



Fostering Job Satisfaction: Uncovering the Impact of Work Environment and Compensation at Kolaka Transportation Office

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Abstract. *The primary objectives of this study are twofold: (1) To assess the influence of the work environment on the job satisfaction of non-state civil servants, and (2) To investigate the impact of compensation on job satisfaction among non-state civil apparatus employees. This research adopts a quantitative approach, involving data collection methods such as observation, documentation, and the distribution of surveys. The research encompasses the entire population of non-state civil apparatus employees at the Kolaka Transportation Service, with a sample size of 135 individuals selected through a census technique, enabling a comprehensive examination of the population. The analysis of data encompassed an assessment of the measurement model and an investigation of the structural model through the application of Smart PLS 4.0. The research findings reveal a positive and statistically significant correlation between the work environment and compensation variables and the job satisfaction of non-state civil servant employees.*

Keywords: *Compensation, Job Satisfaction, Work Environment.*

Abstrak. Tujuan utama penelitian ini ada dua: (1) Mengkaji pengaruh lingkungan kerja terhadap kepuasan kerja PNS nonnegara, dan (2) Meneliti dampak kompensasi terhadap kepuasan kerja pegawai non-ASN. Penelitian ini mengadopsi pendekatan kuantitatif, melibatkan metode pengumpulan data seperti observasi, dokumentasi, dan distribusi survei. Penelitian ini mencakup seluruh populasi pegawai aparatur sipil non-negara di Dinas Perhubungan Kolaka, dengan ukuran sampel 135 individu yang dipilih melalui teknik sensus, memungkinkan pemeriksaan populasi secara komprehensif. Analisis data meliputi penilaian model pengukuran dan investigasi model struktural melalui penerapan Smart PLS 4.0. Temuan penelitian menunjukkan korelasi positif dan signifikan secara statistik antara lingkungan kerja dan variabel kompensasi dengan kepuasan kerja pegawai PNS non-negara.

Kata kunci: Kompensasi, Kepuasan Kerja, Lingkungan Kerja.

INTRODUCTION

Employees who experience job satisfaction typically display positive behavior within their workplace. This tendency is grounded in the idea that highly satisfied employees often exhibit a robust work ethic, which, in turn, results in their work performance meeting elevated standards (Charmiati & Surya, 2019). Job satisfaction is characterized as an individual's thoughts, emotions, and behavioral inclinations that convey their stance towards their job. Employee contentment is closely tied to their emotional welfare, and a company's

response hinges on whether the services it provides to its employees are in harmony with or diverge from this connection. Consequently, all the provisions made by the company to its employees have a substantial impact on the degree of satisfaction, subsequently influencing the disposition that employees display towards their work (Karanita & Kurniawan, 2022). A multitude of elements impact job satisfaction, including having a pleasant working atmosphere (Aisha & Juhaeti, 2023) and ensuring that employees receive fair and adequate compensation (Afifah & Tarigan, 2023).

The work environment should be structured to promote a solid bond between workers and their surroundings, encompassing both the physical and non-physical elements. This implies that the physical and non-physical factors within the workplace can impact employees' satisfaction while they perform their daily responsibilities (Larastrini & Adnyani, 2019). In short, the work environment is the place where employees engage in their daily tasks and activities (Karina et al., 2020).

Tambunan (2018) provides an overview of how work environments can be divided into two primary groups: the physical work environment, which comprises all the physical elements in the workplace that can impact employees directly or indirectly, and the non-physical work environment, which encompasses all factors related to work relationships, including interactions with supervisors, coworkers, and subordinates. The investigations carried out by (Karina et al., 2020) reveal that both the physical and non-physical components of the work environment can impact satisfaction. Their studies indicate that a better work environment leads to higher levels of satisfaction for individuals in their workplace. Therefore, it can be inferred that when employees find their work environment appealing, they are more likely to experience job satisfaction, which subsequently leads to the efficient completion of work tasks. Consequently, this results in increased productivity and elevated job performance among employees.

The initial findings indicate several issues, including those related to the physical work environment, particularly the level of noise generated by motor vehicle sounds, such as engine noise and exhaust, as well as the interaction between vehicle wheels and the road, which contributes to a lack of employee safety. Some employees do not adhere to safety measures, such as neglecting to wear safety vests, intended to enhance their visibility to passing drivers, as required by regulations from the Kolaka Transportation Department.

In the non-physical aspects of the workplace, there is a lack of cooperation among colleagues, and some employees do not take responsibility for the tasks assigned by their superiors. Furthermore, there is a noticeable breakdown in the relationship and

communication between superiors and subordinates, partly due to the ever-changing job locations and shift schedules.

Apart from the physical and non-physical workplace conditions, job satisfaction is also influenced by compensation, as indicated by (Siagian & Saragih, 2022). Compensation encompasses all the financial, direct, or indirect rewards received by employees in return for their services to the company. The granting of compensation may signify an employee's status, position, and tenure within the organization (Roring, 2017). Compensation encompasses financial rewards, tangible benefits, and allowances received by employees as a result of their participation in the employment relationship, in recognition of their contributions to the company (Panjaitan et al., 2018).

Research indicates that as the level of compensation provided increases, employee job satisfaction also tends to rise (Simamora, 2018). This perspective is in accordance with the results of a study carried out by (Putri & Selvi, 2023), which asserts that when employees receive appropriate compensation, it facilitates their optimal professional development.

In light of the observations made at the Kolaka Transportation Department regarding compensation, there is a significant variation in the salaries of employees. Some receive as little as Rp. 500 per month, while others are paid 1 million per month. This salary disparity is due to adjustments made based on the financial capabilities of the Regional Government (PEMDA). If all Non-Civil Service employees were to receive a uniform salary of 1 million per month, the PEMDA would not be financially capable of meeting this obligation due to the high number of Non-Civil Service employees at the Kolaka Transportation Department compared to other departments.

Apart from their salaries, these Non-Civil Service employees also receive performance-based incentives (bonuses) related to their job tasks. They are additionally entitled to holiday allowances in the form of basic food items. The facilities provided to them include office uniforms, parking spaces, as well as amenities like small buildings (gazebos), tables, and chairs.

In addition to the aforementioned observations, a research gap is evident in this study. The research outcomes suggest a positive correlation between the work environment, compensation, and job satisfaction, as evidenced by studies conducted by Aisha & Juhaeti (2023) as well as Putri & Selvi (2023). However, Dhermawan et al., (2013) found that the work environment has a negligible impact on job satisfaction. Contrarily, M (2022) reported that the work environment does not have a statistically significant positive effect on job

satisfaction, while Saputra (2021) research demonstrates that compensation has a negative and inconsequential impact on job satisfaction.

Consequently, the presence of these discrepancies highlights the need for a more comprehensive and rigorous research investigation. This deeper exploration can help in better understanding and resolving the observed contradictions, shedding light on the intricacies of the relationship between work environment, compensation, and job satisfaction.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction refers to an employee's outlook on their job in connection with the work environment, collaboration with colleagues, received rewards, and elements associated with physical and psychological factors (Khoerunnisa et al., 2019). Job satisfaction is the emotional response of an individual to their work, stemming from their internal efforts (internal factors) and influenced by external elements. These external elements encompass job conditions, job outcomes, and the nature of the work itself (Aryoko et al., 2022). In conclusion, job satisfaction refers to the extent to which individuals feel content, happy, or pleased with their work. It is a subjective assessment that reflects an individual's perspective on various aspects of their job and their experiences in the workplace.

Work Environment

Broadly speaking, the work environment can be categorized into two aspects: the physical work environment and the non-physical work environment. The physical work environment refers to the surroundings in which employees operate. Meanwhile, the non-physical work environment encompasses conditions connected to work relationships, including interactions with superiors, colleagues, and subordinates (Ratnasari & Firmansyah, 2021). The work environment is the totality of tools and materials encountered, the surrounding environment in which a person works. work methods and work arrangements both as individuals and groups (Ahmad et al., 2022). It can be concluded that the work environment pertains to the site or venue where individuals conduct their job-related tasks. A well-constructed work environment is generally aimed at facilitating productivity, employee welfare, and the attainment of company objectives. This includes elements such as safety, comfort, facilities, explicit policies, and positive interpersonal relationships among employees. A favorable work environment has the potential to elevate employee satisfaction,

motivation, and retention, whereas an unfavorable environment may result in reduced productivity and employee discontent.

Compensation

Compensation encompasses all the remuneration that employees receive for their work-related efforts. It can be categorized into two main aspects: direct compensation and indirect compensation (Hairudin, 2016). Another perspective defines compensation as all the rewards an employee receives in recognition of their contributions to the company within a specific period (Arifuddin et al., 2023). In a broader sense, compensation includes all forms of monetary and non-monetary benefits that employees receive as a result of their services to the industry. Every industry aspires for the compensation provided to lead to job satisfaction and foster a strong sense of loyalty among employees towards the company (Mulyati & Luturlean, 2018). So, compensation is the practice of providing recompense or rewards to individuals as a response to their sacrifices, hard work, or losses. It is applicable in various contexts, such as the workplace, legal proceedings, finance, and even personal relationships.

RESEARCH METHOD(S)

This research is quantitative (Kurniadi, 2023). The population and research is 135 non-state civil servants in Kolaka Transportation Department. The sampling technique is a census in which the entire population is sampled. Data analysis and hypothesis testing in this research using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS).

Table 1. Respondents

Aspect		Peoples	Persentase
Gender	Man	71	53%
	Woman	64	47%
Age	21-25	23	16%
	26-30	48	35%
	31-35	24	19%
	36-40	40	30%
Length of Work	1-5	16	11%
	6-10	29	21%
	11-15	32	27%
	16-20	48	41%

Source: Primary Data, 2023.

FINDINGS AND DISCUSSION

The research findings involve several steps. The assessment of the outer measurement model using reflective indicators includes the examination of construct reliability. Validity criteria are determined by assessing convergent validity and discriminant validity, while the construct's reliability is measured using composite reliability. The initial step involves conducting a convergent validity test, the results of which are provided in the following table.

Table 2. Loading Factor and AVE

Variables	Item	Loading Factor		AVE
Work Environment	X1.1	0.789		0.644
	X1.2	0.822		
	X1.3	0.813		
	X1.4	0.785		
Compensation	X2.1		0.885	0.736
	X2.2		0.892	
	X2.3		0.847	
	X2.4		0.805	
Job Satisfaction	Y1.1		0.885	0.625
	Y1.2		0.892	
	Y1.3		0.847	
	Y1.4		0.805	
	Y1.5		0.885	
	Y1.6		0.892	

Source: Primary Data, 2023.

The table above displays the loading factor figures for each variable in this study, which indicate values greater than 0.7, and the Average Variance Extracted (AVE) values exceeding 0.5. Therefore, it can be concluded that, overall, the indicators are valid. The next step is to perform the discriminant validity test, as presented in the following table.

Table 3. Cross Loading

Variables	Item	Cross Loading Factor		
Work Environment	X1.1	0.789	0.204	0.348
	X1.2	0.822	0.193	0.424
	X1.3	0.813	0.287	0.364
	X1.4	0.785	0.199	0.431
Compensation	X2.1	0.184	0.885	0.368
	X2.2	0.238	0.892	0.345
	X2.3	0.275	0.847	0.322

	X2.4	0.252	0.805	0.285
Job Satisfaction	Y1.1	0.241	0.176	0.708
	Y1.2	0.416	0.311	0.786
	Y1.3	0.431	0.341	0.817
	Y1.4	0.410	0.359	0.809
	Y1.5	0.387	0.292	0.817
	Y1.6	0.401	0.308	0.801

Source: Primary Data, 2023.

The outcomes of the cross-loading analysis in the table suggest that, when using reflective indicators in the measurement scale, the factor loadings surpass the 0.7 threshold. As a result, it can be deduced that all Aten variables now exhibit stronger discriminant validity compared to the indicators in the other block.

The second approach involves applying the Fornell-Lacker criteria, which involves comparing the square root of the Average Variance Extracted (AVE) values with the correlations among latent variables. The results for the square root of AVE and the correlations among latent variables in the model are as follows.

Table 4. Fornell Lacker

Construct	Work Environment	Compensation	Job Satisfaction
Work Environment	0.803		
Compensation	0.273	0.858	
Job Satisfaction	0.493	0.387	0.791

Source: Primary Data, 2023.

The testing results lead to the conclusion that the square root of the AVE for each latent variable exceeds its correlation value, indicating a robust correlation between the constructs.

Moreover, the third method involves the application of the Heterotrait-Monotrait Ratio (HTMT) approach, which entails evaluating the HTMT values. Ideally, these values should be below 0.90. The objective is to confirm the validity of the distinction between two reflective constructs.

Table 5. HTMT

Construct	Work Environment	Compensation	Job Satisfaction
Work Environment			
Compensation	0,329		
Job Satisfaction	0,562	0,425	

Source: Primary Data, 2023.

From the information provided in the table above, it is evident that the HTMT values are below 0.90. Therefore, it can be concluded that all the constructs exhibit a satisfactory level of discriminant validity. In addition to evaluating construct validity, the reliability of these constructs is also assessed. The reliability of the constructs is examined by reviewing the composite reliability and Cronbach's alpha coefficient, which are calculated from a set of indicators measuring each construct or latent variable. Detailed results of these assessments can be found in the following table.

Table 6. Composite Reability and Cronbach's Alpha

Construct	Composite Reability	Cronbach's Alpha
Work Environment	0.879	0.816
Compensation	0.918	0.880
Job Satisfaction	0.909	0.881

Source: Primary Data, 2023.

Based on the table data, the findings suggest that the constructs demonstrate very strong reliability. A construct is deemed to have a high level when the composite reliability exceeds 0.7 and the Cronbach's alpha is greater than 0.7 (Abdillah & Hartono., 2015).

Apart from the outer measurement, an inner measurement analysis is also undertaken. Evaluation is performed while assessing the inner model, considering R-square (the indicator reliability level) for constructs that act as dependent variables, and an assessment is made on the T-statistic values for testing the path coefficient.

Table 7. R-Square

Konstruk	R-Square
Kepuasan Kerja	0.312

Source: Primary Data, 2023.

As per the information provided in the table, the R-Square value for the job satisfaction construct is approximately 0.685, which translates to 31.2%. The work environment and compensation variables contribute to this percentage. The remaining 68.8% is impacted by factors not encompassed within the scope of this research. Consequently, it can be deduced that the impact elucidated by the work environment and compensation holds relatively low significance.

Table 8. Path Coefficient

Hipotesis	Original Sample Estimate (O)	T-Statistic (10/STERR)	PValues
WE->JS	0.418	6.141	0.000
C-JS	0.273	4.101	0.000

Source: Primary Data, 2023.

From the presented results, it can be observed that the original sample estimate of the work environment's influence on job satisfaction is positive at 0.418, which corresponds to 41.8%, and the P-Value is 0.000. This indicates a relatively weak influence, suggesting that the work environment affects job satisfaction to the extent of 41.8%. Nevertheless, despite this, the direction of the path coefficient is positive. Therefore, it can be concluded that the first hypothesis is supported.

The presented results appear to align with the findings of Marlianti et al., (2023) study, which identified a significant positive influence of the work environment on job satisfaction. A positive work environment has a positive impact on an individual's job satisfaction by creating favorable and adequate conditions for employees.

Furthermore, it can be observed that the original sample estimate of job satisfaction compensation has a positive value of 0.273, which is equivalent to 27,3%, with a P-Value of 0.000. This indicates a weak influence, and from there, it can be concluded that the second hypothesis can be accepted.

The presented results appear to align with the findings of Ratnasari & Firmansyah (2021) also argued that compensation and the work environment have a positive and significant influence on job satisfaction. Employees who feel fairly compensated for their efforts tend to exhibit higher job satisfaction levels, which can, in turn, lead to increased productivity and lower turnover rates. These factors should be central in organizational

decision-making and strategies aimed at enhancing employee well-being and overall performance.

CONCLUSION AND RECOMMENDATION

The empirical evidence supports both hypotheses according to the research results. The first hypothesis has been accepted, demonstrating a significant and positive influence between the work environment variable and the job satisfaction of non-civil service state employees at the Kolaka Transportation Office. In this context, the variables, namely noise level, security, relationships among colleagues, and relationships with superiors, have a significant and positive impact on the job satisfaction of non-civil service state employees. These findings underscore the importance of a favorable work environment in promoting job satisfaction. The presence of a conducive work atmosphere, low noise levels, a sense of security, and positive interpersonal relationships among colleagues and superiors all contribute significantly to the overall well-being and job satisfaction of non-civil service state employees within the organization. This suggests that creating and maintaining a positive work environment can be a crucial strategy for enhancing the job satisfaction and overall performance of employees at the Kolaka Transportation Office.

The second hypothesis has also been accepted, indicating a significant and positive influence between compensation and the job satisfaction of non-civil service state employees. In this context, variables such as salary, incentives (bonuses), allowances, and facilities have a significant and positive impact on the job satisfaction of non-civil service state employees at the Kolaka Transportation Office. This suggests that these elements of compensation play a vital role in contributing to the overall job satisfaction of employees in this context, underlining the significance of adequate pay, incentives, and additional benefits in promoting their well-being and contentment in the workplace.

The researcher's findings in this study align with previous research results discussed earlier. As a result, it is hoped that future researchers will employ different research methods to facilitate a broader measurement scope and the introduction of additional factors or the use of different variables to enhance and refine the findings of this study. Some of the variables that the researcher can suggest include recognition and awards, work-life balance, career development, and relationships with coworkers.

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