to pay attention to. Because a good work environment will certainly influence the effectiveness of those working in the company. For efforts to plan the work environment, it is necessary to study and determine the aspects that make up the work environment itself. According to Sedarmayanti (2017) states that broadly speaking, the work environment is divided into 2 types, namely:

1) Physical work environment

The physical work environment is a condition where the physical features around the workplace can influence employees either directly or indirectly. The physical work environment is divided into two categories, namely:

- a) Environments that are directly related to employees such as; - work centers, - chairs, - tables and so on.
- b) The work environment that affects human conditions, such as temperature, humidity, air circulation, etc. To minimize the influence of the physical environment on employees, the first step is to study humans, both regarding their physique and behavior as well as their physique, then use this as a basis for thinking about an appropriate physical environment.

2) Non-physical work environment

The non-physical work environment is a situation where the employee's workplace is a harmonious work atmosphere where there is a relationship or communication between subordinates and superiors (vertical relationships) as well as relationships between fellow employees (horizontal relationships). With a harmonious working atmosphere and communication, employees will feel comfortable at work so that the work they do can be carried out well, effectively and efficiently. According to Sedarmayanti (2017) states that the non-physical work environment is all conditions that occur related to work relationships, both with superiors and fellow co-workers or relationships with subordinates.

c. Factors that Influence the Work Environment

According to Robbins (2015) the physical work environment is also a factor that causes employee work stress which influences work performance. Factors that influence the physical work environment are:

1) Temperature

A variable in which there are large individual differences. To maximize productivity it is important that employees work in an environment where the temperature is regulated so that it falls within the acceptable working range for each individual.

2) Noise

Evidence about noise shows that constant, predictable noises do not cause a decrease in work performance, on the contrary, the effects of unpredictable noises have a negative influence and disrupt employee concentration.

3) Lighting

Working in a dark room will cause eye strain. Good light intensity will certainly help employees in carrying out their work activities.

4) Air quality

The fact that cannot be ignored is that breathing polluted air has detrimental effects on personal health. Polluted air can harm employee health. Polluted air in the work environment can cause headaches, sore eyes, fatigue and depression.

d. Work Environment Indicators

According to Sedarmayanti (2017) the dimensions and indicators of the work environment are as follows:

1) Physical work environment

a) Lighting

An important factor in the work environment is that adequate lighting will help employees complete tasks more effectively.

b) Work space circulation

Oxygen is a gas needed by living creatures to maintain survival for metabolic processes. Air can be said to be dirty if the oxygen in the air has decreased and has been mixed with gases or odors that are harmful to the body's health.

c) Space layout

A good layout of the work space will create comfort in working

d) Decoration

Decoration has something to do with good color planning, therefore

Decoration is not only related to the results of the work space.

e) Noise

Work requires concentration, so noise should be

avoided so that work can be carried out efficiently so that work productivity increases

f) Facilities

Company facilities are really needed as support in completing every job in the company. The availability of adequate facilities will support a smooth work process.

2) Non-physical work environment

a) Relationship with leadership

The relationship between superiors and subordinates or employees must be well maintained and there must be mutual respect between superiors and subordinates. By respecting each other, it will create respect between each individual.

b) Relationships between co-workers

Relationships with co-workers are harmonious relationships with co-workers without conflict between co-workers. One of the factors that influences employees to stay in one organization is because of the existence of harmonious and familial relationships.

#### 4. Organizational commitment

a. Definition of Organizational Commitment

Organizational commitment appears as an important topic in studies and in companies. Every person who works in a company must have a commitment to work. If a company has employees who are not committed to work, then the company's goals will not be achieved. Individuals who are loyal to the organization will always work with the organization and will continue to strive to achieve organizational goals. Conversely, individuals who are not committed will not be motivated to achieve organizational goals.

According to Robbins and Judge (2017) organizational commitment is the extent to which an employee identifies with his organization and its goals and his desire to maintain membership in the organization. An employee who is committed to a company generally feels a good relationship with their company, and they feel they understand the company's goals.

Kreitner & Kinicki (2017) define organizational commitment as the degree to which a person recognizes an organization and is committed to its goals. According to Ozdem (2012), in Serpian (2021) the issue of organizational commitment needs to be considered and prioritized so that successful employees continue to provide maximum results for the company.

Just as stated by Saraswati and Sulistiyo (2017 in Serpian (2021) that organizational commitment is a belief and desire of all employees to continue to grow with the company and retain every employee in the company.

Allen & Meyer 1990 in Mauliah & Indayani, (2021) developed a model of organizational commitment that is most widely cited by journal authors. That this model has been conceptualized into three components, namely affective, continuation, and normative. Furthermore, according to Allen & Meyer, the components of commitment differ from one another and the main difference in mindset is considered to characterize commitment. Allen & Meyer formulated a definition of organizational commitment as a psychological construct which is a characteristic of a member's relationship with their organization, and has implications for the decision to continue their membership in the organization. Meanwhile, this research uses the definition and measurement of commitment according to Allen & Meyer.

#### b. Dimensions of Organizational Commitment

According to Allen & Meyer, 1990 in Mauliah & Indayani, (2021) there are three dimensions of organizational commitment. These three dimensions also summarize the factors that form organizational commitment which are divided into internal factors and external factors. The following are the three components of Allen & Meyer's (1990) commitment model along with their explanations:

##### 1) Affective Commitment

What Allen and Meyer call affective commitment is a form of commitment that takes the form of a feeling of affection for the organization. Organization members feel happy to be part of the organization and enjoy working in it. In affective commitment, the relationship between the organization and organizational members is based on three things. The three are organizational members' strong emotional feelings towards their organization, identification with the organization, and involvement in organizational activities.

a) Members' emotional feelings are members' feelings of belonging to the organization. A member's decision to stay in an organization is influenced because the member feels that the organization is part of him and he is part of the organization.

b) Identify with the organization. This is the member's ability to fully understand the organization in which they work.

Complete knowledge about the organization will give someone a strong reason to stay in the organization.

c) Individual involvement. Individual involvement is the level of member participation in all organizational activities or activities.

## 2) Normative Commitment

This commitment is also called a Normative Commitment. Normative commitment is a form of loyalty as a moral responsibility (morality) and also employees' feelings about the obligations that must be given to their organization. The normative component develops as a result of socialization experiences, depending on the extent to which employees feel an obligation.

- a) Loyalty that must be given due to the influence of others. Commitment that occurs when employees continue to work for the organization is caused by pressure from other parties to continue working in the organization. Employees who have a high level of normative commitment place great importance on other people's views of them if the employee leaves the organization. This loyalty is the result of primary socialization in an organizational culture. As a result, members feel obliged to stay in the organization even though they have the opportunity to move to another, better, positive organization.
- b) Obligations that must be given to the organization. This commitment refers to a reflection of feelings of obligation to become a company employee. Employees with high normative commitment feel that the employee should continue to work at the organization where he currently works. In other words, the commitment that exists within employees is caused by the employee's work obligations towards the organization.

## 3) Continuous Commitment

*Continuance Commitment* is related to an individual's awareness not to leave the organization. If that is done, the individual will consciously experience certain losses. Continuance commitment can develop due to actions or events that can increase the loss if you decide to leave the organization. These actions are divided into two, namely investment and alternatives:

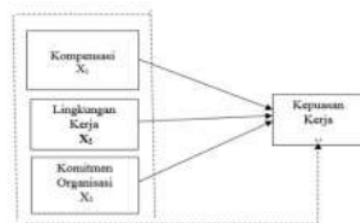
- a) The investment in question is something that must be paid for or the potential loss of the opportunity to get it, for example money, time and effort. Meanwhile, the alternative or sometimes called individual side bet is the option to move to another organization.
- b) this alternative arises due to a lack of knowledge regarding other organizational options. As a result, individuals will feel at a loss if they do not get something the same or better in another organization.

Based on the explanation above, it can be concluded that organizational commitment is an individual's desire to remain as a member of the organization, accept the goals and values adopted by the organization and this is realized through full dedication and loyalty in accordance with the expected goals and values of the organization. The existence of good

organizational commitment from individuals will have a positive impact on good results for the organization and reduce the intensity of members leaving the organization. In this research, what will be discussed is affective commitment because an employee who has high affective commitment can show a sense of emotional attachment to the organization, increased involvement in organizational activities, a desire to pursue goals and a desire to remain in the organization. Employees with high affective commitment can show great loyalty to the organization.

### ➤ Framework

The conceptual framework scheme can be described as follows.



Gambar 1. Kerangka Pemikiran

Keterangan:  
 —————> Pengaruh secara parsial  
 - - - - -> Pengaruh secara simultan

Picture 1

### ➤ Hypothesis

1. There is a positive and significant influence of compensation on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency.
2. There is a positive and significant influence of the work environment on the job satisfaction of employees of PT Giri Aneka Usaha (Perseroda) Wonogiri Regency.
3. There is a positive and significant influence of organizational commitment on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency.
4. Compensation has the most dominant influence on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency.
5. There is a positive and significant interaction simultaneously (together) between compensation, work environment, and organizational commitment on employee satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency.



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**3. RESEARCH METHODS**

**The scope of research**

This research was conducted at PT. Giri Aneka Usaha (Perseroda) Wonogiri Regency.

**Research Variables**

The variables used in this research consist of the dependent variable (Y), namely employee job satisfaction, the independent variable (X), namely compensation, work environment and organizational commitment.

**Data source**

The data sources that researchers collected consisted of primary data and secondary data.

1. Primary data
2. Secondary data

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**Population and Sample**

The population in this study were employees of PT. Giri Aneka Usaha (Perseroda) Wonogiri Regency has 71 employees.

Considering the large population in this study 71 employee then all were taken as samples. Thus, this research is a population/census research. The sampling technique uses saturated sampling.

**Method of collecting data**

1. Questionnaire.
2. Documentation and literature study

**Data Type**

The data used in this research consists of primary data and secondary data.

**Data analysis method**

1. Test the Research Instrument
2. Test prerequisites for analysis/ test assumptions classic
3. Multiple Linear Regression Test
4. Discussion

**Data Analysis Results**

1. Test the Research Instrument

Based on the research instrument test which consists of a validity test and a reliability test, it is known that each question item is valid and reliable and meets the requirements for further testing.

## 2. Analysis Prerequisite Test/Classical assumption test

It has passed the analysis prerequisite tests therefore it is eligible to predict the next analysis.

## 3. Multiple Linear Regression Test Results

**Table 1**  
Regression Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,589	,476		13,831	,000
	Kompensasi	,339	,039	,527	8,773	,000**
	Lingkungan Kerja	,134	,020	,359	6,852	,000**
	Komitmen Organisasi	,086	,027	,150	3,150	,002**

Dependent Variable: Kepuasan Kerja  
R<sup>2</sup> = 0,944  
Adjusted R<sup>2</sup> = 0,942  
F = 379,108\*\*

Sumber: Hasil olahan SPSS, 2024 (lamp. 8)  
Keterangan : \*p < 0,05, \*\*p < 0,01

Based on Table 1, the regression equation can be determined as follows:

$$Y = 6.589 + 0.339 X_1 + 0.134 X_2 + 0.086 X_3 + e$$

**Table 2**  
t Test Results (Partial)

Coefficients <sup>a</sup>			
Model		Standardized Coefficients	Sig.
		Beta	
1	(Constant)		,000
	Kompensasi (X1)	,527	,000**
	Lingkungan Kerja (X2)	,359	,000**
	Komitmen Organisasi (X3)	,150	,002**

Dependent Variable: Kepuasan Kerja  
Sumber: Hasil Olahan SPSS 2024

From table V.11. through the t-test results can be interpreted as follows:

- The t-test on the compensation variable (X1) produces a tcount of 8.773 and a p-value (sig) of 0.000 at  $\alpha = 0.01$  (sig. <  $\alpha$  or 0.000 < 0.01). This shows that the compensation variable (X1) has a significant positive influence on the employee job satisfaction variable.

- b. The t-test on the work environment variable (X2) produces a tcount of 6.852 and a p-value (sig) of 0.000 at  $\alpha = 0.01$  (sig. <  $\alpha$  or  $0.000 < 0.01$ ). This shows that the work environment has a significant positive influence on employee job satisfaction.
- c. The t-test on the organizational commitment variable (X3) produces a tcount of 3.150 and a sig value. of 0.002 at  $\alpha = 0.01$  (sig. <  $\alpha$  or  $0.002 < 0.01$ ). This shows that organizational commitment has a significant positive influence on employee job satisfaction.
- d. Based on the Standardized Coefficients Beta (SC Beta) value, it is known that the largest SC Beta is compensation, namely 0.527. Thus, the compensation variable is the factor with the most dominant influence on increasing employee job satisfaction.

**Table 3**  
 F Test Results (F Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	304,991	3	101,664	379,108	,000 <sup>b</sup>
	Residual	17,967	67	,268		
	Total	322,958	70			

a. Dependent Variable: Kepuasan Kerja  
 b. Predictors: (Constant), Komitmen Organisasi, Lingkungan Kerja, Kompensasi  
 Sumber: Hasil olahan SPSS, 2024

From table 3, through the results of the F test, it can be seen that fcount is 379.108 with a sig value. of 0.000 at  $\alpha = 0.01$  (sig <  $\alpha$  or  $0.000 < 0.01$ ). This shows that the independent variables (compensation, work environment, and organizational commitment) simultaneously (together) have a significant influence on the dependent variable (employee job satisfaction).

**Table 4**  
 Coefficient of Determination

Model Summary <sup>b</sup>			
Model	R	R Square	Adjusted R Square
1	,972 <sup>a</sup>	,944	,942

a. Predictors: (Constant), komitmen organisasi, lingkungan kerja, kompensasi  
 b. Dependent Variable: Kepuasan Kerja  
 Sumber: Olahan SPSS, 2024.

The adjusted  $R^2$  for the magnitude of the influence of the three independent variables together on the dependent variable is 0.942 . This means that 94.2 0% of the PT employee

satisfaction variable. Giri Aneka Usaha (Perseroda) Wonogiri Regency. influenced by compensation variables , work environment and organizational commitment . Meanwhile, the remainder, namely 5 , 8 0%, is influenced by other variables outside the variables studied in this research.

## **Discussion**

### **a. Discussion of the First Hypothesis**

The first hypothesis states that there is a positive and significant influence of compensation on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. With good compensation, employee job satisfaction will also be better. The t test was carried out. The test results showed that individual compensation variables had a significant positive effect on employee job satisfaction.

It can be concluded that increasing compensation will increase employee job satisfaction. On the other hand, if compensation decreases, it will reduce employee job satisfaction, assuming other factors are constant. Compensation is directly proportional to employee job satisfaction. The implementation of compensation at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency has gone well.

### **b. Discussion of the Second Hypothesis**

The second hypothesis states that there is a positive and significant influence of the work environment on the job satisfaction of employees of PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. The work environment provides opportunities and supports companies and human resources to be more competent in the era of globalization and a t test has been carried out. The test results showed that individual work environment variables had a significant positive effect on employee job satisfaction.

It can be concluded that if the work environment is improved, it will increase employee job satisfaction. On the other hand, if the work environment is degraded/not good, it will reduce employee job satisfaction, assuming other factors are constant. The work environment is directly proportional to employee job satisfaction. The better the company's work environment, the more satisfied employees will be in carrying out their work.

### **c. Discussion of the Third Hypothesis**

The third hypothesis states that there is a positive and significant influence of organizational commitment on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. Employee organizational commitment has a positive and significant influence, meaning that the higher the organizational commitment felt by employees, the higher the influence on employee job satisfaction. The t test was carried out. The test results showed that

the individual organizational commitment variable had a significant positive effect on employee job satisfaction.

It was concluded that increasing organizational commitment would increase employee job satisfaction. On the other hand, if organizational commitment decreases, employee job satisfaction will decrease, assuming other factors are constant. Organizational commitment is directly proportional to employee job satisfaction. The higher the organizational commitment that employees feel towards their company, the higher the employee's job satisfaction will be.

#### d. Discussion of the Fourth Hypothesis

The fourth hypothesis states that compensation has the most dominant influence on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. Based on the Standardized Coefficients Beta (SC Beta) value, it is known that the largest SC Beta is compensation, namely 0.527.

It can be concluded that the independent variables (compensation, work environment and organizational commitment) are improved, so the most dominant influence is the compensation variable.

#### e. Discussion of the Fifth Hypothesis

The fifth hypothesis states that there is a positive and significant interaction simultaneously (together) between compensation, work environment, and organizational commitment on employee satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency.

From the results of the F test, it can be seen that the F count shows that the independent variables (compensation, work environment, and organizational commitment) simultaneously (together) have a significant influence on the dependent variable (employee job satisfaction).

Employee job satisfaction is influenced by compensation variables, work environment and organizational commitment by 94.20%. Meanwhile, the remainder, namely 5.80%, is influenced by other variables outside the variables studied in this research. For example; cooperation, work morale and employee work culture.

## 4. CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

1. Empirically, the compensation variable has a significant positive influence on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. This means that compensation is increased, which will result in increased employee job satisfaction.

2. Empirically, work environment variables have a significant positive influence on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. This means that the work environment is improved, which will result in increased employee job satisfaction.
3. Empirically, the organizational commitment variable has a significant positive influence on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. This means that organizational commitment is increased, which will result in increased employee job satisfaction.
4. It is known that the SCB of the compensation variable is the largest when compared to the SCB of other variables, namely 0.527, which is greater than the SCB for the work environment and the SCB for organizational commitment. Thus, it can be concluded that the compensation variable has the most dominant influence on employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency. This means that if compensation, work environment and organizational commitment are improved together, then the compensation variable has the most dominant influence on employee job satisfaction.
5. Variations in employee job satisfaction at PT Giri Aneka Usaha (Perseroda) Wonogiri Regency can be explained by variations in compensation, work environment and organizational commitment amounting to 94.20%, while the remaining 5.80% is explained by other variables outside this research model, for example : cooperation, work enthusiasm and employee work culture.

### **Suggestion**

Based on the research results obtained, the suggestions that the author can give are:

1. Considering that compensation influences employee job satisfaction and has the most dominant influence, it is recommended that companies pay more attention to and improve forms of compensation so that they can be adjusted to the needs of employees and the wages in the form of salaries or bonuses given must be appropriate.
2. The work environment influences employee job satisfaction, so it is recommended that it is necessary to improve the comfort of employee working conditions to support work activities.
3. To increase organizational commitment, it is necessary to increase trust in employees in completing the work assigned.

4. It is hoped that future researchers will be able to add variables other than compensation, work environment and organizational commitment to better understand the variables that influence job satisfaction.

### **RESEARCH LIMITATIONS**

Several limitations of this study should be considered. First, the research sample is limited to specific companies, so the research findings may not be directly applicable to a wider population. Second, because data collection and analysis was conducted within a limited time period and with limited resources, research results may be influenced by respondent bias and subjectivity.

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