



THE EFFECT OF WORK ENVIRONMENT, WORKLOAD, AND COMPENSATION ON JOB SATISFACTION

Auriantika^{1✉}, Mirwan Surya Perdhana²

¹Master of Management Diponegoro University

²Faculty of Economics and Business Diponegoro University

Article Information Abstract

History of article:
Accepted July 2023
Approved September 2023
Published September 2023

Keywords:
Work environment,
Workload,
Compensation, and
Job Satisfaction

The purpose of this study is to know and analyze the effect of the work environment, workload and compensation on job satisfaction in employees of the Nasmoco Youth car workshop. The technique used in this study is quantitative research method. The number of samples to be taken by researchers is all employees of Benkel Mobil Nasmoco Pemuda totaling 120 employees with saturated samoel retrieval techniques. The data collection technique used in this study used questionnaires. The results of the research and analysis that have been carried out show that the work environment has a positive and significant influence on employee job satisfaction, workload has a negative and significant influence on employee job satisfaction, and compensation has a positive and significant influence on employee job satisfaction at the Nasmoco Pemuda Car Workshop. Companies must pay attention to the work environment and compensation so that employee job satisfaction can increase, which can ultimately improve company performance. Apart from that, it is hoped that employee workload will not be excessive so that employee satisfaction can increase.

✉correspondence Address:
Jl. Erlangga Tengah No.17, Pleburan, Kec. Semarang
Sel., Kota Semarang, Jawa Tengah 50241
E-mail: auriantika@gmail.com

© 2023 Universitas Negeri Semarang
e-ISSN 2502-1451

INTRODUCTION

The influence of the development of the service industry that is quite increasing makes the pressure of business competition tighter, many service companies in Indonesia require their employees to increase their excellence in all fields in achieving maximum performance. The service industry is a rapidly growing industry in Indonesia. The development of the service industry has penetrated into various fields, such as the fields of hospitality, and catering, to travel. The service industry demands high resources to satisfy customers is a mandatory requirement that is met by actors in the service sector. The success of the organization can be judged by the performance of HR, the role of HR that continues to grow can improve employee performance.

Human resources are very important assets for a company or organization, where these human resources function as a driving tool for every activity that runs in a company or organization (Wahyuni, 2021). A company or organization if it wants to achieve the desired goals, it must have good human resource management. Human resources in a company or organization have a limited nature, therefore the

company must be able to optimize and empower it with the aim of achieving and maintaining survival while achieving job satisfaction for its employees.

Research according to (Tambunan, 2018) Job satisfaction is a positive attitude reflected by an employee either on or off the job. Employee job satisfaction can also be interpreted as a state of emotional feeling from the employee's heart because there is a meeting point between employee remuneration from a company with the level of employee remuneration value as desired by the employee concerned. When employee job satisfaction is achieved, it will generally reflect the employee's pleasure towards the company they work for, which is often shown in the employee's positive attitude towards the tasks assigned or faced in their work environment. One way that companies can do to increase employee job satisfaction is to pay attention to the conditions of the employee's work environment.

The work environment is something that surrounds employees that can affect employee job satisfaction. Maximum work results can be obtained from this work environment if the work environment has facilities that support employees

in carrying out their duties and also encourage employees to work comfortably (Ronna Yulia Wuwungan, 2018). The work environment is divided into two, namely the physical work environment and the non-physical work environment. The physical environment used as an example, namely lighting and wall color. While those that Are not physical, for example, leadership structures and patterns. From these two understandings, it can be concluded that the work environment is all that supports employee activities in the office. A supportive work environment provides a sense of security and allows employees to work optimally. If employees like the work environment in which they work, then they will feel at home in their workplace, performing their duties so that working time is used efficiently (Arianto, 2013). Under favorable conditions employees tend to share pleasant experiences, they express their true attitudes.

One of the efforts to improve employee performance is to pay attention to the workload. The workload that needs to be considered is not only physical workload but mental workload must also be considered. Workload has a high influence on employee performance because if the workload received increases it can cause less than optimal employee work results and can even reduce the quality results of an employee's work. Likewise, in terms of satisfaction, the higher the sense of satisfaction felt by employees, the high'r the performance that can be produced by employees (Hanum, 2021) . Employees who have a high level of job satisfaction will tend to be more committed and contribute and have high dedication to the company. So that employees will have the willingness to work harder. In addition, the lack of job satisfaction in employees is very bad for the company and likewise in achieving company goals will also get unsatisfactory results.

Another factor that affects job satisfaction according to Herzberg's theory is the

job itself, which is related to several things including workload. (Dwinati et al., 2019) Workload is a number of work targets or results that must be achieved by workers in carrying out their work in a certain unit of time. According to (Hasyim, 2020) Workload is the average activity frequency of each job in a given period of time. It can also be interpreted that workload is a condition of work with a job description that must be completed by a certain time limit. If the worker's ability is higher than the demands of the job, excessive fatigue will appear, on the other hand if the worker's ability is lower than the demands of the job, boredom will arise. One of the causes of decreased performance of the workload is the obligation to carry out two or more tasks that must be completed simultaneously. The more requests to complete these tasks, the lower the performance at work. Employees are often faced with the obligation to complete two or more tasks that must be done simultaneously. These tasks certainly require time, energy, and other resources for their completion.

According to Smith, Kendal, and Hulin quoted from Wibowo, factors that cause job satisfaction to be high and low include compensation. Compensation is one of the most important aspects of resource management (Dewi Suryani Harahap, 2019) Compensation is any type of monetary or other award given to employees fairly and appropriately for the services they have spent to achieve the goals of a company. Max compensation is one of the implementation of human resource management functions related to all types of individual rewards in exchange for carrying out tasks in an organization. The better the compensation given, the more employee job satisfaction will increase.

PT Nasmoco is a company engaged in workshop services and buying and selling cars. The following table is employee attendance data from 2020 to 2022

Table 1 Employee Attendance Data of PT Bengkel Nasmoco for 2020-2022

No	Years	Average Absenteeism	Average Entry	Average Total Employees	Percentage
1	2020	5	43	48	11.63%
2	2021	4	51	55	7.27%
3	2022	6	54	60	10%

Work environment variables in research conducted by (Nurlaila & Fatyandri, 2018), Proving that the work environment has a positive effect on employee performance. While research (Amsyari, 2018) Proving that the work environment has a negative effect is not significant on employee performance.

Workload variables in research conducted by (Rubiarty, 2018) It can be seen that workload has a positive and significant effect on job satisfaction. (Iskandar & Sembada, 2012) states that workload has a negative and significant effect on employee job satisfaction. Meanwhile, according to research (Wijaya, 2018) states that workload has no direct effect on job satisfaction, while (Anggraini, 2019) and (Tentama et al., 2019) found that workload has a positive and significant influence on job satisfaction.

Compensation variables in the research conducted (Wahyuni, 2021) shows that compensation has a positive and significant effect

on employee job satisfaction. In contrast to the results of research conducted by (Hermingsih & Purwanti, 2020) Proving that compensation does not have a significant effect on job satisfaction.

Previous research shows inconsistent results, so further research is needed because employee job satisfaction is very important for companies so that their performance remains good and tends to increase. So this research will examine employee job satisfaction, which is influenced by the work environment, workload, and compensation.

This research was conducted in the nasmoco workshop, in this research it was found that the compensation received by its employees was not proportional to the workload carried out so that job satisfaction could not be achieved, especially for technician employees, workshop heads and staff in the nasmoco workshop.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is the expression of a worker's feelings about the well-being of doing the job (Azhar et al., 2020). These attitudes are obtained from their perception of work, perception that is a cognitive process or giving meaning used by a person to translate and understand the individual's perspective in seeing the same thing but in a different way. Then according to According (Tanjung et al., 2022) Job satisfaction is a positive attitude of the workforce including feelings and behaviors towards their work through evaluation of one of the jobs as a reward in achieving one of the important values of the job. Job satisfaction indicators according to (Priansa, 2016), namely: salary, promotion, Supervision (relationship with superiors), Work procedures and regulations, colleagues.

Work Environment

Research According To (Ardianti et al., 2018) Work environment is a factor that can affect the performance of an employee. While according to (Polakitang et al., 2018) The work environment is everything that is around the workers and that can affect a worker in carrying out the tasks given, such as cleanliness, noise, lighting etc. According to (Anam, 2018) The work environment is something that is around employees so that it affects individuals to feel safe, comfortable, and satisfied in carrying out and completing tasks given by the leader.

While Research According To (Marzani & Dharmawan, 2017) The indicators of the working environment are as follows: Lighting or light at work, Air circulation at work, Noise at work, Bad odors at work, Safety at work.

Workload

Workload is the demand for tasks given to employees that must be completed within a certain period of time in a company. According to (Hasyim, 2020) Workload is the average activity frequency of each job in a given period of time. It can also be interpreted that workload is a condition of work with a job description that must be completed by a certain time limit. According to (Nabila & Syarvina, 2022) states that the given workload, the work environment as the work location, the skills, behaviors, and views of the workers are the factors that cause the workload. While Research According To (Fajri et al., 2021) indikator dalam beban kerja, yaitu: kondisi pekerjaan, beban waktu, indikator target.

Compensation

Compensation is something that is received both materially and non-materially. Compensation also includes all forms of appreciation obtained by a workforce or employee for his contribution or work results in a company, both in the form of money and objects, either directly or indirectly. According to (Fajri Ariandi, 2018) Compensation is all rewards received by employees for the results of the employee's work in the organization. (Elmi. F, 2018) suggests that compensation is a reward given by an

organization or company to employees, which can be in the form of money or non-money, within a specified period. Signs of compensation expressed by (Media, 2023) can be wages, incentives, extras, gifts, medical care.

LOGICAL RELATIONSHIPS BETWEEN VARIABLES

The Effect of Work Environment on Employee Job Satisfaction

Based on research (Anam, 2018) The work environment is something that exists around employees that influences individuals to feel protected, comfortable, and satisfied in carrying out and completing tasks given by the leader. According to (Polakitang et al., 2018) The work environment is everything that is around the workers and that can affect a worker in carrying out the tasks given, such as cleanliness, noise, lighting etc.

The results of the study were different (Quinerita Stevani Aruan & Fakhri, 2015) Partially, physical work environment factors and non-physical work environments have a positive and significant influence on employee job satisfaction.

H1: Work Environment has a significant positive effect on employee job satisfaction.

The Effect of Workload on Employee Job Satisfaction

Based on research (Hasyim, 2020) Workload is the average activity frequency of each job in a given period of time. According to (Nabila & Syarvina, 2022) suggests that workload is something that arises from the interaction between the demands of the task task, the work environment in which it is used as a workplace, skills, behavior, and perceptions of workers. Research results (Laily Nurida Safitri, 2019) Workload has a positive and significant effect on employee satisfaction.

H2: Workload has a significant positive effect on employee satisfaction.

The Effect of Compensation on Employee Job Satisfaction

Based on research (Fajri Ariandi, 2018) Compensation is all rewards received by employees for the results of the employee's work in the organization. Reimbursement can be physical or non-physical, it needs to be calculated and given to employees in accordance with the sacrifices that have been given to the organization / company where they work.

(Andini, 2021) states that "Reimbursement refers to all things received by employees in return for their work that are in line with employee expectations to meet the need for satisfaction with achievements that have been achieved and in line with the company's strategic objectives". Research results (Adveni Aoliso, 2018) Workload has a positive and significant effect on employee satisfaction.

H3: Compensation has a significant positive effect on employee satisfaction.

THEORETICAL FRAMEWORK OF THOUGHT

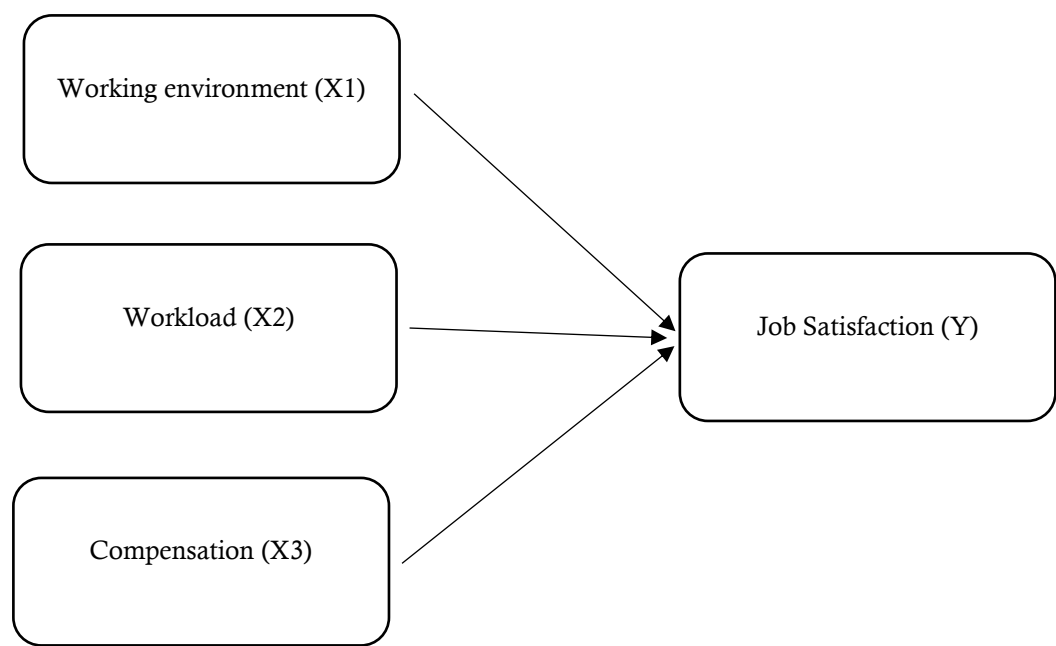


Figure 1. Theoretical Framework of Thought

RESEARCH METHODS

The method applied in this study is quantitative research method. (Sugiyono, 2017) Explaining that quantitative research is a research approach used to investigate certain populations or samples, sampling techniques are usually carried out randomly, data collection using research instruments, data analysis is carried out quantitatively / statistically with the aim of testing hypotheses that have been set. The object of research in this study is the employees of Benkel Mobil Nasmoco Pemuda, located in JL. Youth

No. 72 Semarang. The population sampled in this study was 190 Nasmoco employees.

In this study the method used in sampling is by census method, as described by (Sugiyono, 2017) Saturated sampling is a sampling technique in which all members of the population are used as samples, another term for saturated samples is census. Because the entire population consisting of 19 employees is used as a sample. The data collection method in this study involved interviews, observations, questionnaires, and literature studies.

Variable measurement

Table 2. Variable measurement

No	Variable	Indicator	Source
1	Work Environment (X1)	1. Lighting or light in the workplace. 2. Air circulation inthe workplace. 3. Noise at work. 4. Bad smell at work. 5. Safety at work.	(Anam, C. 2018)
2	Workload (X2)	1. Workingconditios 2. Timeload 3. Target indicator	(Chotamul fajri, Yasir Terza Rahman, 2021)
3	Compensation (X3)	1. Salary. 2. Bonus. 3. Incentives. 4. Premium 5. Treatment	(Fajri Ariandi, 2018)
4	Job Satisfaction (Y)	1. Salary. 2. Promotions. 3. Supervision (Relationship with superiors). 4. Work procedures and regulations. 5. Co-workers	(Afandi, 2018)

Analysis methods

This type of research uses quantitative methods. Researchers will process primary data obtained from respondents' answers to questionnaire questions distributed directly to respondents using a Likert scale as a measure. Then the data obtained was analyzed using statistical data information using multiple regression analysis. M.Iqbal Hasan, (2009) suggests that multiple regression is the linear progression of a bound variable (Y) linked to two or more independent variables (X). The independent variables (X) in this study are Work Environment (X1), Workload (X2) and Compensation (X3) while the dependent variable

(Y) is job satisfaction. The multiple regression equation is as follows.

$$Y=a+b1X1+b2X2+b3X3+e$$

Information:

Y : Job Satisfaction

A : constant number

b1b2b3 : Regression coefficient

X1 : Work Environment

X2 : Workload

X3 : Compensation

E : error or tram

RESULTS AND DISCUSSION

Table 3. Validity Test Results

No	Variable		r calculate	condition	r table	Information
1.	Work Environment	Indicator X1.1	0,803	>	0.294	Valid
		Indicator X1.2	0,741	>	0.294	Valid
		Indicator X1.3	0,803	>	0.294	Valid
		Indicator X1.4	0,562	>	0.294	Valid
		Indicator X1.5	0,756	>	0.294	Valid
2.	Workload	Indicator X2.1	0,837	>	0.294	Valid
		Indicator X2.2	0,827	>	0.294	Valid
		Indicator X2.3	0,857	>	0.294	Valid
3.	Compensation	Indicator X3.1	0,795	>	0.294	Valid
		Indicator X3.2	0,720	>	0.294	Valid
		Indicator X3.3	0,778	>	0.294	Valid
		Indicator X3.4	0,770	>	0.294	Valid
		Indicator X3.5	0,767	>	0.294	Valid
4.	Job Satisfaction	Indicator Y.1	0,766	>	0.294	Valid
		Indicator Y.2	0,754	>	0.294	Valid
		Indicator Y.3	0,773	>	0.294	Valid
		Indicator Y.4	0,811	>	0.294	Valid
		Indicator Y.5	0,796	>	0.294	Valid

The table above is the result of a validity test that shows that all statements in all r count > r table. It can be seen that all of the results of the variables that have been tested are positively

correlated, the calculated r value obtained is greater than the predetermined table r of 0.294, so it can be concluded that all data on the variable is valid.

Table 4. Validity Test Results

No	Variable		Alpha	condition	r table	Information
1.	Work Environment	Indicator X1.1	0.716	>	0.60	Reliabel
		Indicator X1.2	0.756	>	0.60	Reliabel
		Indicator X1.3	0.717	>	0.60	Reliabel
		Indicator X1.4	0.796	>	0.60	Reliabel
		Indicator X1.5	0.748	>	0.60	Reliabel
2.	Workload	Indicator X2.1	0.705	>	0.60	Reliabel
		Indicator X2.2	0.766	>	0.60	Reliabel
		Indicator X2.3	0.674	>	0.60	Reliabel
3.	Compensation	Indicator X3.1	0.773	>	0.60	Reliabel
		Indicator X3.2	0.802	>	0.60	Reliabel
		Indicator X3.3	0.782	>	0.60	Reliabel
		Indicator X3.4	0.793	>	0.60	Reliabel
		Indicator X3.5	0.788	>	0.60	Reliabel
4.	Job Satisfaction	Indicator Y.1	0.808	>	0.60	Reliabel
		Indicator Y.2	0.811	>	0.60	Reliabel
		Indicator Y.3	0.815	>	0.60	Reliabel
		Indicator Y.4	0.787	>	0.60	Reliabel
		Indicator Y.5	0.792	>	0.60	Reliabel

The table above is the result of a reliability test that shows that all variables have a large enough Alpha coefficient above 0.60 so that it can be said that all variables can be declared

reliable. So then the items in each of these variable concepts are feasible to be used as measuring tools in calculations.

Table 5. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.72824895
Most Extreme Differences	Absolute	.067
	Positive	.062
	Negative	-.067
Test Statistic		.067
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The table above is the result of normality testing, it can be seen that the results asymp. Sig (2 failed) is more than 0.05 which is 0.200. Then

it can be concluded that the distribution of data in this study is normally distributed.

Table 6. Multicollinearity Test Results

		Unstandardized Coefficients		Coefficients ^a				Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.		Tolerance	VIF
1	(Constant)	-.800	.915		-.874	.387			
	Work Environment	.756	.127	.743	5.957	.000		.117	8.528
	Work Load	-.925	.167	-.647	-5.557	.000		.134	7.436
	Compensation	.847	.068	.827	12.496	.000		.417	2.399

- a. Dependent Variable: Job Satisfaction

The table above is an output of multicollinearity test results, the test results show that the values of all VIFs of the independent variable have values smaller than 10. So it can be

concluded that there is no multicollinearity between independent variables in the regression model.

Table 7. Heteroscedasticity Test Results
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.429	.474		3.018	.004
	Work Environment	-.085	.066	-.565	-1.293	.203
	Work Load	.071	.086	.337	.826	.413
	Compensation	-.001	.035	-.007	-.030	.976

- a. Dependent Variable: Job Satisfaction

The table above is the output of the Heteroscedasticity test, so if the significance value is greater than 0.05 then there are no symptoms of heteroscedasticity. From the results of

heterodacity, it shows that work environment, work load and compensation do not occur heterosdacity

Table 8. Linear Regression Coefficient Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.800	.915		-.874	.387
	Work Environment	.756	.127	.743	5.957	.000
	Work Load	-.925	.167	-.647	-5.557	.000
	Compensation	.847	.068	.827	12.496	.000

a. Dependent Variable: Job Satisfaction

Based on the table above, it can be expressed in multiple linear regression equations as follows:

Job satisfaction = 0.743 (Work Environment) + -0.647 (Workload) + 0.827 (Compensation)

The result of the regression equation mentioned above can be interpreted as follows:

1. The regression coefficient for the work environment variable (X1) of 0.743 is positive, meaning that if the work environment is improved it can increase job satisfaction.
2. The regression coefficient for the workload variable (X2) of -0.647 is

negative, meaning that if the employee's workload is further increased, it cannot increase job satisfaction.

3. The regression coefficient for the compensation variable (X3) of 0.827 is positive, meaning that if compensation is increased it can increase job satisfaction.

Based on the test results show that the factor that most affects job satisfaction is compensation, this has been proven by the value of the regression coefficient of 0.827 which shows the largest value when compared to other variables.

Table 9. Test Results t Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.800	.915		-.874	.387
	Work Environment	.756	.127	.743	5.957	.000
	Work Load	-.925	.167	-.647	-5.557	.000
	Compensation	.847	.068	.827	12.496	.000

a. Dependent Variable: Job Satisfaction

From the table above can be explained the results of the predetermined hypothesis as follows:

Test the Hypothesis of the Effect of Work Environment on Job Satisfaction

The results of testing the work environment variable on job satisfaction obtained a calculated t value of 5.957 with a significance value of 0.000 < 0.05. This shows the positive and significant influence of work environment variables on job satisfaction. Thus the H2 hypothesis is acceptable.

Test the Hypothesis of the Effect of Workload on Job Satisfaction

The results of testing the workload variable on job satisfaction obtained a calculated t value of -5.557 with a significance value of 0.000 < 0.05. This shows the negative and significant influence of workload variables on job satisfaction. Thus the H2 hypothesis is rejected.

Test the Hypothesis of the Effect of Compensation on Job Satisfaction

The results of testing the compensation variable on job satisfaction obtained a calculated t value of 12.496 with a significance value of 0.000 < 0.05. This shows the positive and significant influence of competency variables on job satisfaction. Thus the H2 hypothesis is acceptable.

Table 10. Test F
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	288.576	3	96.192	169.009	.000 ^b
	Residual	23.335	41	.569		
	Total	311.911	44			

- a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Compensation, Work Load, Work Environment

From the results of the F test above is 169 and the significance is at 0.000. From these results, it can be concluded that data regression in research is able to make forecasting or feasible because the sig value < 0.05.

Table 11. Coefficient of Determination Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962 ^a	.925	.920	.754

- a. Predictors: (Constant), Compensation, Work Load, Work Environment

The table above shows the value of the R square adjuster in the regression model obtained at 0.920 which means that 92 percent of job satisfaction variables can be explained by variables of work environment, workload, and compensation. The remaining 8 percent were explained by other variables outside the study.

Discussion
The Effect of Work Environment on Job Satisfaction

The results of this study show that work environment variables have a positive and significant effect on job satisfaction, through the results of the t test with a significant value of 0.000 < 0.05. The existence of a positive and significant influence indicates that the better the work environment, the more job satisfaction at Benkel Mobil Nasmoco Pemuda.

The results of this study are in line with research conducted by (Andriany, 2019) and (Ardianti et al., 2018) shows that work environment variables have a positive and significant effect on job satisfaction.

The Effect of Workload on Job Satisfaction

The results of this study showed that the workload variable had a negative and significant effect on job satisfaction, through the results of the t test with a significant value of 0.000 < 0.05. The existence of negative and significant influences indicates that the higher the workload, it will not increase job satisfaction at Benkel Mobil Nasmoco Pemuda.

The results of this study are in line with research conducted by (Laily Nurida Safitri, 2019) and (Iskandar & Sembada, 2012) shows that Workload Variables have a negative and significant effect on employee job satisfaction.

The Effect of Compensation on Job Satisfaction

The results of this study showed that the compensation variable had a positive and significant effect on job satisfaction, through the results of the t test with a significant value of 0.000 < 0.05. The positive and significant influence indicates that the more compensation will increase job satisfaction at Benkel Mobil Nasmoco Pemuda.

The results of this study are in line with research conducted by (Andriany, 2019) and (Wahyuni, 2021), shows that the compensation variable has a positive and significant effect on job satisfaction.

CONCLUSION

The results of research and analysis that have been carried out are,

It is known that the work environment has a positive and significant influence on the job satisfaction of Benkel Mobil Nasmoco Youth employees. Through the results of the t test with significant values of 0.000 < 0.05. The existence of a positive and significant influence indicates that the better the work environment, it will increase job satisfaction Benkel Mobil Nasmoco Pemuda.

It is known that the workload of work has a negative and significant influence on the job satisfaction of Benkel Mobil Nasmoco Youth employees. Through the results of the t test with significant values of 0.000 < 0.05. The existence of negative and significant influences indicates that the higher the workload, it will not increase job satisfaction at Benkel Mobil Nasmoco Pemuda.

It is known that compensation has a positive and significant influence on employee job satisfaction of Benkel Mobil Nasmoco Youth employees. Through the results of the t test with significant values of 0.000 < 0.05. The positive and significant influence indicates that the more compensation will increase job satisfaction at Benkel Mobil Nasmoco Pemuda.

Based on the results of this study, the author intends to provide suggestions that can be useful for the company and for future researchers, in the work environment variable on the unpleasant odor indicator has the lowest value, it is recommended that the Nasmoco Youth Car Benkel can provide room fragrance in every corner so that the aroma of the room smells good.

In the workload variable on the indicator of working conditions has the lowest value, because there are still some employees of Benkel Mobil Nasmoco Youth who judge that their

working conditions are still not comfortable. It is recommended to Benkel Mobil Nasmoco Pemuda in order to provide a comfortable working situation so that their workload can be slightly reduced.

The compensation variable on the bonus indicator has the lowest value because there are still some employees of Benkel Mobil Nasmoco Pemuda who assess that the bonus given is still lacking, it is recommended that Benkel Mobil Nasmoco Pemuda can provide even more bonuses so that their job satisfaction can be more easily achieved.

REFERENCES

- Adveni Aoliso, H. L. (2018). PENGARUH LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN PADA PT.TASPEN (PERSERO) KANTOR CABANG KUPANG. *Jurnal Bisnis & Manajemen*, 3(1).
- Amsyari, M. (2018). ANALISIS PENGARUH GAYA KEPEMIMPINAN, MOTIVASI KERJA, DISIPLIN KERJA, LINGKUNGAN KERJA DAN STRES KERJA TERHADAP KINERJA KARYAWAN (Studi Empiris pada Kantor Otoritas Jasa Keuangan (OJK) di Surakarta). *Skripsi Fakultas Ekonomi Dan Bisnis Universitas Muhammadiyah Surakarta*, 1–10.
- Anam, C. (2018). Pengaruh Motivasi, Kompetensi, Kepemimpinan, Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Guru di Sekolah Menengah Kejuruan. *Dirāsāt: Jurnal Manajemen Dan Pendidikan Islam*, 4(1), 40–56.
- Andini, D. M. (2021). “PENGARUH KOMPENSASI TERHADAP TURNOVER INTENTION MELALUI KONFLIK DAN KOMITMEN SEBAGAI VARIABEL INTERVENING PADA HOTEL SAVANA MALANG.” *Skripsi*, 1–110.
- Andriany, D. (2019). Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT . Repex Perdana Internasional (Licensee Of Federal Express) Medan. *Ekonomi Dan Bisnis*, 1(1), 392–398.
- Anggraini, R. (2019). PENGARUH MOTIVASI DAN BEBAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN PADA PT. SUMBER TIRTA ANUGRAH REZEKI PEKANBARU. *Skripsi*, 1–114.
- Ardianti, F. E., Qomariah, N., & Wibowo, Y. G. (2018). PENGARUH MOTIVASI KERJA, KOMPENSASI DAN LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN (Studi Kasus Pada PT. Sumber Alam Santoso Pratama Karangsari Banyuwangi); EFFECT OF WORK MOTIVATION, COMPENSATION AND WORK ENVIRONMENT ON EMPLOYEE WORK SATISFACTION . *JSMBI (Jurnal Sains Manajemen Dan Bisnis Indonesia)*, 8(1), 13–31.
- Arianto, D. A. N. (2013). PENGARUH KEDISIPLINAN, LINGKUNGAN KERJA DAN BUDAYA KERJA TERHADAP KINERJA TENAGA PENGAJAR. *Jurnal Economia: Review of Business and Economics Studies*, 9(2), 191–200.
- Azhar, M. E., Nurdin, D. U., & Siswadi, Y. (2020). “Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kepuasan Kerja Karyawan PT Mitra Abadi Setiacargo - Medan.” *Jurnal Humaniora*, 4(1), 46–60.
- Dewi Suryani Harahap. (2019). Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Magister Manajemen*, 2(1), 69–88.
- Dwinati, B. N., Surati, & Furkan, L. M. (2019). PENGARUH BEBAN KERJA DAN KOMPENSASI TERHADAP KINERJA (STUDI PADA KARYAWAN OPERASIONAL PENGANGKUTAN SAMPAH DINAS KEBERSIHAN KOTA MATARAM). *Jmm Unram - Master of Management Journal*, 8(1), 86–100.
- Fajri Ariandi. (2018). Pengaruh Metode Pembayaran Kompensasi Terhadap Kinerja Tutor. *Jurnal Ekonomi Dan Manajemen Akademi Bina Sarana Informatika*, 16(1).
- Fajri, C., Rahman, Y. T., & Wahyudi. (2021). MEMBANGUN KINERJA MELALUI LINGKUNGAN KONDUSIF, PEMBERIAN MOTIVASI DAN PROPORSIONAL BEBAN KERJA. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 4(1), 211–220.
- Hasyim, W. (2020). Pengaruh Beban Kerja dan Kompensasi Terhadap Kepuasan Kerja Karyawan PT. Yaskawa Electric Indonesia. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 1(02), 185–192.
- Hermingsih, A., & Purwanti, D. (2020). PENGARUH KOMPENSASI DAN BEBAN KERJA TERHADAP KEPUASAN KERJA DENGAN MOTIVASI KERJA SEBAGAI VARIABEL PEMODERASI; THE EFFECT OF COMPENSATION AND WORK LOAD ON JOB SATISFACTION WITH WORK MOTIVATION AS MODERATING VARIABLES. *DIMENSI*, 9(3), 574–597. Kepuasan Kerja; Kompensasi; Motivasi Kerja; Beban Kerja
- Imam Ghozali. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi* (3rd ed.). Universitas Diponegoro.
- Iskandar, S., & Sembada, G. G. (2012).

- PENGARUH BEBAN KERJA, MOTIVASI DAN KEPUASAN KERJA TERHADAP KINERJA PEGAWAI BANK BJB CABANG PADALARANG. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 6(1), 26–38.
- Laily Nurida Safitri, M. A. (2019). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Perawat Dengan Mediasi Stress Kerja. *Jurnal Riset Manajemen & Bisnis Dewantara*, 2(1), 13–26.
- Marzani, N., & Dharmawan, D. (2017). PENGARUH LINGKUNGAN KERJA DAN KOMPETENSI TERHADAP KINERJA KARYAWAN PT. SINAR MAS LAND. Tbk TANGERANG. *Jurnal Manajemen Bisnis Krisnadwipayana*, 5(3).
- Media, A. (2023). *website indikator kompensasi with husein umar.pdf*. Sistem Informasi.
- Nabila, V. S., & Syarvina, W. (2022). Analisis Pengaruh Beban Kerja Terhadap Kinerja Karyawan PT. Perkebunan Nusantara IV Medan. *Jurnal Kewarganegaraan*, 6(2), 2788–2797.
- Nurlaila, & Fatyandri, A. N. (2018). ANALISIS FAKTOR-FAKTOR YANG MEMPENGARUHI KINERJA KARYAWAN PADA HOTEL BERBINTANG 4 DI KOTA BATAM. *Journal of Accounting and Management Innovation*, 2(1), 90–107.
- Polakitang, A. F., Koleangan, R., & Ogi, I. (2018). PENGARUH BEBAN KERJA, LINGKUNGAN KERJA, DAN STRESS KERJA TERHADAP KINERJA KARYAWAN PADA PT. ESTA GROUP JAYA; EFFECT OF WORKLOAD, WORK ENVIRONMENT AND JOB STRESS ON EMPLOYEE PERFORMANCE AT PT. ESTA GROUP. *Jurnal Ilmu Dan Riset Manajemen*, 7(7), 4164–4173.
- Priansa, D. J. (2016). PENGARUH E-WOM DAN PERSEPSI NILAI TERHADAP KEPUTUSAN KONSUMEN UNTUK BERBELANJA ONLINE DI LAZADA. *Ecdemica*, IV(1), 117–124.
- Quinerita Stevani Aruan, & Fakhri, M. (2015). PENGARUH LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN LAPANGAN DEPARTEMEN GRASBERG POWER DISTRIBUTION PT. FREEPORT INDONESIA. *Jurnal Modus*, 27(2), 141–162.
- Ronna Yulia Wuwungan. (2018). Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Cinemaxx Lippo Plaza Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 2(1), 90–107.
- Rubiarty, N. (2018). PENGARUH BEBAN KERJA DAN PENGAWASAN TERHADAP KEPUASAN KERJA PADA PT. BAHMA PUTRA MANDIRI CABANG BINJAI. *Skripsi Program Studi Manajemen Fakultas Ekonomi & Bisnis Universitas Medan Area Medan*, 1–57.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R &D*. Alfabeta.
- Tambunan, A. P. (2018). LINGKUNGAN KERJA DAN KEPUASAN KERJA KARYAWAN: SUATU TINJAUAN TEORETIS. *Jurnal Ilmiah Methonomi*, 4(2), 175–183.
- Tanjung, H., Hardita, A. P., & Tupti, Z. (2022). PENGARUH KEPUASAN KERJA, MOTIVASI, DAN KEPEMIMPINAN TERHADAP KINERJA PEGAWAI PT. ANGKASA PURA II (Persero) KANTOR CABANG BANDAR UDARA SILANGIT. *NIAGAWAN*, 11(2), 121–137.
- Tentama, F., Rahmawati, P. A., & Muhopilah, P. (2019). The Effect And Implications Of Work Stress And Workload On Job Satisfaction. *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 8(11), 2498–2502.
- Wahyuni, D. D. (2021). PENGARUH KOMPENSASI DAN BEBAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN DI BINTANG SWALAYAN PONOROGO. In *Skripsi* (pp. 1–86). FAKULTAS EKONOMI DAN BISNIS ISLAM INSTITUT AGAMA ISLAM NEGERI PONOROGO.
- Wijaya, A. (2018). PENGARUH BEBAN KERJA TERHADAP KEPUASAN KERJA DENGAN STRES KERJA SEBAGAI VARIABEL MEDIASI PADA PEKERJA DI HOTEL MAXONE DI KOTA MALANG. *PARSIMONIA*, 4(3), 278–288.