

# THE INFLUENCE OF COMPENSATION, MOTIVATION, WORK ENVIRONMENT, AND WORK DISCIPLINE ON JOB SATISFACTION

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**Submission date:** 03-Jan-2024 08:11AM (UTC+0000)

**Submission ID:** 220432074

**File name:** 16.\_Artikel\_Bhs.\_Inggris-sudah\_bayar-rh\_ijss.pdf (210.36K)

**Word count:** 4620

**Character count:** 26240



## THE INFLUENCE OF COMPENSATION, MOTIVATION, WORK ENVIRONMENT, AND WORK DISCIPLINE ON JOB SATISFACTION

by

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### Article Info

#### Article history:

Received Oct 04, 2022

Revised Nov 15, 2022

Accepted Nov 23, 2022

#### Keywords:

Compensation

Motivation

Work Environment

Work Discipline

### ABSTRACT

*This study aims to understand the effect of compensation, motivation, work environment and work discipline on job satisfaction in home and personal care companies. The method used in this research is survey research. The population in this study is all working people. The samples in this study were 78 respondents. The data analysis method used is statistical analysis of descriptive data and analysis of respondents' answers. Statistical analysis methods can be selected and adapted to the research objectives. Calculations using the SPSS program version 25.00 with the coefficient of determination and hypothesis testing (t test).*

*The results of the t test show that the compensation variable has no effect on job satisfaction. Motivational variables affect job satisfaction. Work environment variables affect job satisfaction. The work discipline variable influences job satisfaction.*

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## 1. INTRODUCTION

The process of developing the home and personal care business in Indonesia is increasing rapidly with high competitiveness. With the occurrence of market competition within a group of companies, it is required to take the right actions according to the target so that they can adjust to changes in the functioning business conditions. So that there is progress in home and personal care companies that produce similar products, it will happen that every company is obliged to update its products. This renewal has an impact on the many diverse needs of customers so that product makers are required to create a product that is different from the others.

The company has useful aspects to expand the business to face competitors by providing product changes. The number of competitors so that customers have consideration and ensure a product. In addition, customers are more careful in dealing with the products provided by the company. Therefore the business world is now required to make high employee performance for company development. Companies must be able to build and improve performance in their environment. The success of the company is influenced by several factors, one of the important factors is human resources, because human resources are actors from the entire level of planning to evaluation who are able to utilize other resources owned by the organization or company (Supomo and Nurhayati, 2018)

The workforce has great potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible so as to be able to provide optimal output. Therefore the existence of human resources in a company plays a very important role.

Every organization or company will always try to improve employee performance in the hope that the company's goals will be achieved. Various ways will be taken by the company in improving employee performance.

By providing compensation and motivation, as well as creating a conducive work environment, the company's goals will be achieved properly.

With the home and personal care business currently playing a very important role in carrying out various kinds of daily activities, especially those that are mostly used at home, in public places, in hospitals, in restaurants and in various other places. Along with the rapid development of the era and the current situation where the weather is uncertain, the use of household care or what is known as home and personal care is very important in carrying out consumer activities in carrying out their daily activities and will be very helpful in achieving several goals, including maintaining health, keeping the environment clean, making activities comfortable. Currently, various household care products are available, one of which is home and personal care, which started in 2010 and is engaged in household care. These home and personal care products include mosquito repellents, room cleaners, room deodorizers, baby products, laundry cleaners, or what can be called Home and Personal Care products. In increasing job satisfaction, home and personal care employees carry out several methods, for example by providing wages or salaries, providing motivation to create a conducive work environment, education and training.

Sutrisno (2017) stated that job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects a person's feelings towards his work (Tarigan, 2018). This can be seen in the positive attitude of employees towards work and everything they face in their job satisfaction. Employees who do not get job satisfaction will never achieve psychological satisfaction and in the end a negative attitude or behavior will arise and this in turn can lead to frustration. Employees who do not get job satisfaction.

In practice, many employees are forced to do the work. Based on the results of research conducted, that the performance of employees at home and personal care is still low. This is indicated by the large number of jobs that are not completed on time, targets that are not achieved, problems in work or pending, many defects in packaging or packing, and various other obstacles.

Pangabea (2017) argues, compensation can be defined as remuneration for the contribution they make to the organization. The compensation policy rules for each company are relatively the same. The only difference is the number of types of compensation given and the amount of compensation determined for each type of compensation. The basis for determining the type and amount of compensation received is based on various considerations, such as education, position, performance or length of service. The thing that happens at home and personal care is that employees are not given appropriate compensation for the performance and achievements achieved while working so that this makes employees feel that they are not given appreciation by the company.

Compensation shows in all things both tangible in terms of remuneration in the form of financial and non-financial from the company to its employees (Rahayu and Riana, 2017). Compensation is also provided with the aim of motivating employees to work harder (Veriyani and Prasetio, 2018), discipline at work, being able to do everything that has been determined by the company. Many employees feel that their work is not appreciated by. Lack of attention to compensation also makes employee performance decrease.

Mangkunegara (2017: 102) an employee is said to have good work motivation if he has: (1) need for achievement, namely the ability of employees, (2) need of affiliation, namely the desire of employees to be friends with each other and get to know co-workers in a government organization, and (3) the need for power, namely the need to make employees behave rationally in carrying out their duties and the desire to master something.

Another factor that causes the low performance of home and personal care employees is work motivation. In this case also the home and personal care employees have competed in achievement so that the targets that have been set can advance the company. Motivation towards someone is a force that creates an action to achieve the goal of self-satisfaction. People constantly suggest that work motivation can be caused if the income is good and fair, but in fact, even though good rewards have been given, the work has not been maximized. Implementation of the targets for home and personal care employees can run well, one of the supporting factors is motivation and enthusiasm from the available human resources, so that the success of a project from discipline and time can be realized.

Pawirusumarto and Khumaedi (2017: 519), the work environment has a positive and significant influence on employee job satisfaction. The condition of the work environment is said to be good if employees get a safe, comfortable and healthy atmosphere so that all work carried out can be completed optimally, quickly and properly. In view of these matters, home and personal care is responsible for all aspects of employment including maintenance and control of health, safety and working conditions including one of its aspects is work performance.

A good work environment will make employees feel comfortable while working in the office. With sufficient lighting, adequate temperature and good air ventilation, employees can complete their work to the fullest. Home and personal care also implements workplace conditions that are far from noise so workers or employees are focused and not distracted in carrying out their activities. Home and personal care also provides air freshener which is also available at several points to avoid unpleasant odors. Work security at home and personal care is well maintained with the availability of security units at several posts around the office.



Sinambela (2017) argues work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all regulations and is aware of their duties and responsibilities. So he will obey or do all his duties properly, not under coercion. Willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not.

This is in accordance with the occurrence at home and personal care by strictly implementing work discipline which is also very influential on the achievements of employees in the company. Poor performance will greatly affect the company's progress, such as stealing working hours to do things that have nothing to do with work, not using the attributes that the company has given to employees, for example not using a company identity such as an ID card. Likewise, employees who do not have high discipline will not get excellent achievement results because they cannot use their time properly.

## 2. LITERATURE REVIEW

According to Hasibuan (2017) Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Compensation can also reflect status, title or position, as well as the service period of an employee of the company. With this compensation affects employee job satisfaction, namely being able to meet their needs by providing compensation. Mangkunegara (2017) an employee is said to have good work motivation if he has: (1) need of achievement, namely the ability of employees, (2) need of affiliation, namely the desire of employees to be friends with each other and get to know co-workers in a government organization, and (3) need of power, namely the need to make employees behave properly in carrying out their duties and the desire to master something.

According to Afandi (2018) the work environment is one of the important things and can help employees work calmly and comfortably so that they don't get bored quickly in doing the work given by the company, so the results don't disappoint for both parties. Conversely, a bad work environment can make employees feel bored quickly and will certainly hinder the work being done. Where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve employee work in a company (Siswanto, 2016)

According to Afandi (2018) Work discipline is a tool used to increase employee awareness and willingness to comply with all company regulations and applicable social norms. Basically every employee needs to have high discipline, such as arriving at the office on time, leaving the desk after returning from work, and being responsible for carrying out the work assignments given to achieve the goals that have been implemented by the agency from a high level of work discipline, revealing the level of employee satisfaction. Employees feel satisfied when completing their work assignments.

### Research Conceptual Framework

Based on explanation of the background of the problem formulation, this research can describe the concept as follows: The independent variable is Perceived Compensation, Perceived Motivation, Work Environment, Work Discipline. The dependent variable is Job Satisfaction.

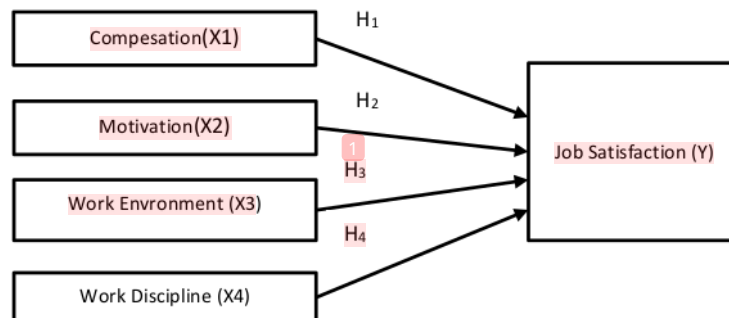


Figure 1.1. Conceptual framework



### 3. RESEARCH METHOD

The method in this research is a quantitative method. By using this research method, it will be known that there is a significant relationship between the variables studied so that the conclusions will clarify the description of the object under study. According to Sugiyono (2019) is a method that can be interpreted as a research method based on a certain sample, this data collection uses research instruments, and data analysis is quantitative or statistical, with the aim of being able to test the hypotheses that have been set.

Population according to (Sedamayanti, 2017) is an area consisting of: objects/subjects that have the quantity and characteristics determined by the researcher to be studied and then drawn conclusions. So, the population is not only people, but also objects or other natural objects. The population is also not just the amount that exists in the object/subject being studied, but includes all the characteristics/traits possessed by the subject or object. The population in this study was all home and personal care employees. The population for this study was 78 people. To support the research results, the authors use the necessary data collection in two ways, namely:

1. Field research (*Field Research*), research conducted by this author directly went into the field to obtain the necessary data in several ways, namely:
2. Questionnaire, is a data collection technique that is done by giving a set of questions or written statements to respondents to answer

### 4. RESULTS AND ANALYSIS

**Table 1 Coefficient of Determination of Compensation  
 on Job Satisfaction Correlations**

	Compensation (X1)	Job Satisfaction (Y)
Compensation (X1)	1	,724 **
Pearson Correlation		,000
Sig. (2-tailed)		
N	78	78
Job Satisfaction (Y)	,724 **	1
Pearson Correlation	,000	
Sig. (2-tailed)		
N	78	78

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on table 1, the results of the partial correlation coefficient X1 on Y are 0.724. Then, the value of the coefficient of determination of partial compensation on job satisfaction is calculated as follows:

$$\begin{aligned}
 \text{KDy}1.234 &= r_{y1.234}^2 \times 100\% \\
 &= 0.7242 \times 100\% \\
 &= 52.4\%
 \end{aligned}$$

Based on the calculation results above, it is obtained by 52.4% which can be concluded that the effect of compensation on job satisfaction is 52.4% and the remaining 47.6% is influenced by other variables.



**Table 2 The Coefficient of Determination of Motivation there is Job Satisfaction**  
**Correlations**

		Motivation (X2)	Job Satisfaction (Y)
Motivation (X1)	Pearson Correlation	1	,911 **
	Sig. (2-tailed)		,000
	N	78	78
Job Satisfaction (Y)	Pearson Correlation	,911 **	1
	Sig. (2-tailed)	,000	
	N	78	78

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Of the partial correlation coefficient of motivation on job satisfaction is 0.911 . Then, the value of the partial determination coefficient of motivation on job satisfaction is calculated as follows:

$$\begin{aligned}
 \text{KDy}2.134 &= r_y2.1342 \times 100\% \\
 &= 0.9112 \times 100\% \\
 &= 82.9\%
 \end{aligned}$$

Based on the calculation results above, it is obtained 82.9% which can be concluded that motivation on job satisfaction is 82.9% and the remaining 17.1% is influenced by other variables.

**Table 3 The coefficient of Determination of the Work Environment on Job Satisfaction**  
**Correlations**

		Work Environment (X3)	Job Satisfaction (Y)
Work Environment (X3)	Pearson Correlation	1	,851 **
	Sig. (2-tailed)		,000
	N	78	78
Job Satisfaction (Y)	Pearson Correlation	,851 **	1
	Sig. (2-tailed)	,000	
	N	78	78

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on table 3, the results of a partial correlation coefficient of 0.851 are obtained. Then, the value of the coefficient of determination of the partial work environment on job satisfaction is calculated as follows:

$$\begin{aligned} \text{KDy3.124} &= r_{y3.124} \times 100\% \\ &= 0.8512 \times 100\% \\ &= 72.4\% \end{aligned}$$

Based on the calculation results above, it is obtained 72.4% which can be concluded that the work environment on job satisfaction is 72.4% and the remaining 27.6% is influenced by other variables.

**Table 4 Coefficient of Partial Determination between Work Discipline on Job Satisfaction Correlations**

		Work Discipline (X4)	Job Satisfaction (Y)
Work Discipline (X4)	Pearson Correlation	1	,899 **
	Sig. (2-tailed)		,000
	N	78	78
Job Satisfaction (Y)	Pearson Correlation	,899 **	1
	Sig. (2-tailed)	,000	
	N	78	78

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on table 4, the results of a partial correlation coefficient of 0.899 are obtained. Then, the value of the partial determination coefficient of work discipline on job satisfaction is calculated as follows:

$$\begin{aligned} \text{KDy4.123} &= r_{y4.123} \times 100\% \\ &= 0.8992 \times 100\% \\ &= 72.7\% \end{aligned}$$

Based on the calculation results above, it is obtained 72.7% which can be concluded that work discipline on job satisfaction is 72.7% and the remaining 27.3% is influenced by other variables.

**Table 5 Partial Test of Compensation Variables Coefficients <sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	4,304	1,711		2,515	,014
	Compensati on (X1)	,801	,087	,724	,158	,062

a. Dependent Variable: Job Satisfaction (Y)



After testing the hypothesis on the research above and based on the results of SPSS 25.0 calculations, the P-value X1 variable is 0.062 greater than the real level or  $0.062 > 0.05$ . Therefore it can be concluded that H0 is accepted and Ha is rejected, so partially there is no significant effect between compensation on job satisfaction

Table 6 T test

Variable	Q	Sig
Compensation	0.158	0.062
Motivation	19,217	0.025
Work environment	14.131	0.046
Work discipline	17,923	0.038

After testing the hypothesis on the research above and based on the calculation results, the compensation variable 0.062 has no effect on job satisfaction while motivation  $0.025 < 0.005$  has a significant effect on job satisfaction. While the work environment  $0.046 < 0.005$  has a significant effect on job satisfaction. Work discipline of  $0.038 < 0.005$  has a significant effect on job satisfaction.

#### Environmental Influence

After testing the hypothesis on the research above and based on the results of SPSS 25.0 calculations, the P-value X3 variable is 0.046 which is smaller than the real level or  $0.046 < 0.05$ . Therefore it can be concluded that H0 is rejected and Ha is accepted, so partially there is a significant influence between the work environments on employee job satisfaction

#### Effect of Work Discipline (X 4) on Job Satisfaction (Y)

After testing the hypothesis on the research above and based on the results of SPSS 25.0 calculations, the P-value X4 variable is 0.038 which is smaller than the real level or  $0.038 < 0.05$ . Therefore it can be concluded that H0 is rejected and Ha is accepted, so partially there is a significant influence between work disciplines on employee job satisfaction.

#### Effect of Compensation on Job Satisfaction

Based on the research analysis, it results that partially the population correlation coefficient between compensation on job satisfaction of home and personal care employees in Jabodetabek has no effect where it is obtained that the P-value of variable X1 is 0.062 greater than the real level or  $0.062 > 0.05$  then H0 is accepted or Ha is rejected . This shows that the awarding of compensation cannot reflect the status, title or position, as well as the service period of an employee of the company.

Based on the answers from the respondents, I received a salary according to the risk of the job, getting the lowest score. This means that the company should provide a salary that is in accordance with the risks and responsibilities of the work received by each employee so that this will affect the increase in job satisfaction of each employee. With the contribution of the effect of compensation on job satisfaction of home and personal care employees of 52.4%, while the rest is the influence of other variables that are not included in this research model.

However, this is not in accordance with the research conducted by Veriyani and Prasetyo (2018) which says that there is an effect of compensation on job satisfaction.

#### The Effect of Motivation on Job Satisfaction

Based on the research analysis, it shows that partially the population correlation coefficient between motivation and job satisfaction of home and personal care employees has a significant effect because the P-value of variable X2 is 0.025 less than the real level or  $0.025 < 0.05$ , then H0 is rejected or Ha is accepted. This shows that giving motivation affects the increase in morale in employee job satisfaction.

Based on the respondent's answer, namely the existence of adequate facilities, getting the highest score. This means that the existence of very adequate facilities facilitated by the company will increase the motivation of these employees which will have an impact on increasing job satisfaction.



This is in accordance with research conducted by Hasanuddin, Rustini and Emperor (2020) which says motivation has a significant effect on job satisfaction.

#### The Influence of the Work Environment on Job Satisfaction

Based on the research analysis, it shows that partially the population correlation coefficient between work environment on job satisfaction of home and personal care employees has a significant effect because the P-value variable X3 is 0.046 less than the real level or  $0.046 < 0.05$ , so  $H_0$  is rejected or  $H_a$  is accepted. This shows that a good work environment can make employees not get bored quickly in doing the work given by the company, so that the results are not disappointing for both parties.

Based on the respondents' answers, namely the relationship between employees at work is going well, getting the highest score. This means that with a good work environment it will make employees feel comfortable at work which will have a good impact on the employee's job satisfaction.

This is in accordance with research conducted by Irma and Yusuf (2020) which says the work environment has a significant effect on job satisfaction.

#### The Effect of Work Discipline on Job Satisfaction

Based on the research analysis, it shows that partially the population correlation coefficient between work discipline on job satisfaction of home and personal care employees has a significant effect where the P-value variable X4 is 0.038 less than the real level or  $0.038 < 0.05$ , so  $H_0$  is rejected or  $H_a$  is accepted. This shows that with a high level of discipline applied by employees, it will affect the level of job satisfaction of these employees.

Based on the respondents' answers, namely attendance, in my opinion, is very important to uphold work discipline, getting the highest score. This means that with absences, employees will not violate the rules set by the company so that the company can achieve the goals it wants to achieve properly. This is in accordance with research conducted by Gunawan and Heyanda (2021) which says work discipline has a significant effect on job satisfaction.

#### CONCLUSION

Based on the results of the analysis carried out in this study, it can be concluded that:

1. Home and personal care employees . This indicates that the awarding of compensation cannot reflect the status, title or position, as well as the service period of an employee of the company.
2. Motivation has a significant effect on job satisfaction of home and personal care employees. This indicates that giving motivation affects the increase in morale in employee job satisfaction.
3. Work environment has a significant effect on job satisfaction of home and personal care employees in Jabodetabek. This indicates that a good work environment can make employees not get bored quickly in doing the work given by the company, so that the results are not disappointing for both parties.
4. Work discipline has a significant effect on job satisfaction of home and personal care employees. This indicates that with a high level of discipline applied by employees, it will affect the level of job satisfaction of these employees.

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